



City of Doncaster Council

Agenda

To all Members of the

CABINET

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

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

Date: Wednesday, 21st June, 2023

Time: 10.00 am

BROADCASTING NOTICE

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**Damian Allen
Chief Executive**

Issued on: Tuesday, 13 June 2023

Governance Services Officer for this meeting:

Amber Torrington
01302 737462

City of Doncaster Council

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Items

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. Public Questions and Statements.

(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m. on Friday, 16th June 2023. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to Democratic.Services@doncaster.gov.uk).

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 24th May 2023 for noting (previously circulated)

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

Key Decisions

6. Youth Justice Plan 2023/24. 1 - 76
7. 2022-23 Quarter 4 Finance and Performance Improvement Report. 77 - 152

Non-Key Decisions

8. St. Leger Homes of Doncaster Limited (SLHD) performance and delivery update Quarter 4 and year ended 31 March 2023 (2022/23). 153 - 170

Cabinet Members

Cabinet Responsibility For:

**Chair – Ros Jones, Mayor of
Doncaster**

Budget and Policy Framework

**Vice-Chair – Deputy Mayor
Councillor Glyn Jones**

Housing and Business

Councillor Lani-Mae Ball

Portfolio Holder for Early Help, Education, Skills
and Young People

Councillor Nigel Ball

Portfolio Holder for Public Health, Communities,
Leisure and Culture

Councillor Joe Blackham

Portfolio Holder for Highways, Infrastructure and
Enforcement

Councillor Rachael Blake

Portfolio Holder for Children's Social Care and
Equalities

Councillor Phil Cole

Portfolio Holder for Finance, Traded Services and
Planning

Councillor Mark Houlbrook

Portfolio Holder for Sustainability and Waste

Councillor Jane Nightingale

Portfolio Holder for Corporate Resources

Councillor Sarah Smith

Portfolio Holder for Adult Social Care

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Report

Date: 21st June 2023

To: The Cabinet

Report Title: Youth Justice Plan 2023/24

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

EXECUTIVE SUMMARY

1. The purpose of this report is to present the statutory Youth Justice Plan for 2023/24, covering the work of the Youth Offending Service (YOS) in Doncaster, where responsibility for the discharge of the Plan lies. The Plan is a requirement of the 1998 Crime and Disorder Act and is to be submitted to the Youth Justice Board for England and Wales annually.
2. The Plan sets out the resourcing and value for money, performance against last year's plan, structure, governance and partnership arrangements and risks to future delivery for the service. Actions and timescales are set to develop the service and ensure the best provision for the children and young people of Doncaster.
3. In addition to the statutory plan we have also consulted young people in relation to their experiences of the service they have received from the YOS. Their comments are populated throughout the plan and available in full in Appendix 3.
4. The plan shows some good performance against the targets set in last year's plan particularly in relation to re-offending.

EXEMPT REPORT

5. This is not an exempt report.

RECOMMENDATIONS

6. Cabinet approves the Youth Justice Plan 2023/24 before it is submitted to Full Council.

Youth Offending Team, Civic Office, Waterdale, Doncaster. DN1 3BU

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

BACKGROUND

9. This strategic plan impacts upon the delivery of Youth Justice in all wards of Doncaster. It involves expenditure of £1.9 million in 2023/24 (estimated, some contributions to be confirmed) of which £833,541 comes from the City of Doncaster Council.
10. The Crime and Disorder Act 1998 sets the statutory functions for Youth Offending Teams. The relevant provisions dealing with the Youth Justice System are set out in Part III of the Crime and Disorder Act 1998 (“the 1998 Act”). Section 37(1) of the 1998 Act states that it shall be the principle aim of the Youth Justice System to prevent offending by children and young persons.
11. Section 38 places a duty on Local Authorities, acting in co-operation with the agencies listed below, to secure that, to such extent as is appropriate for their area, all “Youth Justice Services” are available there. Those agencies are:
 - Chief Officer of Police or Police authority, any part of whose Police area lies within the Local Authorities area.
 - The Secretary of State in relation to his functions under sections 2 and 3 of the Offender Management Act 2007.
 - Every provider of Probation services that is required by arrangements under section 3(2) of the Offender Management Act 2007 to carry out the duty under this subsection in relation to the Local Authority.
 - Every local Probation Board, Strategic Health Authority, Local Health Board or Primary Care Trust, any part of whose area lies within that area.
12. Section 40 of the 1998 Act sets out the duty of each Local Authority to formulate and implement an annual Youth Justice Plan, setting out how Youth Justice Services in their area are to be provided and funded, and their functions and composition. Youth Offending Teams must co-ordinate the provision of Youth Justice Services for all those in the authority’s area that need them and carry out the functions described in the Youth Justice Plan.

OPTIONS CONSIDERED

13. The Youth Justice Plan is a statutory Plan, the option is to approve in its current format or return the plan to the Service Manager for Young People’s Services and





the Assistant Director for Practice Improvement for further consideration and review.





REASONS FOR RECOMMENDED OPTION

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

IMPACT ON THE COUNCIL'S KEY OUTCOMES

15.

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 activity will predominantly take place in familial homes and community settings. There are minor implications in respect of the additional use of pool cars for staff to attend appointments.</p>				
 Developing the skills to thrive in life and in work	✓			
<p>Comments: Young people as a standard part of the Youth Justice offer will receive access to the Pathways to Progression careers service which will support them to make positive choices relating to their personal development and careers. Young people have a bespoke offer of education support pre-16 to enable them to achieve their potential and work towards creating aspirational life choices.</p>				
 Making Doncaster the best place to do business and create good jobs	✓			
<p>Comments: Young people are supported by a highly skilled and experienced careers information, advice and guidance offer improving their prospects to enter employment. This offer is extended beyond statutory involvement to ensure successful transitions to appropriate training and employment destinations, in conjunction with local training providers and the Doncaster Chamber.</p>				
 Building opportunities for healthier, happier and longer lives for all	✓			

<p>Comments: Young people in the Criminal Justice System often experience familial disruption. The Youth Justice offer involves a bespoke package for each young person tailored to their individual needs. The YOS uses a relationship based trauma informed practice approach to ensure young people's emotional wellbeing and to support them to make improvements across a range of needs including speech language and communication, systemic family psychotherapy, substance misuse and counselling support.</p>				
 <p>Creating safer, stronger, greener and cleaner communities where everyone belongs</p>	✓			
<p>Comments: As part of the YOS's relationship based practice, young people who may have become involved in ASB or violent offending will be supported to understand the potential consequences of these actions and its affect upon them. This will support young people being diverted from such activity. Alongside this, activity delivered by Team EPIC directly tackles ASB by young people in the community and offers them safe spaces where they can access support.</p>				
 <p>Nurturing a child and family-friendly borough</p>	✓			
<p>Comments: The YOS takes a holistic approach to working with young people, involving families and carers and other support networks where appropriate to ensure that our work is planned in a co-ordinated way so that intervention is as effective as possible. Our family therapist works with families to strengthen the system around them so that outcomes for children are improved so that they can achieve and thrive and be diverted from offending and anti-social behaviour.</p>				
 <p>Building Transport and digital connections fit for the future</p>				✓
<p>Comments: There are no building transport or digital implications for this programme.</p>				
 <p>Promoting the borough and its cultural, sporting, and heritage opportunities</p>	✓			
<p>Comments: Young people are encouraged to access positive cultural activities which promote a greater understanding of Doncaster as a place, its heritage and their role as citizens.</p>				
Fair & Inclusive	✓			

Comments:

Appropriate adaptations will be made to the delivery of YOS activity relating to any specific needs that children or young people may have in order to promote their participation. Doncaster YOS has a target in relation to the reduction of Children Looked After entering the Criminal Justice System to ensure that the rate of children looked after entering the Criminal Justice System is not greater than the rate of the wider population.

16. Legal Implications [Officer Initials: _SRF_ | Date: _12/04/23_]

Section 40 of the Crime and Disorder Act 1998 (the 'Act') sets out the duty of each Local Authority to formulate and implement an annual Youth Justice Plan, setting out how Youth Justice Services in their area are to be provided and funded and their functions and composition. Youth Offending Teams must co-ordinate the provision of Youth Justice Services for all those in the Authority's area that need them and carry out the function of the Youth Offending Service Plan.

Section 37(1) of the Act states that it shall be the principal aim of the Youth Justice System to prevent offending by children and young persons.

As the Youth Justice Plan forms part of the Council's Policy Framework within the Constitution it requires Full Council agreement.

17. Financial Implications [Officer Initials: Eleanor D'Arcy | Date: 29/03/2023]

In 2023/24 DMBC have set out £796k of funding for the Youth Offending Service. In addition, DMBC receive income from other partner organisations. The confirmed income that DMBC is to receive in 2023/24 is £60k from Doncaster CCG via a Section 256 agreement, and £152k from South Yorkshire Police & Crime Commissioner. DMBC are still awaiting confirmation of the income to be received in 2023/24 that is to be paid over from the Ministry of Justice (was £91k in 2022/23) and from the Youth Justice Board (was £736k in 2022/23). There are also "in kind" contributions from partner organisations, we are awaiting confirmation of the amount for 2023/24. Overall the funding is expected to be similar to 2022/23, and DMBC will manage the Youth Justice Plan within the funding allocated.

18. Human Resources Implications [Officer Initials: KW | Date: 12/04/23]

There are no Human Resources Implications within this report.

19. Technology Implications [Officer Initials: PW | Date: 16/03/23]

There are no specific technology implications. However, early engagement with Digital and ICT will be needed in relation to any arising technology requirements to support the delivery of the Youth Justice Plan.

RISKS AND ASSUMPTIONS

20. The risk factors are outlined in the Youth Justice Plan itself. The most significant risks relate to young people at risk of Child Criminal Exploitation and an increase in the First Time Entrant rates. These issues are explored within the plan itself with appropriate mitigations in place where possible.

CONSULTATION

21. As a statutory plan, consultation occurs with the relevant boards, notably YOS Management Board, Safer, Stronger Doncaster Partnership (SSDP), City of Doncaster Council Executive Management Team and young people and families who are in receipt of services from the YOS.

BACKGROUND PAPERS

22. Youth Justice Plan 23/24

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

CDC	City of Doncaster Council
YOS	Youth Offending Service
EPIC	Encouraging Potential Inspiring Change
SSDP	Safer Stronger Doncaster Partnership
CCE	Child Criminal Exploitation

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LEAD OFFICER

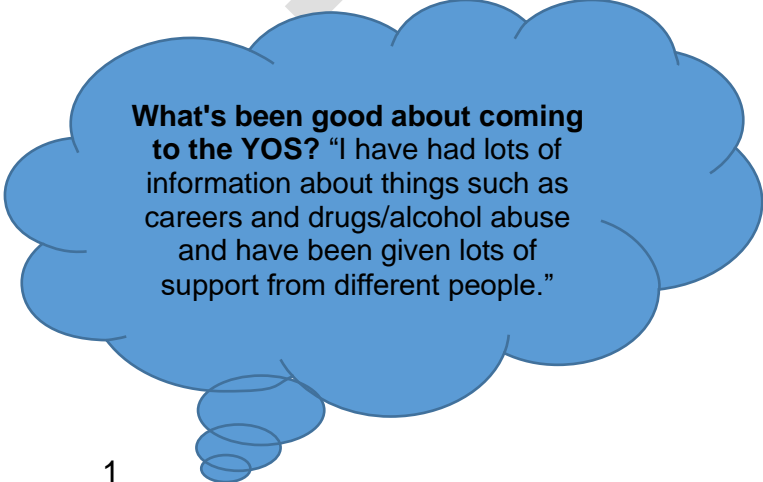
Riana Nelson, Director of Children, Young People and Families
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Youth Justice Plan

Service	Doncaster Youth Offending Service
Service Manager/ Lead	Helen Jones
Chair of YJS Board	Neil Thomas, Independent Chair

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What's been good about coming to the YOS? "I have had lots of information about things such as careers and drugs/alcohol abuse and have been given lots of support from different people."

1. Introduction, vision and strategy (Page 9 of the Guidance)

Like everywhere else in the UK, the past 12 months have continued to be a difficult time for children, young people and their families. The ongoing disruption that the pandemic has caused in terms of children's education and their emotional health and wellbeing continues to be impactful. The Cost of Living Crisis has created additional challenges for children, young people and families across the country, and Doncaster is no different.

In Doncaster, we have seen significant increases in the number of children with complex mental health needs, more children in need of help and support from children's social care teams, and more children entering the care system. In this context, it becomes more important than ever that children receive the help and support they need when they come into contact with the Criminal Justice System to ensure that they can lead happy, safe and aspirational lives in the future.

Doncaster has always been focused on preventable offending from children who are Looked After to ensure that their care status does not negatively impact on offending. For the past year, for the first time, the partnership has sought to ensure that the rate of children in the Criminal Justice System who are Looked After is not greater than that of the general population. The City of Doncaster has recently taken a strategic decision to ensure that children with a Care Leaving status are recognised in the same way as other protected characteristics, this is a significant statement in respect of Doncaster's intent of ensuring that care experienced young people achieve and thrive within the City in the same way as children living in more conventional familial settings.

The YOS has a strong therapeutic offer to ensure that we have the right specialisms to meet the needs of our young people. This includes a Young Person's Counsellor, Forensic Psychologist, Systemic Family Psychotherapist, Speech and Language Therapist, Education Co-ordinator and Substance Misuse Worker. Additional Interventions Specialists and our highly skilled and experienced Youth Justice Officers complete the compliment of staff to meet the needs of Doncaster's children and young people.

Team EPIC continue to work with young people in schools, in the community and offer bespoke support to young people who are being exploited. The EPIC young person's Hub in the Frenchgate Shopping Centre continues to offer a space to work creatively with young people and focus on reducing anti-social and offending behaviour. The Hub has regularly attracted between 40 and 50 young people each weekend. The use of the Hub has expanded, for example, the YOS Careers Information, Advice and Guidance team hold events there for young people. There is scope for the Hub to be utilised for different groups across the borough as a safe space.

In September 2022, the YOS moved back under the control of the City of Doncaster Council having previously operated for 7 years within Doncaster Children's Services Trust which has now ceased to exist. A positive aspect for the YOS in terms of this arrangement is the opportunity to work more closely with the City of Doncaster Council, and being aligned to a larger organisation can only benefit the children and young people of Doncaster.

From December 2022 until March 2025, the YOS is tasked with implementing and delivering the Turnaround programme. Turnaround will provide £55m to Youth Offending Teams (YOTs) across England and Wales over three years, funding them to intervene earlier and improve outcomes for children on the cusp of entering the youth justice system. This additional funding will enable YOTs to consistently support a cohort of children not currently on their statutory caseload, and work with up to 17,000 more children in England and Wales. The overall aims of the Turnaround programme are to:

- achieve positive outcomes for children with the ultimate aim of preventing them going on to offend;
- build on work already done to ensure all children on the cusp of the youth justice system are consistently offered a needs assessment and the opportunity for support;
- improve the socio-emotional, mental health and wellbeing of children; and
- improve the integration and partnership working between YOT's and other statutory services to support children.

Turnaround, developed by the Ministry of Justice, is based on similar principles to those underlying the Supporting Families programme, including the view that children on the cusp of offending often have complex needs. Turnaround funding will support YOTs, and their local strategic partners, to expand best practice in early intervention. The programme is deliberately not prescriptive about what interventions should be used, recognising that YOTs best understand the needs of children in their locality. Turnaround funding should be used to deliver evidence-based interventions, building upon current service delivery, and developing new approaches, where required. The Ministry of Justice Programme Team will support YOTs to successfully deliver programmes in their local area, evaluating these thoroughly to build up a robust evidence base of what works.

Funding of around £2,900 per child will be granted to YOTs, which will have a minimum target number of children to work with. YOTs will then have the freedom to design a programme of interventions that are most suited to the needs of the child. Those children that meet the eligibility criteria will have a holistic Early Help style assessment and the Lead Practitioner co-ordinates interventions to avoid a child having to navigate different services directly. This initiative should assist in reducing First Time Entrants to the Youth Justice System.

In Financial Year 1 our target was to begin interventions with 20 children by the end of March 2023 and this target was achieved. The delivery model in Doncaster is currently two Turnaround workers undertaking all the engagement and assessment work and delivering interventions linked to their individual skillsets. Additionally, we have been able to utilise the input from existing specialist workers to offer interventions to young people where there is an assessed need.

The YOS Management Board are aware of the significant challenges faced by the YOS in supporting children and young people who are being exploited and endeavour to work collaboratively with partners to work towards creative solutions to this issue.

Doncaster YOS has a challenging cohort of young people, however, our offer is as robust as it can be to effectively reduce re-offending, First Time Entrants and custody rates. In addition to this, the Board and I want children to feel safe in their communities and be able to access opportunities so that they can lead positive lives.

Vision

First and foremost, we are an organisation for children, shaped by their experiences and informed by research into what works when supporting children in the Criminal Justice System. We believe every child has a right to define their identity, be safe, thrive and to achieve their full potential.

We operate a multi-agency, relationship based, trauma informed practice model designed to help children address the underlying issues which brought them into contact with the Criminal Justice System.

We believe that communities should be safe and inclusive, and residents should be safe and free from the fear of crime. Where it is needed, we apply robust risk management processes to keep children and communities safe from harm or offending.

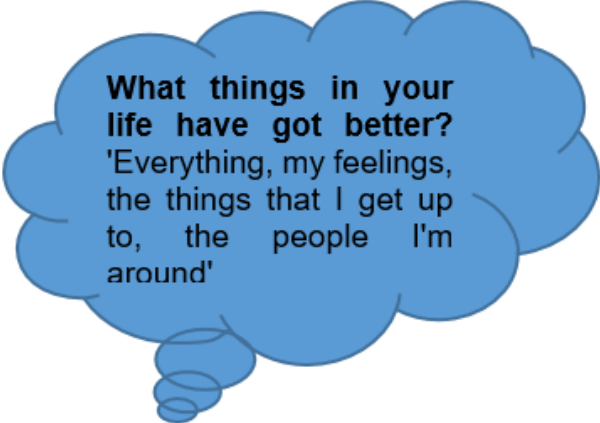
We recognise the impact that crime can have on victims and work collaboratively with victims of crime to ensure their voice is part of the work we do with children and families.

We believe that children should have access to evidence based, clinical and therapeutic services when they need them, as well as high quality careers information, advice and guidance and substance misuse support.

We value our staff and promote training and development opportunities. We operate a flat hierarchy management approach and encourage positive and constructive challenge at all levels of the organisation.

2. Local context (Page 9 of the Guidance)

- Doncaster's population total is 308,108 and ranks 41 in the ranking for deprivation (2019 IMD).
- 67,070 children and young people under the age of 18 years live in Doncaster (2021 Census). This is 21.8% of the total population in the area.
- Approximately 22.1% (2021) of the Local Authority's children aged under 16 years are living in absolute low-income families.
- The proportion of children entitled to free school meals (2021/22):
 - in primary schools is 30.1% (the national average is 25.5%)
 - in secondary schools is 31.8% (the national average is 26.9%)
- Children and young people from minority ethnic groups account for 19.3% of all children living in the area, compared with 36.1% in the country as a whole.
- The largest minority ethnic groups of children and young people in the area are White Eastern European, including Gypsy/Roma communities (7.9%).
- The proportion of children and young people with English as an additional language (2021/22):
 - in primary schools is 13.2% (the national average is 21.2%)
 - in secondary schools is 10.4% (the national average is 17.4%)
- Children In Need (CIN): the total number of open CIN cases is 2,061.
- Doncaster has 332 children with a Child Protection Plan, 558 children are in care and there are 237 Care Leavers.



What things in your life have got better?
'Everything, my feelings, the things that I get up to, the people I'm around'

Team Doncaster Charter

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

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

PLACE - Creating, regenerating and supporting communities.

PRIDE - Proud of Doncaster and our contribution to it.

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

City of Doncaster Council Values and the Way We Work

- Understand how my job contributes to Doncaster priorities
- Recognise that everyone has the right to be safe, respected and heard
- Show initiative, commitment and a positive, can do attitude
- Be accountable and behave with honesty and integrity
- Have a strong work ethic
- Value, support and help colleagues
- Be visible, accessible and approachable
- Recognise and celebrate success
- Contribute in emergencies and respond effectively
- Treat people with fairness and respect
- Have a good work life balance

3. **Child First** (Page 9 of the Guidance)

Doncaster is fully committed to the four tenets of Child First practice principles. This section will outline Doncaster's response to the tenets.

Prioritise the best interests of children and recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.

Doncaster YOS undertakes robust Asset Plus assessments of children on statutory Court Orders to inform thorough assessment of their needs. Additionally, there is a robust Out of Court Disposal (OCD) assessment of need in place based in the principles of Asset Plus for those children subject to Youth Conditional Caution (YCC) and OCD. Multiple

studies demonstrate that children in the Youth Justice System are disproportionately likely to have complex needs. YOS staff are trained in adopting a trauma aware approach, seeking to meaningfully engage children in the assessment process and facilitate engagement by building a relationship with that child and their parents/carers. As a minimum, every young person who receives a disposal at Court is offered a Speech, Language and Communication Needs (SLCN) assessment by our Speech and Language Therapist (SALT). Those children with identified SLCN are then supported appropriately by those working with them to ensure they are able to fully participate in their YOS journey.

The YOS obtains regular feedback from children about their lived experience within the Criminal Justice System and this is taken account of in practice (appendix 4). We also undertake an annual survey to understand more broadly what life is like for children living in the Borough (appendix 3). Strategically, we undertake an annual analysis of offending patterns for young people, their assessed individual needs, the majority of individual service uptake and this informs service provision within Doncaster YOS.

Our work to prevent children entering the Criminal Justice System always begins with the starting point that, where possible, children should not be criminalised, but should receive help, support and intervention to lead safe and aspirational lives. Our relatively low First Time Entrants rate coupled with our low binary re-offending rate indicates that the majority of the time our assessment of risk and need for these children is accurate.

Most importantly, the feedback we receive from children, young people and families indicates that the services they receive are helpful to them, inclusive and ultimately help them to address the underlying issues which brought them into contact with the Criminal Justice System.

Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.

The work of both the YOS and EPIC is informed by desistance theory and a commitment to create and develop opportunities for young people to thrive. Statutory YOS work focusses on a successful child and practitioner relationship where the child is viewed as a child first, rather than as an offender first, as research shows that children value non-judgemental, warm and open child/practitioner relationships. (Child First Justice: The Research Evidence-base summary Report Loughborough University, 2021). This method of practice is embedded throughout all work with young people. Therefore, specialist workers within the team will also take this approach. For example, a Careers Information, Advice and Guidance Worker will focus on the aspirations a young person has and how to form a realistic plan to work towards this rather than what the young person has done and the barriers they may face.

Many young people who come into contact with EPIC may have otherwise become involved in the Criminal Justice System, but through engagement with pro-social and evidence based interventions, they go on to achieve their full potential. Our alternative learning provision for children who may have become involved in difficulties at school is a good example of how we are looking holistically at the issues which bring children into

contact with statutory services and intervene in their lives before this escalates to formal outcomes.

Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers.

The YOS has always been committed to concepts of social justice, participation and engagement. Young people's feedback is routinely sought (and provided in appendix 3). We know that some young people have previously said they felt unsafe in the Town Centre and therefore, in partnership with the Violence Reduction Unit (VRU), we have opened a Town Centre Hub. The Hub is a safe space for young people to congregate and access opportunities around education, training and positive activities.

Our relationship based practice approach extends to families as well as children we work with and we consistently receive good feedback from parents regarding the efficacy of our interventions and the support their family receives from us.

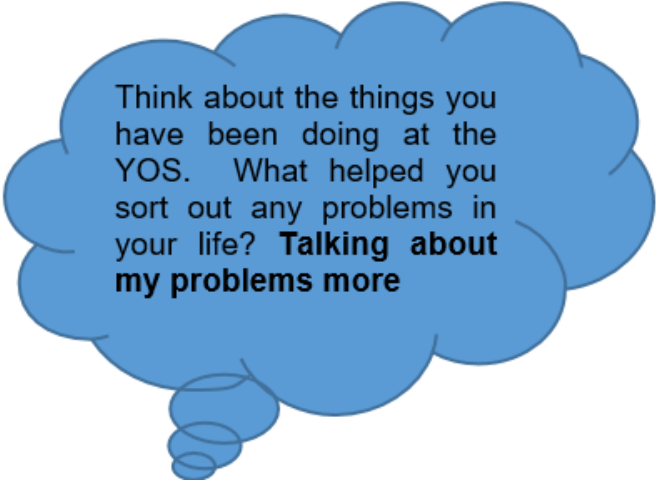
We are always mindful to be proportionate in the level of intervention offered to families, a child's Youth Justice Order is not a determining factor in what interventions they can access. Therefore, if an intervention is needed by a child or family, we will provide it.

Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system

The YOS has operated a youth crime diversion programme, EPIC, for over 7 years. This means that many children that may have come into contact with the Criminal Justice System have been prevented from doing so. Over time, this approach has extended from community based delivery to engagement with schools, the development of awareness raising around Child Exploitation and a Virtual Reality (VR) programme to highlight the dangers of Child Criminal Exploitation (CCE).

Where a child is Looked After, the YOS's starting point is always to ensure they are not unduly criminalised by the fact that they do not live in a traditional family setting. Our close partnership with South Yorkshire Police (SYP) has allowed us to take a proportionate approach to all children that come into contact with the Criminal Justice System. Our first priority is always ensuring that a child can achieve their full potential, even when they may be subject to robust risk management procedures.

We know that successful education, training and employment destinations are one of the greatest factors in supporting desistance. Because of this, we operate a dedicated Careers, Information, Advice and Guidance service (Pathways to Progression) and if a child ends their order without appropriate ETE in place, we will continue working with them for as long as it takes (up to the age of 19) to ensure they achieve their potential. The Pathways to Progression programme funding is scheduled to end in December 2023. However, young people open to Youth Justice Services will continue to receive bespoke support with their ETE needs whilst they are open to us with a voluntary offer of continued support for a period of up to 6 months post the disposal ending.



Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **Talking about my problems more**

4. Voice of the child (Page 9 of the Guidance)

At Doncaster YOS we pride ourselves on our child-friendly approach. In order to establish the views of young people, the YOS routinely asks young people for their views in order to ensure the offer they receive is appropriate for them and for future planning with young people who access the service in the future. We have responded to feedback from young people who found difficulties with attending our offices for appointments and now the majority of work with young people is undertaken in their own homes.

In respect of this year's Youth Justice Plan, the views of young people have been provided in terms of the feedback about their experience of the YOS and what life is like in Doncaster now, some of which are included in Appendix 3.

Several of these are included below and throughout the Youth Justice Plan. The YOS consistently collects young people's feedback throughout the year, however specifically for the Youth Justice Plan, young people were consulted. Young people have been consulted on the questions below and some of the answers appear throughout the plan as well as in the appendices:

1. How safe do you feel online?
2. What do you think community means?
3. What people and places do you think are part of your community?
4. Do you feel part of a community?
5. What do you think the 'cost of living crisis' means?
6. Do you think the cost of living crisis has affected you?
7. Doncaster is now a City. Do you think that this will make anything better or worse for you?

The following comments relate to young people's views of their involvement with Doncaster YOS:

What's been good about coming to YOS **SALT assessment getting completed and I enjoyed my reparation**

What things in your life have got better? **I'm a lot more independent**

What things in your life have got better? **Relationships with family and friends**

What's been good about coming to YOS so far? **Someone to speak to**

What's been good about coming to the YOS? **Having someone to talk to and getting my point across to professionals**

Think about the things you have been doing at the YOS. What helped you sort any problems in your life **SALT assessment was helpful**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **I think having consistency with the people I worked with was a big part of my success.**

What's been bad about coming to the YOS? **Why has it been bad? Nothing really as I have had loads of help but I didn't always see it like that and take the help when I was younger.**

5. Governance, leadership and partnership arrangements (Page 10 of the Guidance)

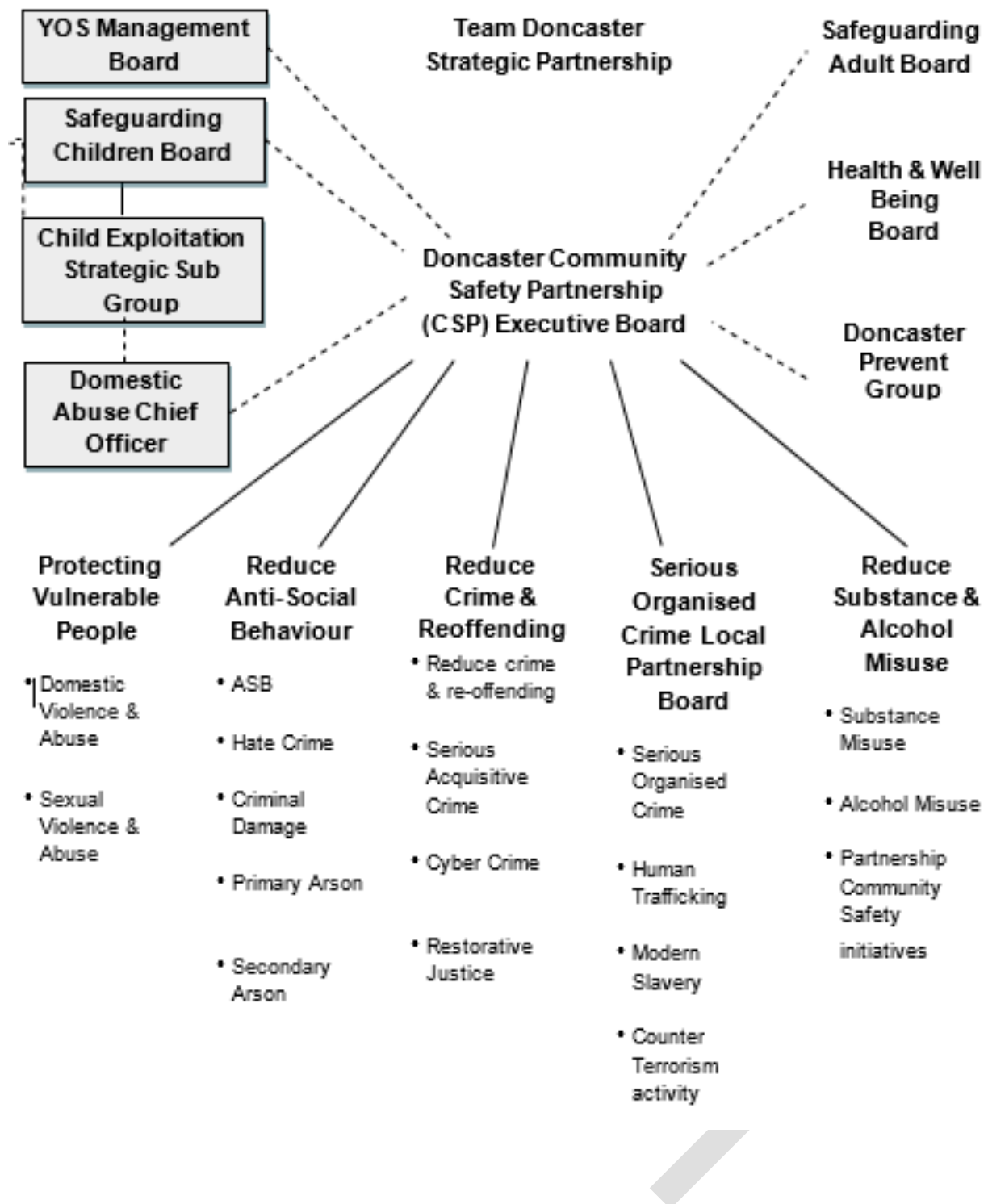
Doncaster Youth Offending Service is housed within the wider Young People's Services. This includes a range of specialist and therapeutic provisions which are provided to all tiers of young people from universal provision to Children Looked After (CLA). Young People's Services are overseen by the Strategic Lead for Practice Improvement and 2 Service Managers. One Service Manager with discreet responsibility for statutory aspects of provision including therapeutic services and one Service Manager aligned to Prevention services.

The YOS is overseen by a multi-agency Management Board comprised of the key partners as listed in Appendix 1.

The Board meets regularly to review all issues pertaining to prevention, diversion and statutory activity as well as broader issues which impact on children's lives including education, training and employment, therapeutic support, locality specific issues and child exploitation.

The Board benefits from a consistent Chair who has been in post for over 4 years, and was the Deputy Chair for 5 years preceding this, as such the Board benefits from consistent and rigorous leadership which holds the work of the YOS to account. The YOS itself provides robust performance information including full copies of the re-offending toolkit which allows Management Board members to interrogate a range of performance indicators. In addition, at every Board meeting operational staff attend to present case studies which highlights both the success and the challenges that the YOS faces.

The YOS forms part of the Safer Stronger Doncaster Partnership (SSDP) and a diagrammatical representation of the structure of this is below:



In respect of operational partnership arrangements, the YOS has benefited from secondments of 2 Police Officers, 0.2 FTE Probation Officer and 1 Speech and Language Therapist. In respect of other services, financial contributions from partners have allowed for the development of in-house therapeutic and clinical provisions including Forensic Psychologist, Systemic Family Psychotherapist and Substance Misuse specialist. The YOS also benefits from a dedicated Careers Information, Advice and Guidance service. An organogram of all YOS staff can be found in Appendix 2.

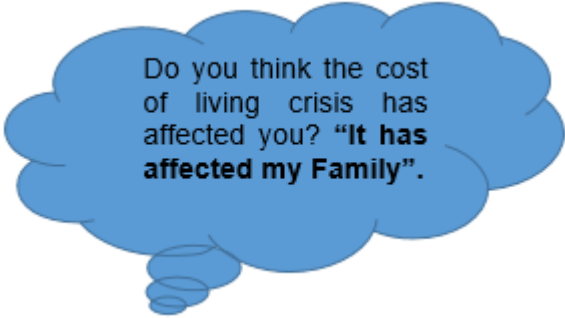


6. Resources and services (Page 10 of the Guidance)

Partner contributions to the youth offending partnership pooled budget 2023/24 and variance from 2022/23:

The figures below are indicative until final confirmation of funding is received, however, most organisations have committed to a static position. The core Youth Justice grant is not yet known but is not expected to be substantially different from last year:

Agency	Cash (£)	Payments in kind – (Including staffing) (£)	TOTAL (£)	Variance from 2022/23 (£)
Youth Justice Board for England & Wales (YJB)	£TBD	£TBD	£TBD	£TBD
City of Doncaster Council	£833,541	£0	£833,541	£0
National Probation Service	£TBD	£TBD	£TBD	£TBD
South Yorkshire Police & Crime Commissioner	£152,000	£0	£152,000	£0
Doncaster CCG	£TBD	£TBD	£TBD	£TBD
South Yorkshire Police	£0	1.8 FTE Seconded Police Officers	1.8 FTE Seconded Police Officers	£0
Youth Custody Service	(YCS grant not yet received, to update following receipt).	(YCS grant not yet received, to update following receipt).	(YCS grant not yet received, to update following receipt).	(YCS grant not yet received, to update following receipt).
Total	£TBD	£TBD	£TBD	£TBD



Do you think the cost of living crisis has affected you? **“It has affected my Family”**.

Grant Funded Activities

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

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

- Appropriate Adult Services (Change, Grow, Live), are commissioned on a regional basis by the 4 south Yorkshire YOS’s. Change, Grow, Live (formerly SOVA) have delivered this contract in excess of 10 years. This has included 2 re-tendering opportunities for which Change, Grow, Live have been the preferred candidate. Performance in relation to Appropriate Adults attending interviews within 1 hour of a request is consistently over 95% across the region. Additional monies were recently sought across the partnership to further bolster this provision which now includes cover encompassing 24 hours per day, 7 days a week and Appropriate Adult representation that commences from rights and entitlements interview through to release (or remand)
- Sexually harmful behaviour services provided by The Junction Project. There is an increase in the funding being requested by The Junction Project and this is currently being considered at a strategic level. Barnardo’s have historically contributed 50% of the overall contract value as part of their charitable contribution to this activity. Due to financial pressures Barnardo’s will decrease it’s contribution incrementally over the next 5 years. The Office of the Police and Crime Commissioner (OPCC), one of the partners that contributes to this funding, have increased their contribution to address issues of demand but the overall rise in the contract value will need to be managed by the South Yorkshire Youth Offending Services. Over the course of the next 12 months Doncaster YOS will evaluate the contract in terms of value against other similar providers through market testing. It is noteworthy that the overall contract value has not increased for 10 years therefore, it is likely that the increased rate will still represent good value for money

We use our grant partner contributions and available resources to deliver a strong specialist and therapeutic offer, a wealth of knowledge, skills and experience in terms of our staffing complement and a robust offer regarding the use of seconded police and

probation staff. The Probation secondee has a discreet role with transition work and by working closely with YOS Case Managers, the impact of this on young people is managed as seamlessly as possible. The enhanced offer to young people, in turn, contributes to reducing re-offending. The Police secondees are significant contributors to the YOS Triage panel offering a proportionate response to young people committing early stage offending. This enable us to work towards reducing our First Time Entrants rate. Police secondees also play an important role in altering young people’s views about the Police as an organisation and work with them to achieve the best outcomes for them, the public and victims.

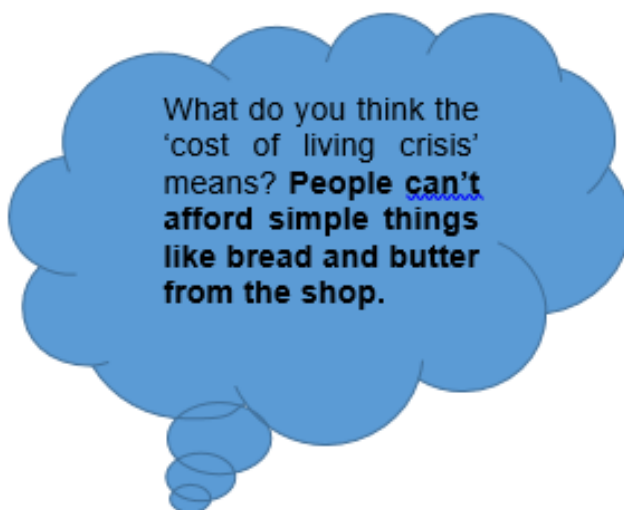
Provision	Cost for 23/24
The Junction Project 2023-24	£45,828
Appropriate Adult – Change, Grow, Live (formerly SOVA)	£25,996.24

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

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

2022/23 was highly challenging in respect of remand costs, which exceeded the grant allocation:

	2020/2021 (£)	2021/2022 (£)	2022/2023 (£)
Remand Grant	119,332.00	106,846	91,372
Actual Remand costs	425,469	249,999	120,958



Turnaround Grant

Financial year	Grant Value
FY1 2022-2023	Mobilisation Payment: £10,796.00 Delivery Payment: £58,425.82
FY2 2023-2024	Delivery Payment: £185,698.40
FY3 2024-2025	Delivery Payment: £185,596.53
Total	£440,516.75

7. Progress on previous plan (Page 10 of the Guidance)

Youth Justice Plan Targets:

First Time Entrants 130 per 100,000 of the 10-17 population, this equates to 37 young people.

Re-offending Target - 22%

Custody Rate - no more than 2 young people known to the Youth Offending Service receive a custodial sentence.

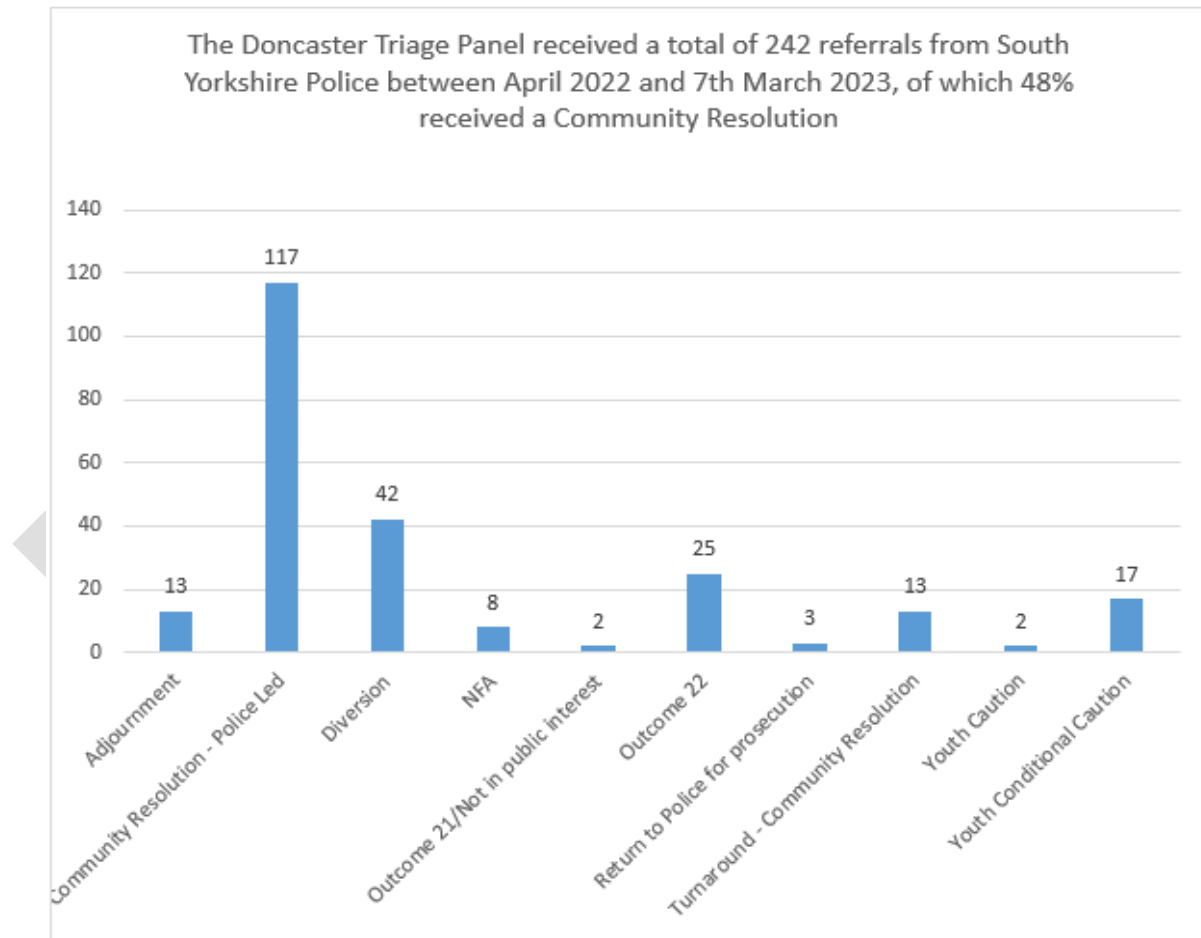
Education, Training, Employment - 90% of young people to be in suitable Education, Training or Employment at end Disposal stage.

Accommodation - 100% of young people to be in suitable accommodation at end Order stage.

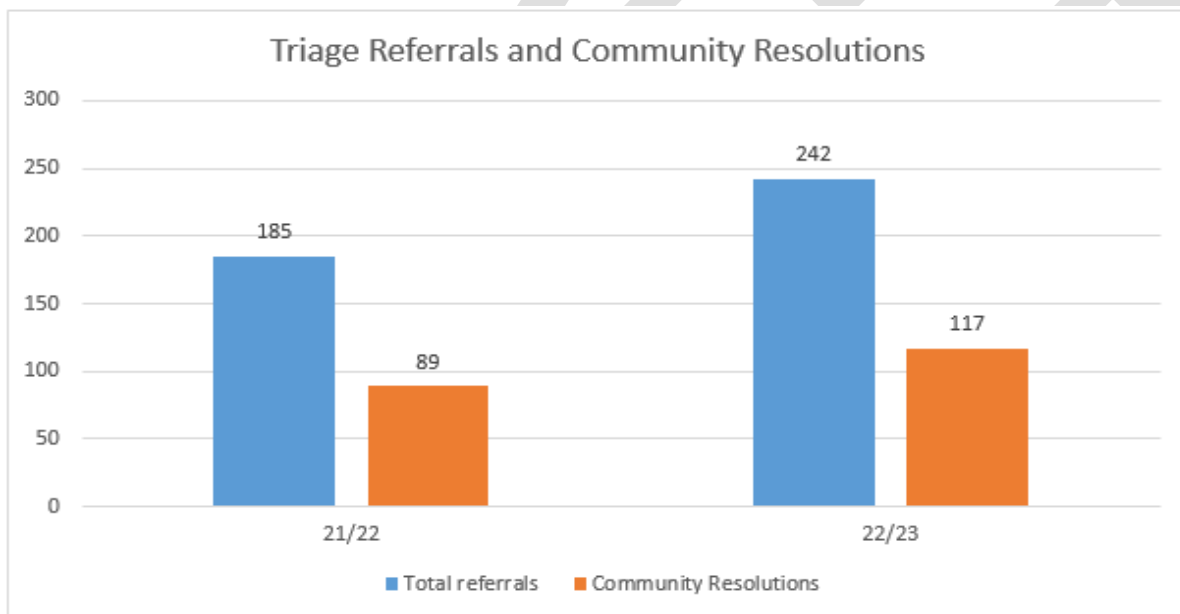
Children in Care- to ensure that the rate of children looked after entering the Criminal Justice System is not greater than the rate of the wider population.

FTE's

Triage Referrals



Triage Referrals and Community Resolutions



Ministry of Justice published data – April-December 2022
 FTE PNC rate per 100,000 of 10-17 population

Performance indicator	Outturn year ending Sept 2022	Target year ending Sept 2022
First Time Entrant (FTE) PNC rate per 100,000 of 10-17 population YJB data. This comprises young people who receive a Police Caution or a Sentence.	51 young people	37 young people

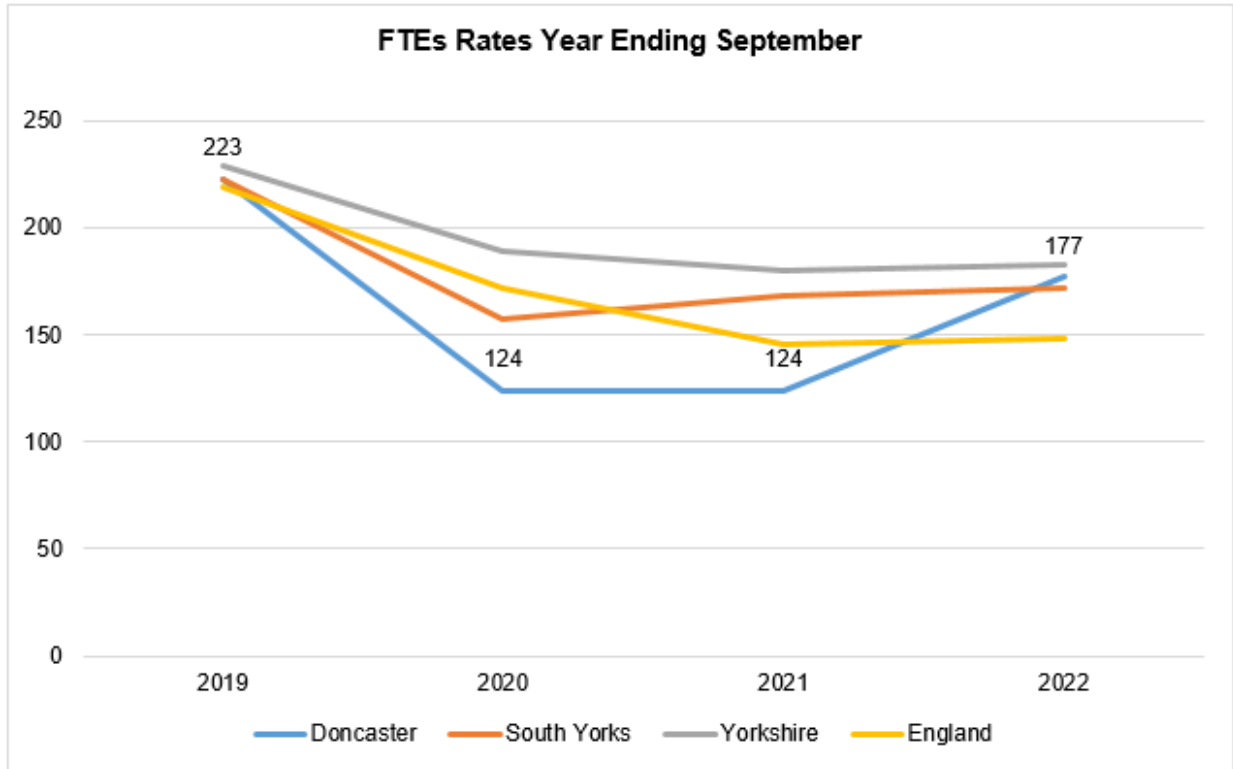
Unfortunately, the YOS has not achieved its target in relation to FTE's which was a rate of 124 young people per 100,000 of the 10-17 year old population which equates to 37 young people becoming FTE. In fact the current rate is 177 young people per 100,000, equating to 51 young people. This represents Doncaster's worst performance against this measure for the past three years, placing us in the third quartile. Further interrogation of data highlights that this is in fact, caused by a process issue, rather than a practice issue.

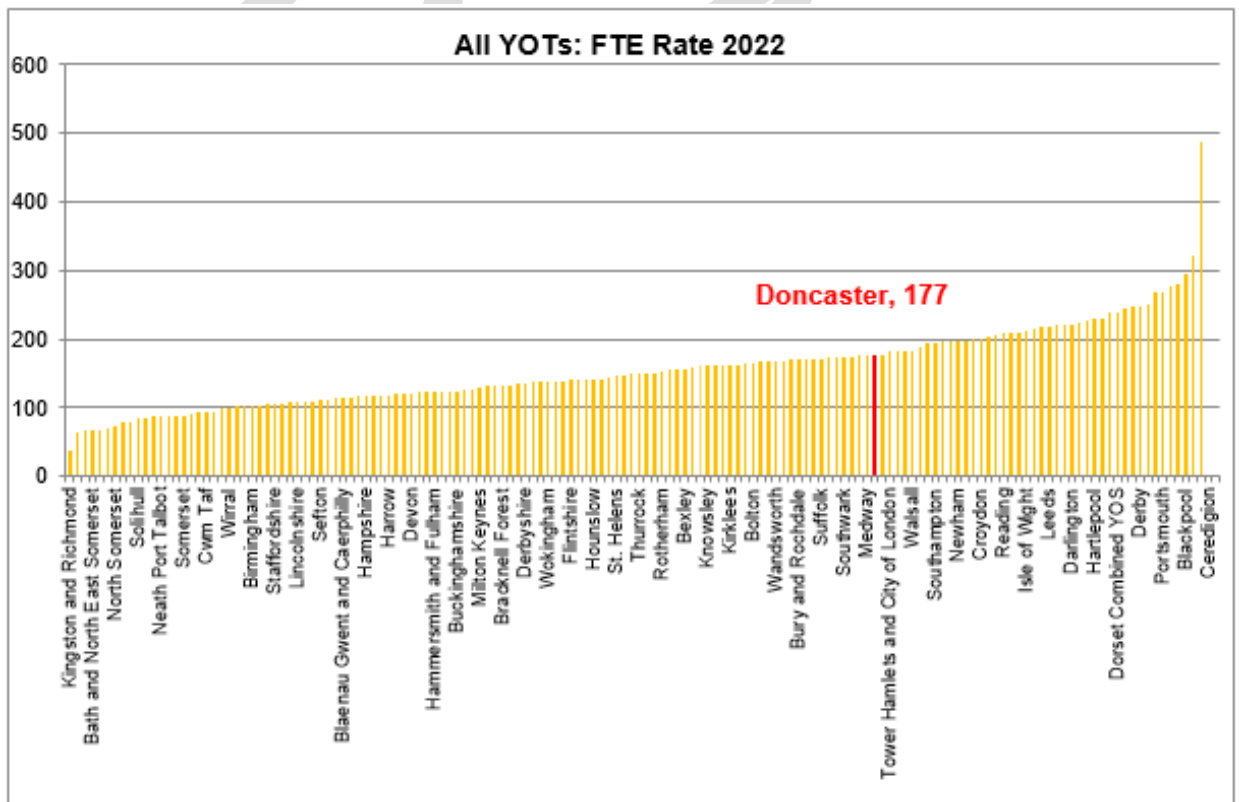
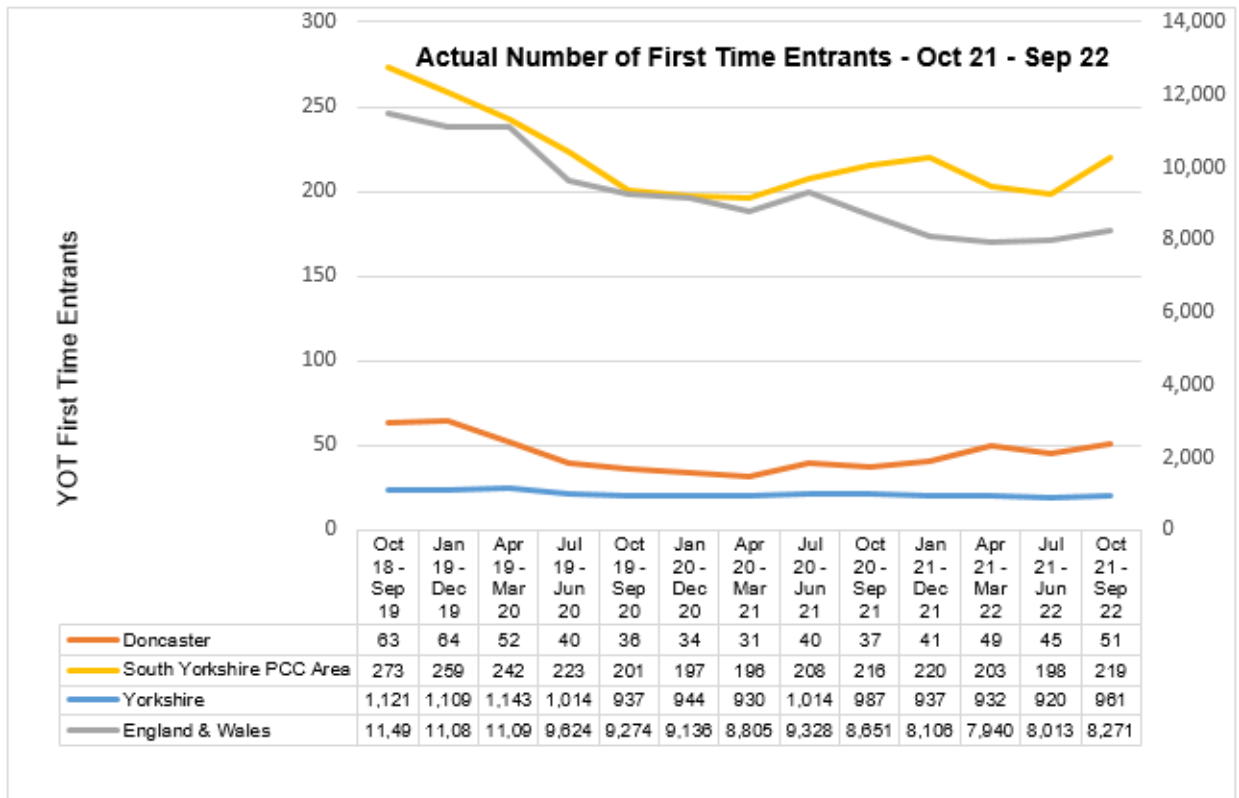
A significant aspect of this performance differential has been in relation to children who experienced a delay in their outcomes during the pandemic. This has led, in several instances, to children entering the cohort in a year other than when the offence was committed. As such, some children who became FTE this year should have received their outcome earlier. Whilst this would not have reduced the overall number of FTE in the City, it would have changed how the performance is recorded. In that, the previous two years FTE rates would have been higher and this year's rate would have been lower.

The YOS Service Manager has interrogated every decision relating to a child becoming an FTE in order to fully understand the increase, and this has also been a standing agenda item at the YOS Management Board. As such, we are assured that the increase in FTE's is not reflective of policy or practice change by ourselves or our partners, but is simply the result of delays within the Criminal Justice System, linked to the pandemic.

Doncaster YOS continues to operate a robust Triage panel, which has seen an increased number of referrals in the year 22/23 compared to the previous year. This is congruent with the overall increase in FTE within the City, although it is worth noting that despite the increased overall number of children at Triage (owing to the delays) the outcomes for children at panel remain broadly the same with circa 48-50% of children receiving a community resolution over the past three years. This provides further assurance that the issue relating to the increase in FTE's is in response to demand and not decision making.

	Doncaster	Yorkshire	PCC Area	YJS Family	England
Oct 21 – Sept 22	177	183	172	148	148
Oct 20 – Sept 21	124	189	165	152	156
% change from selected baseline	42.6%	-3.2%	4.3%	-2.5%	-5.5%

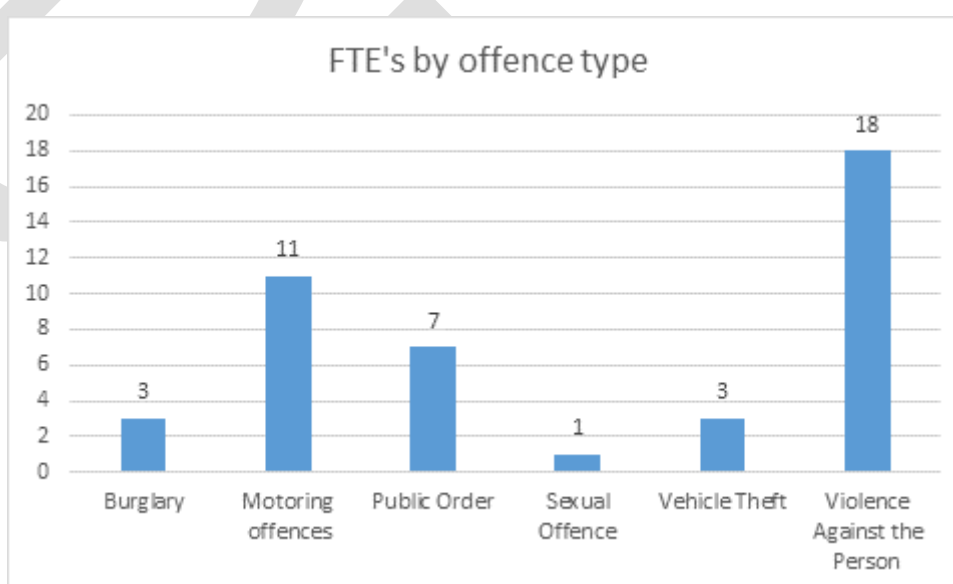




Local case data: FTEs October 2021 – September 2022

Outcome	No of Young People
Conditional Discharge	6
Fine	5
Referral Orders	22
Section 226	1
YOI	1
Youth Caution	1
Youth Conditional Caution	13

Ministry of Justice published PNC data



The most common offence relates to Violence against the Person, often occurring where young people are unable to emotionally regulate appropriately. This is followed by Motoring offences. This relates to the period 01/04/22 to 28/02/23. The majority of motoring offences relate to Driving other than in Accordance with a Licence and No Insurance. The previous year broadly follows this pattern of offence types.

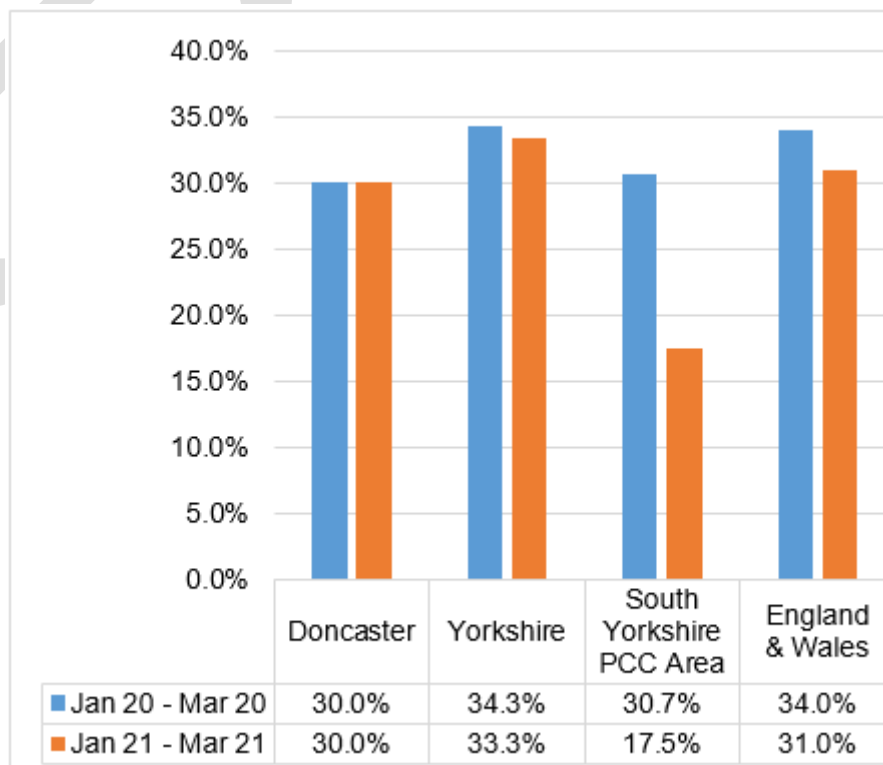
Re-offending

Performance Indicator	Outturn Jan-Mar 2020 cohort	Target Jan-Mar 2020 cohort	Outturn Jan-Mar 2021 cohort	Target Jan-Mar 2021 cohort
Proven binary re-offending rate for cohort members. This is the percentage of young people who re-offended in the identified cohort	30%%	37%	30%	22%

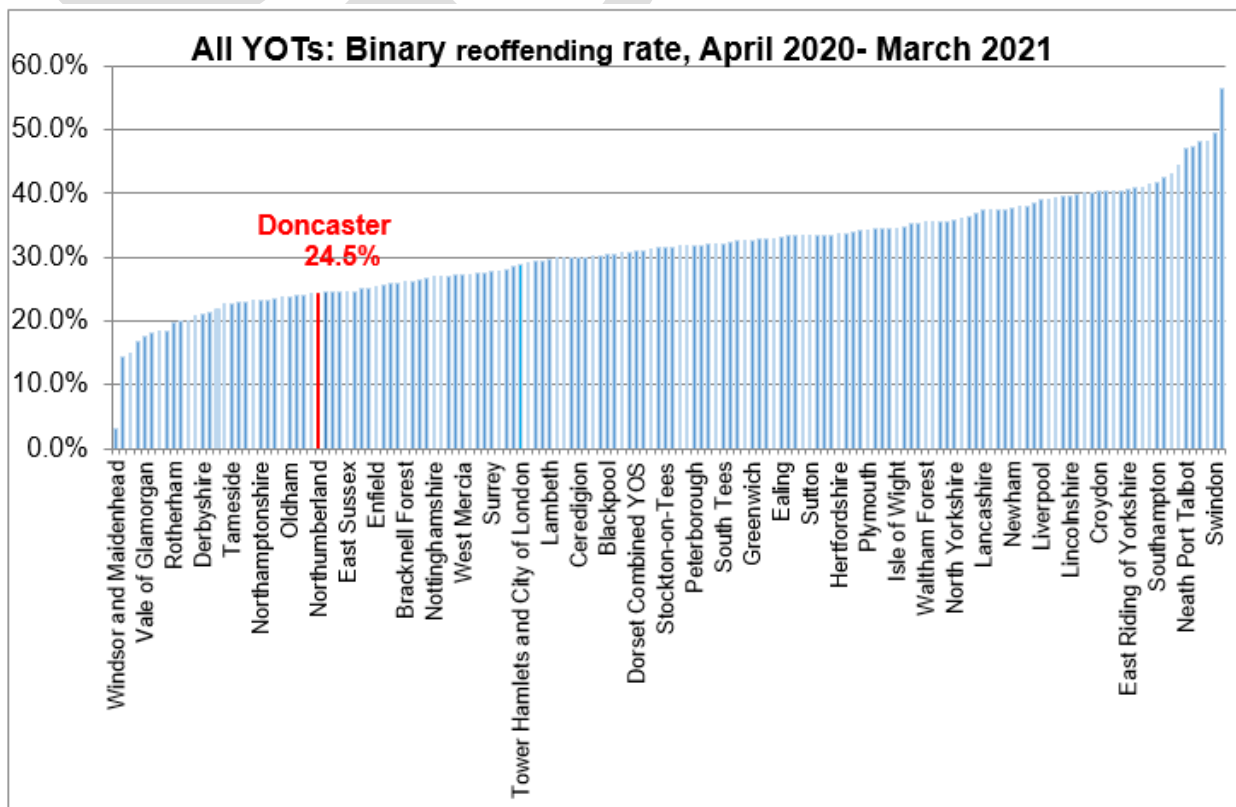
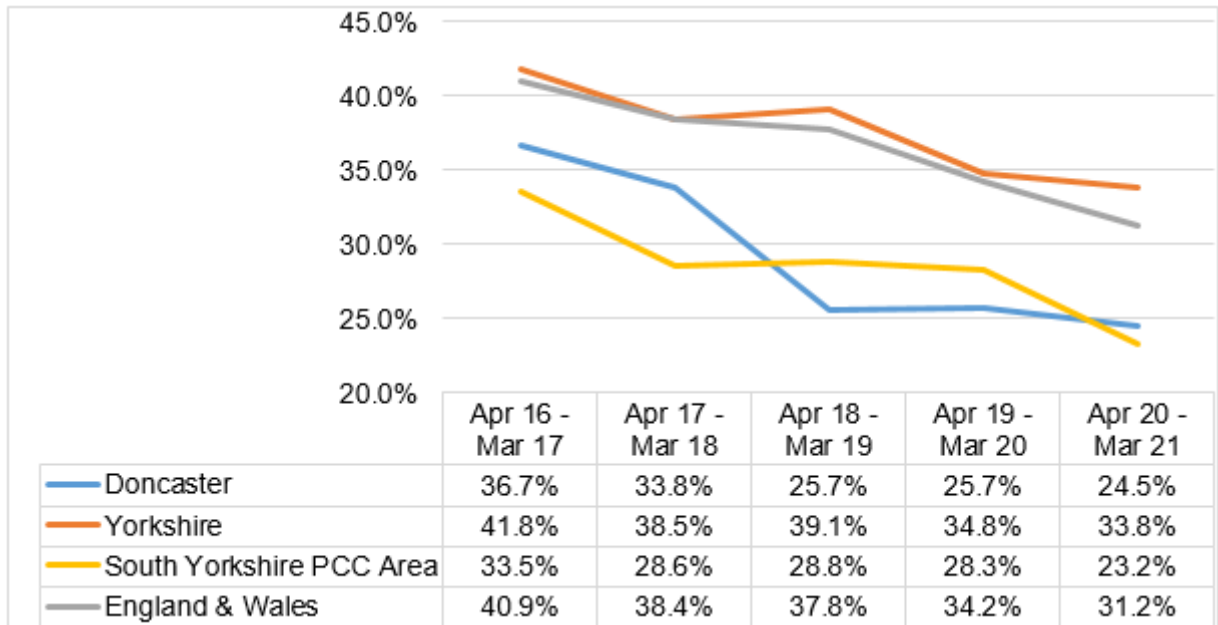
Please note there is a time lag with the data to allow the cohort to be tracked for proven re-offending.

	Doncaster	Yorkshire	PCC Area	YJS Family	England
Binary rate Jan – March 2021 cohort	30	33.3	17.5	25.8	31.0
Binary rate Jan – March 2020 cohort	30	34.3	30.7	37.1	33.8
% change from selected baseline	0%	-0.92%	-13.19%	-11.6%	-2.83%

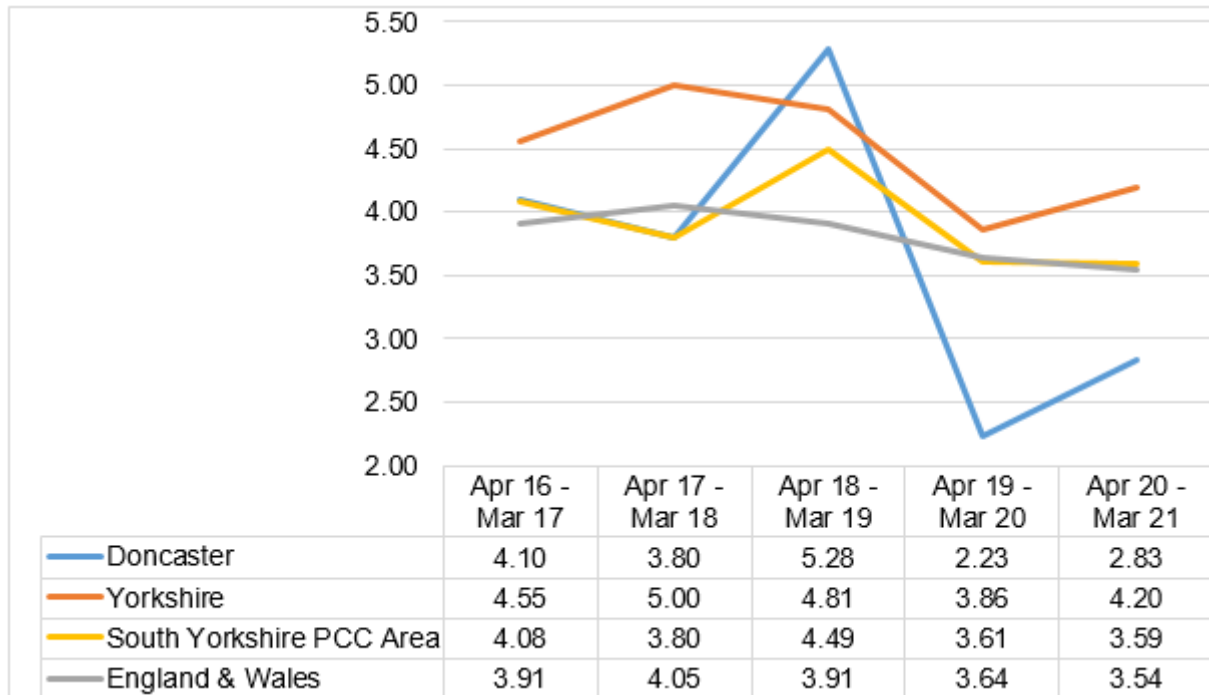
Quarterly cohort – year on year comparison



Annualised Re-offending data



Annualised data Re-offences/Re-offenders



Doncaster has not achieved its incredibly ambitious re-offending target, with a final annualised rate of 24.5%, against a target of 22%.

It firstly should be noted that Doncaster remains a top quartile performer in relation to preventing re-offending and that the target set would have placed Doncaster in the top 5% of performers nationally, and remains 6.7% below the England average.

Doncaster operates a well-established relationship based practice model which is trauma informed and utilises access to therapeutic resources in order to meet the needs of children and families. This continues to be successful in its approach to supporting children to live offence free lifestyles.

It is also encouraging that the frequency of young people's re-offending continues to be significantly below the England average with young people committing an average of 2.83 offences per re-offending episode against a national average of 3.54. Although there was a small increase against last year's frequency range, it has reduced significantly since the peak in 18/19 when Doncaster had a rate of 5.28 offences per re-offending episode against a national average of 3.91. This, coupled with our continuing strong re-offending performance overall, indicates that the practice model continues to be effective in preventing re-offending.

Re-offending Local Data

Doncaster utilises the YJB re-offending toolkit in order to monitor and measure the live re-offending data as it happens due to the delay in nationally published figures. The live tracked data is reported to the Management Board quarterly to support collaborative working with partners in reducing re-offending. This also provides the YOS Management Team with strategic oversight of the data as it is happening rather than being reliant on waiting for official data to be published. The MoJ uses PNC data which does not facilitate

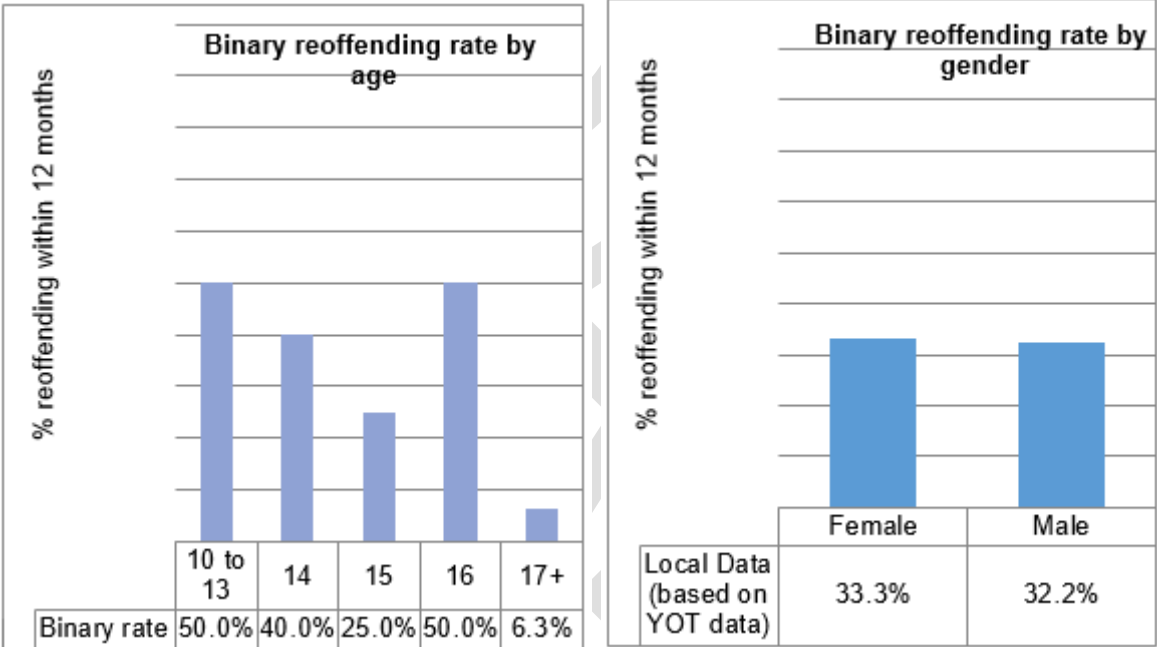
interrogation of data i.e. we do not have access to the details of the young people in the MoJ cohort to determine factors leading to re-offending.

A cohort of young people with a substantive outcome, 1st January 2020 – 31 December 2020 tracked for re-offending up 1 March 2023

Summary headline data from the cohort:
Overall binary rate for the cohort is 32.3%

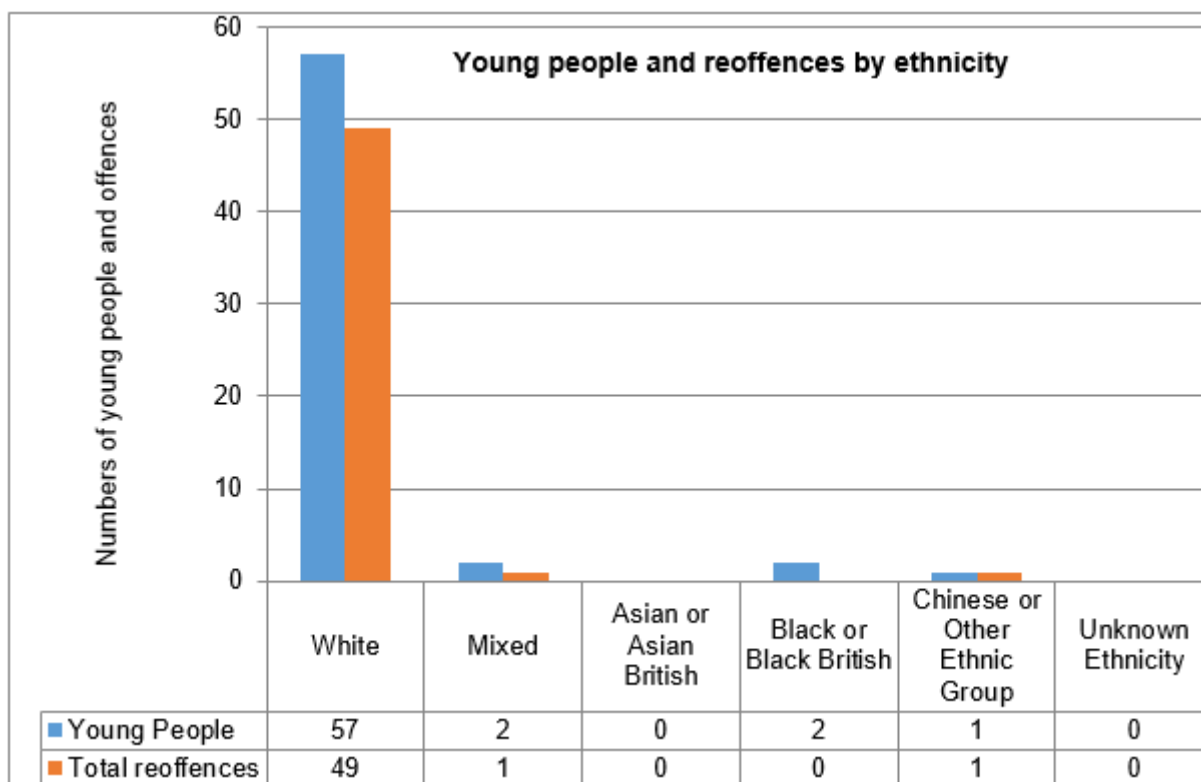
Number of young people in cohort: 62
 Number of young people reoffending: 20
 Number of further offences committed by cohort members: 51

Number of further offences
 % of young people committing only 1 further offence: 14.5%
 % of young people committing 5+ further offences: 3.2%
 % of all further offending committed by those committing 5+: 41.2%

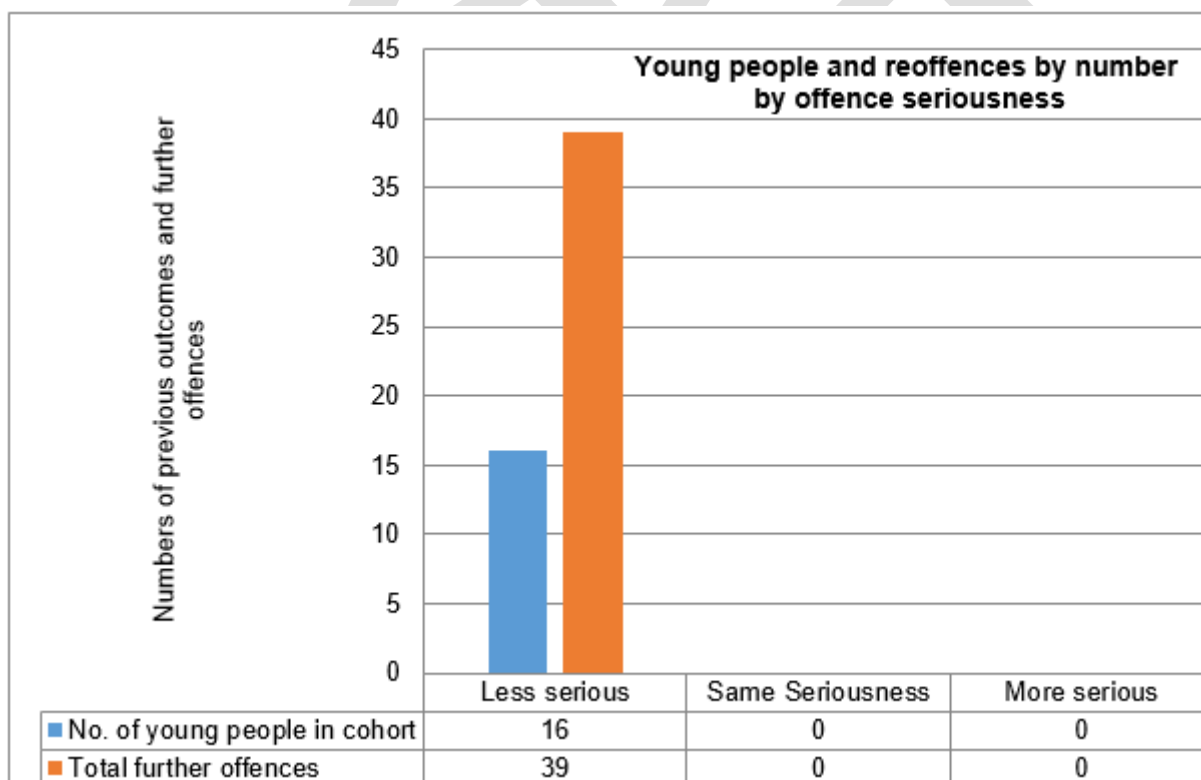


In relation to the re-offending rate by age, there were 2 thirteen year olds in the cohort and 1 re-offended, hence the 50% binary rate in the graph above. Similarly there were 22 sixteen year olds and 11 of those re-offended.

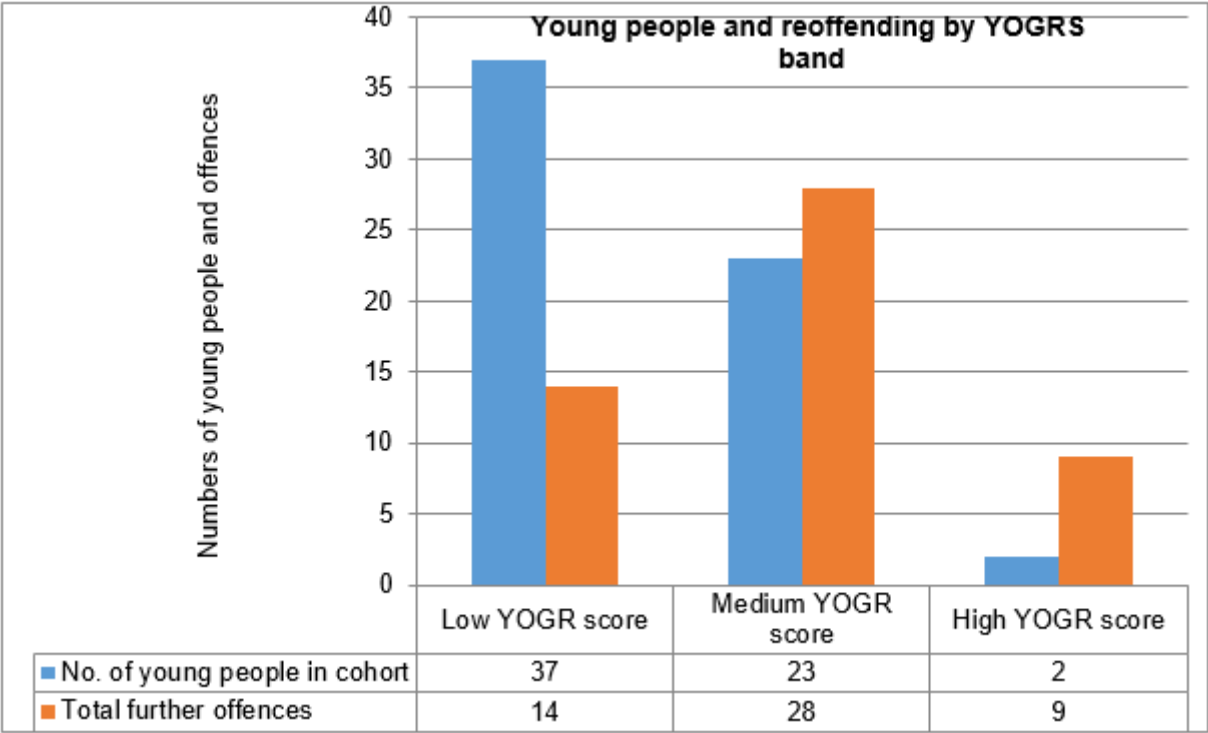
In relation to gender, there were 3 females in the cohort and 1 re-offended. There were 59 males in the cohort and 19 re-offended.



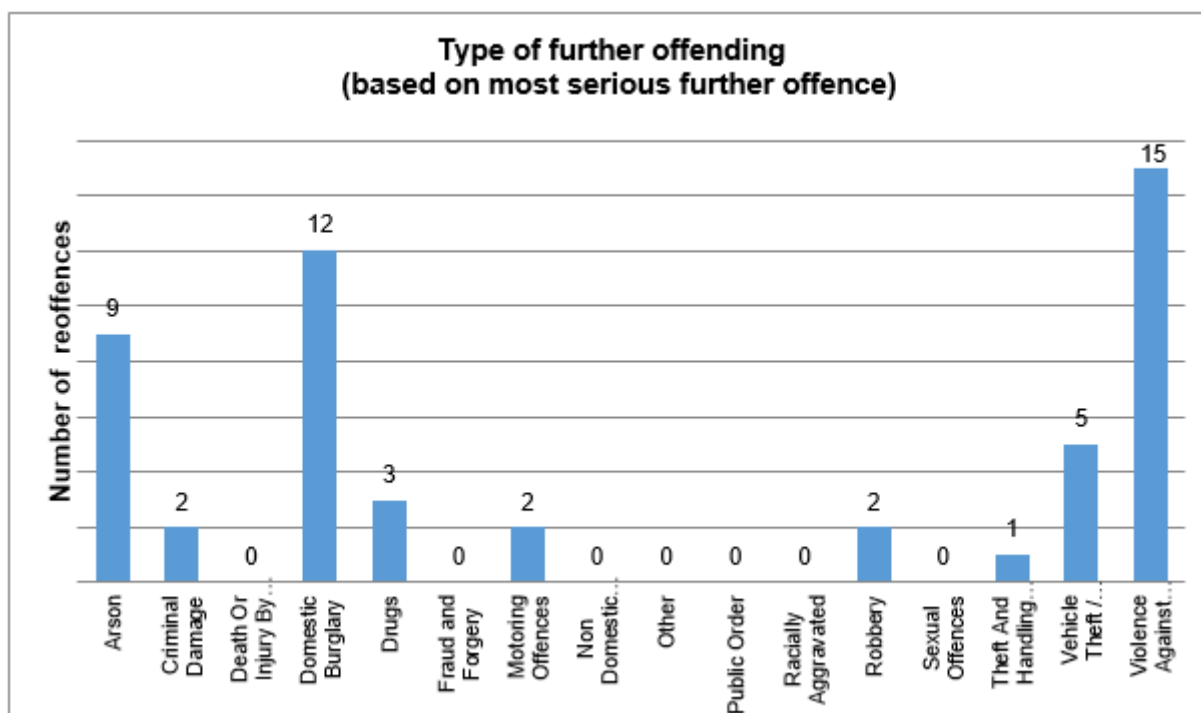
The above chart is reflective of Doncaster's 10-17 demographic which is mostly made up of White British young people. Doncaster currently has no significant disproportionality issues. In the Youth Justice System in Doncaster there is no over-representation of any ethnic groups.



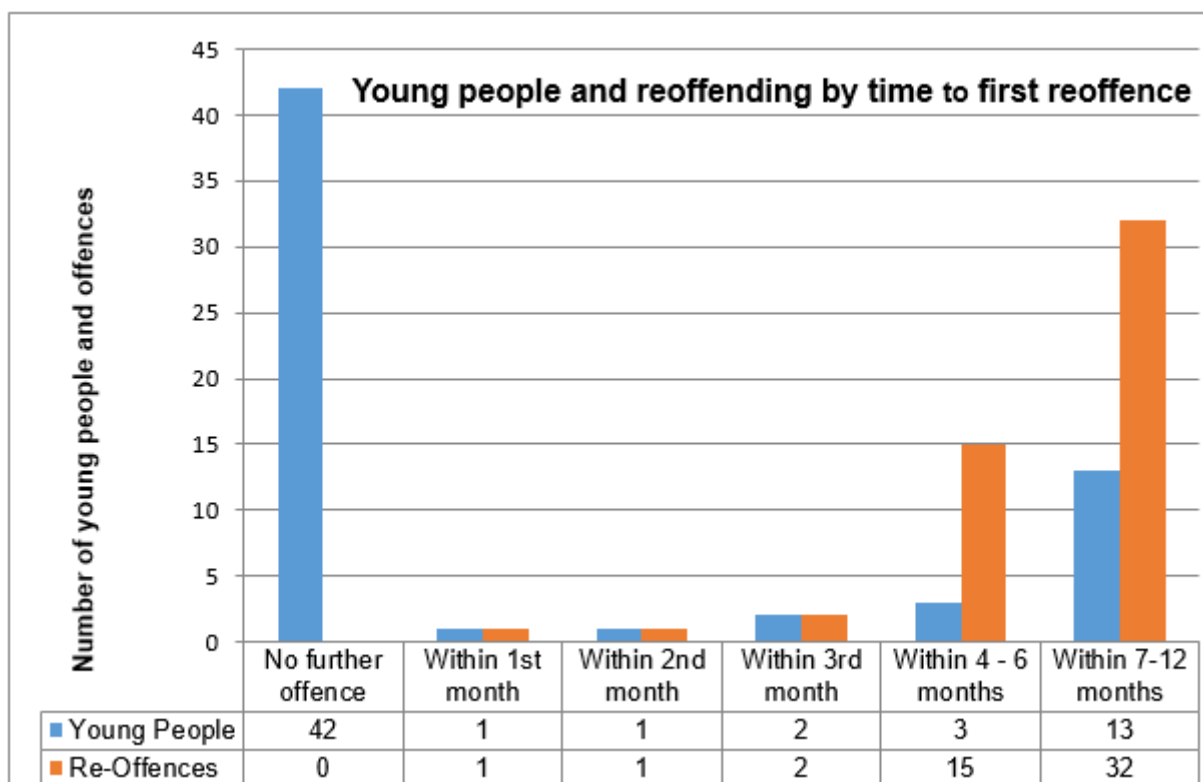
The above chart highlights that this is the consecutive year children do not go onto to commit offences which are of a greater seriousness than those which initially brought them into contact with the Criminal Justice System.



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



The above chart represents re-offending by the offence type. Whilst most young people do not go on to re-offend, the greatest risk is aligned to offences relating to violence. This, as previously indicated, relates to issues around emotional regulation and our analysis of the time from receiving an order to a child's first re-offence indicates that the majority of these episodes occur towards the end of the child's order. Previously, the highest risk time was in the first 2 months following an outcome, this was because it took a longer period of time for practitioners to build the relationships which support children not to re-offend. However, our change of practice model during the pandemic, where all our work was carried out in children's homes or locality settings, has led to practitioners building meaningful relationships quicker than when they were required to attend a centralised office. Now, the greatest period of risk is aligned to when contact reduces and/or the order ends. Consequently, the YOS has reviewed its practice model to examine if anything else can be done towards the end of a child's order to ensure that the risk of recidivism is reduced. Young people now have a voluntary aftercare offer of approximately 3 months so that they can continue to be supported to lead positive, offence free lives. It is worthy of note that there hasn't been an increase in relation to arson offences compared to the previous performance, rather that 9 offences were committed by the same young person and the most serious of those was arson of which there was one offence. Similarly, in the Domestic Burglary category this relates to one young person who committed 12 offences, the most serious of which was Burglary.

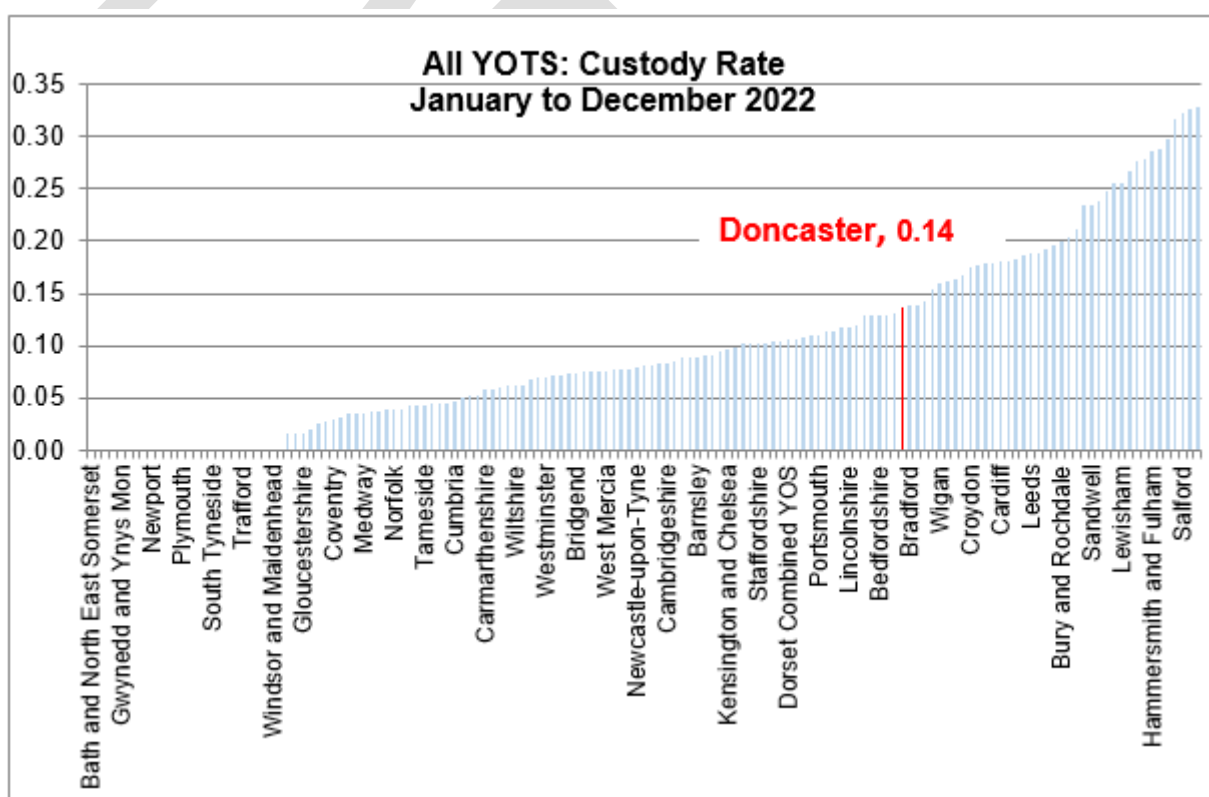
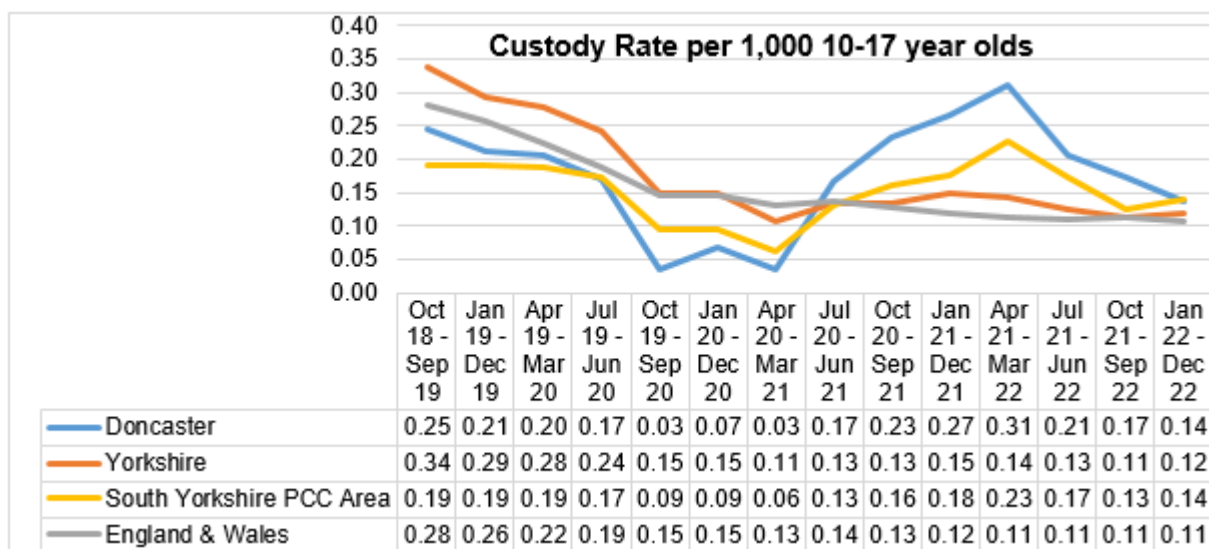


Custody

Use of custody rate per 1,000 of 10-17 population - Ministry of Justice published data.

	Doncaster	Yorkshire	PCC Area	YJS Family	England
Jan – Dec 2022	0.14	0.12	0.14	0.06	0.11
Jan – Dec 2021	0.27	0.15	0.18	0.08	0.12
change from selected baseline	-0.13	-0.03	-0.04	-0.02	-0.01

Historically, Doncaster has had a low custody rate. In the period ending December 2021, Doncaster experienced an increase in its custody rate due to a number of young people being sentenced for serious offences following a period of remand. In relation to the current published data, the rate has decreased equating to 4 young people sentenced to a custodial outcome in this period. One of those young people was linked to the serious offences referred to above. He was not previously known to our service. The other 3 young people were also in custody for committing offences linked to criminal exploitation and organised crime activity. One of those young people was not previously known to the YOS.



Actual Number of Doncaster Young People receiving a custodial sentence			
Jan- Dec 2019	Jan - Dec 2020	Jan - Dec 2021	Jan - Dec 2022
6	2	8	4

The current published rate is an improvement on performance last year and brings us in line with the South Yorkshire PCC Area and our historic performance. Two young people

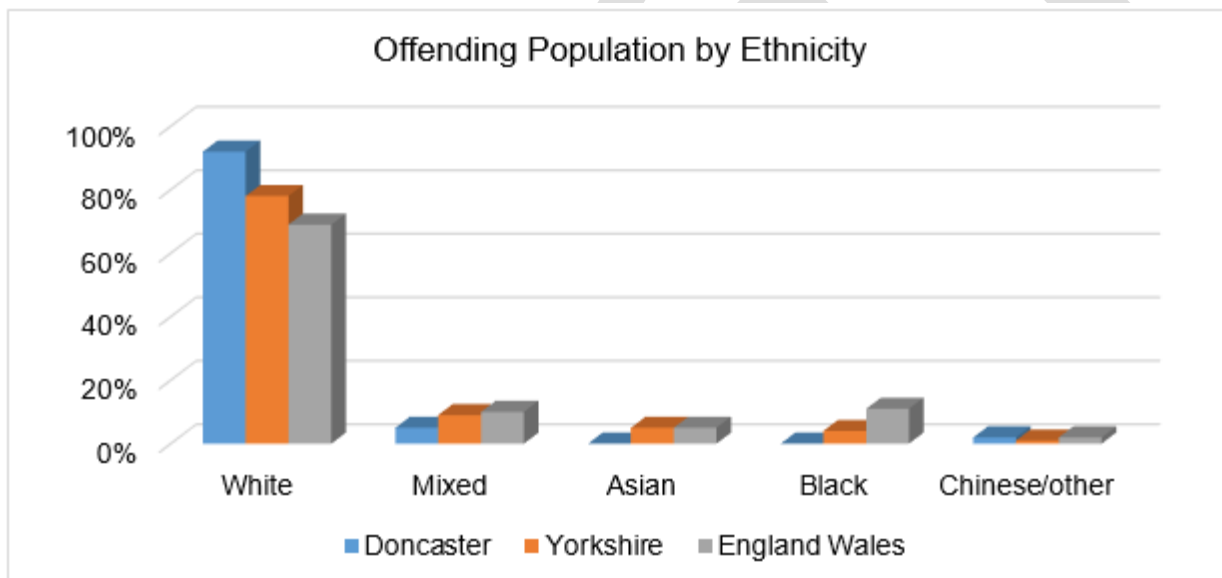
known to Doncaster received a custodial sentence meaning that in this period we did not exceed our target.

Disproportionality

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

Doncaster YOS is in the process of undertaking work, in collaboration with the YJB, around the consideration of emerging groups.

April – December 2022 - Offending Population by Ethnicity						
	White	Mixed	Asian	Black	Chinese or Other	Ethnic minorities (excluding White minorities)
Doncaster	92%	5%	0	0	2%	6%
Yorkshire	78%	9%	5%	4%	1%	18%
England & Wales	69%	10%	5%	11%	2%	27%



Outcomes 1 April – 31 December 2022

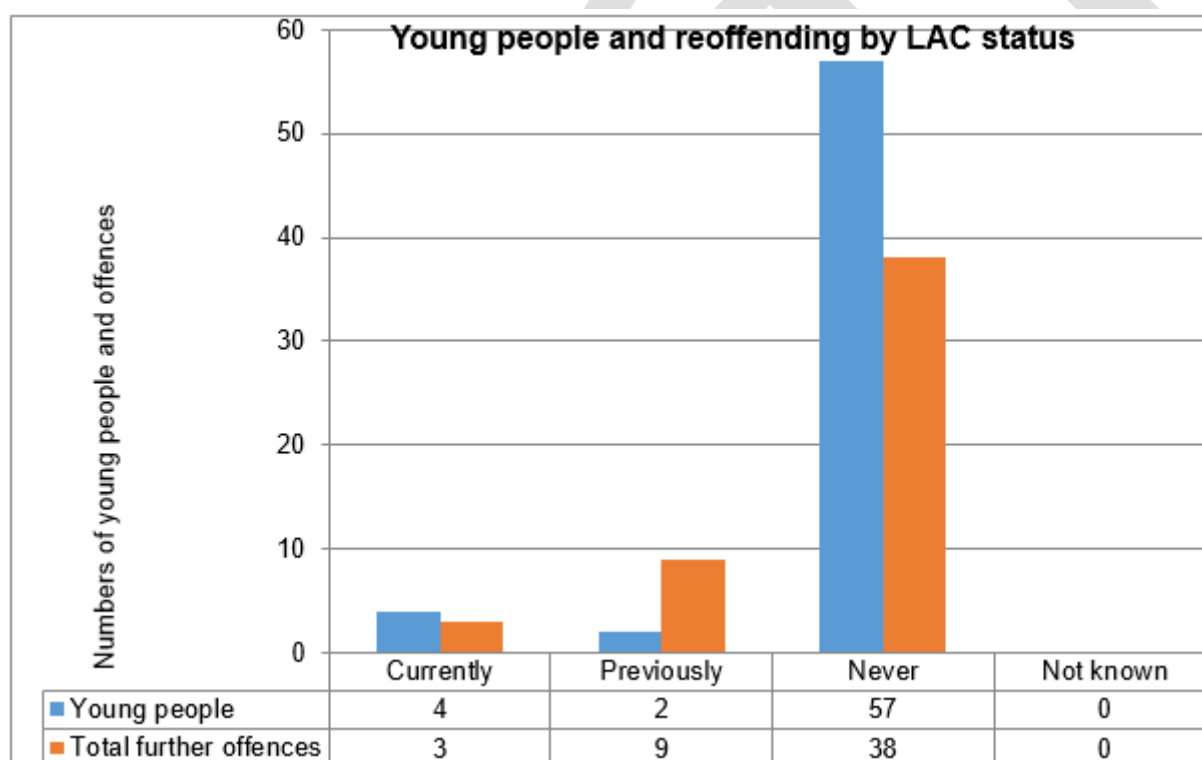
Outcome	Male	Female
Detention & Training Order	1	0
Fine	12	0
Referral Order	22	6
Section 226 (Life)	1	0
Youth Offender Institution	1	0
Youth Condition Caution	8	2
Total	45	8

Reducing the offending of Children Looked After

In Doncaster we are particularly concerned to reduce the number of Children Looked After within the Youth Justice System. We undertake an annual audit of the number and proportion of Children Looked After 10-17 who are in the system.

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

Last year, for the first time, Doncaster decided to set a target in relation to the reduction of Children Looked After entering the Criminal Justice System to ensure that the rate of children looked after entering the Criminal Justice System is not greater than the rate of the wider population.



There are four young people who were CLA at the time of entering the cohort. Two of these young people re-offended and both were placed out of area at the time of the re-offence.

This is indicative of a pattern for Doncaster children who are Looked After and placed outside the borough, where our ability to influence the outcome for a child is limited by local policing policy and triage arrangements in that borough. Although it is encouraging that only 4 children who were Looked After are part of the cohort, it does mean that the binary re-offending rate for this group is 50% as opposed to 25% for children living in familial homes.

Doncaster tracks Looked After Children by both FTE and re-offending rate.

8. Performance and priorities (Page 11 of the Guidance)

In this section the YOS will outline its statutory performance targets for 23/24.

FTE target

In the previous year's plan the YOS calculated its FTE target rate by taking an average of the FTE over the previous 4 years and applying a 20 % reduction against the average. During the course of 22/23 a number of cases were presented at the Triage panel and at Youth Court in which there had been a demonstrable delay relating to Covid. At first it appeared that the FTE rate was increasing significantly in excess of the target, in fact the target was inappropriately applied because the average over the 4 years contained the period of the pandemic in which children's progression through the Youth Justice System (YJS) was delayed. This does not mean that the children would not have become FTE had they been addressed within normal parameters but it does significantly affect the calculation of an average over that time period.

We are now confident that all children from this period have been progressed through the YJS and therefore the calculation for our FTE target will reflect this. Consequently, our target will be to maintain the average rate of the last 4 years without a reduction as this will represent the true level of FTE in Doncaster over the course of the past 4 years. The target is **162** per 100,000 of the 10-17 year old population, which equates to **47** young people

Re-offending target

Doncaster's re-offending performance has been strong for a number of years and this did not change during the pandemic. Currently the YOS is **6.7%** below the national average. This should be considered strong performance in relation to Doncaster's deprivation indices. It is also strong evidence that the child first, relationship based practice approach is effective. The re-offending toolkit utilising live data indicates that the binary rate is **32.3%** and the nationally reported data is **25.4%**. We remain committed to working towards a highly aspirational target set at **22%** for the binary re-offending rate.

Custody target

During the last 2 years, we have been impacted by a number of young people remanded for serious offences who were likely to receive custodial sentences. These young people were not known to the Youth Offending Service at the time they committed these offences, which means there had been no opportunity to utilise the YOS's trauma informed, relationship based methodology to prevent these offences.

The Board agreed to set an aspirational target of **2** young people who were currently on an order when they committed the offence that they were sentenced to a custodial sentence for. Our target of **2** young people equates to a rate of **0.07** young people per 1,000 of the 10-17 population. The target remains the same this year.

EET target

Last year we set a target of **90%** which was a highly aspirational target. This was not achieved with the final annualised rate being **73.8%**. This is significantly higher than the national average for children in the Criminal Justice System which is **38%**. However, this is not good enough for the children and young people of Doncaster and therefore the Board will again, aim for a **90%** target.

Suitable Accommodation target

The YOS continues to be highly aspirational and aims for **100%** of young people to be in suitable accommodation at the end of their order. Doncaster has always achieved this target and expects this to continue.

CLA target

The total number of young people receiving diversionary and statutory outcomes during the period was **105** of which **16** were Children Looked After. It is noteworthy, however, that **2** became Looked After by virtue of their time spent on remand under LASPO (Legal Aid Sentencing and Punishment of Offenders) Act 2012. This indicates that **15%** of the total number of outcomes were attributed to Children Looked After. This equates to **2.86%** of Doncaster's total Looked After population. The target therefore will be measured against the general population rate which is **0.9%** of the 10-18 population in Doncaster. This will be incredibly challenging to achieve, however the YOS is committed to ensuring that outcomes for Children Looked After are not disproportionately different to those children living in more traditional settings.

Prevention

Prevention work in Doncaster is delivered in a number of ways. We have a Youth crime prevention service, EPIC (Encouraging Potential Inspiring Change), which delivers outreach based work in communities that have been identified by the Safer Doncaster partnership as having increased levels of youth related ASB/criminality.

EPIC have also worked with a number of partners including South Yorkshire Police and the Local Authority to set up a Young person's hub within the City Centre in response to youth related ASB issues within the shopping centre. The space was created to allow young people to access a safe space where they can gather, whilst allowing partners from a number of agencies to meet with young people to offer advice, information and

guidance. During the period of 01/09/22 – 01/12/22, 237 young people accessed the provision within the hub. EPIC have recently entered into a joint initiative with Doncaster Mind to help improve access to mental health services, Doncaster Mind will be hosting a drop in session once a week from the hub. This initiative was as a result of the youth crime perception survey that has been carried out by EPIC in which over 2000 young people have responded so far in which mental health was a concern amongst young people.

EPIC have both a universal and a targeted offer within schools. EPIC deliver assemblies to whole year groups within school around the risks associated with being involved in ASB and crime, as well as information, education and guidance around child exploitation and where to go for help. Within a number of both secondary and primary schools, EPIC have a targeted approach where they work with cohorts of 8 young people for up to 12 weeks using the Think Forward programme (secondary) and Young and Safe programme (primary).

Diversion

Doncaster YOS has a weekly Triage Panel. The Police ensure that all cases where young people have offended are brought to the panel for discussion. Where appropriate, alternative options are available to divert young people from entering the Criminal Justice System. This may include stand-alone support from the YOS seconded Police Officer, Substance Misuse Worker or Restorative Justice Practitioner, or it may be the young person is allocated a worker from the Youth Justice Team who will undertake an assessment and put interventions in place to best support the young person with their identified needs.

The YOS Management Board is focussed on the quality and decision making of the Triage panel and Board members annually attend panel and observe and review the discussion and decisions made at panel. The efficacy of the approach is monitored annually when the panel chair provides data relating to the total number of children and their outcomes and this is considered against the number of FTE so that there is an understanding of the efficacy of diversion as it pertains to reducing FTE.

In December 2022, funding was received for the Turnaround programme and the weekly Triage Panel is used as a source of referrals to the programme. In practice, this means young people are offered more intensive support than they would have received otherwise to address difficulties in their lives that have resulted in them being on the cusp of entering the Criminal Justice System. In financial year 1, we achieved our target of delivering interventions to 20 young people referred to the Turnaround Programme. The YOS is committed to working with all statutory and community partners to ensure a co-ordinated and seamless offer to children at risk of ASB and offending. Without Turnaround funding, this cohort may not have benefited from a targeted intervention.

Serious Violence and Exploitation

The YOS makes use of the National Referral Mechanism in applicable cases. YOS Team Leaders attend the weekly MACE (Multi-Agency Child Exploitation) meeting. This is a forum where young people who are thought to be at risk of exploitation are discussed, the level of risk is determined using the vulnerability assessment tracker developed by Bedford University. There is an element within this forum of identifying what

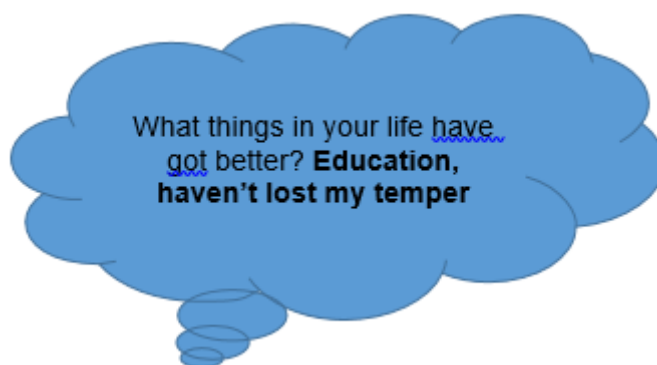
resources/interventions can support young people, with the overarching strategy being for young people to exit, stay safe and recover.

Mapping meetings take place led by the Operational Manager, Youth Justice Team. The purpose of the meeting is to bring partner-agencies together to share information regarding young people and their connections to one another or known adults/groups of concern. The meeting explores particular areas of Doncaster linked to Organised Crime Groups (OCG's) that are known to operate in those areas. The groups' activity will be explored using police information and then any links to young people within these groups will be examined. In addition to this, information received from Return Home Interviews highlighting any missing episodes from these areas will be examined and cross-referenced.

Mapping meetings help to safeguard the young people of Doncaster in a number of ways. Typical actions that result from the meeting will be as follows:

- Intelligence reports to be submitted to police where there is information held by other agencies that hasn't been shared prior.
- Where information is shared that raises concerns regarding a young person's safety and they are not open to services, a referral into the Front Door will be requested.
- Additional monitoring can be requested from involved agencies and information sharing pathways created outside of the meeting.
- Similarly where there are concerns regarding exploitation specifically, but they are open to an Area Team in Help & Protection, an action will be taken for them to be referred into the MACE process if they are not already.
- When an adult is open to Probation, actions may be taken to consider specific licence conditions such as Non-Contact or Exclusion Zones

YOS staff work in accordance with Doncaster Council policy in relation to those who may be vulnerable to becoming involved in extremist activity. All staff undertake mandatory e-learning relating to Prevent.



Constructive resettlement and the use of custody (including remands)

The number of young people on remand from April 2022 to March 2023 was 6. These young people were all male, White British and in the 16-17 year age group. All were sentenced to custody. Where young people are remanded in Doncaster this is not because we are unable to offer a robust enough alternative to custody, but due to the seriousness of the offending. This is born out in the remands we have had this year resulting in custodial sentences being imposed. Where children receive a custodial

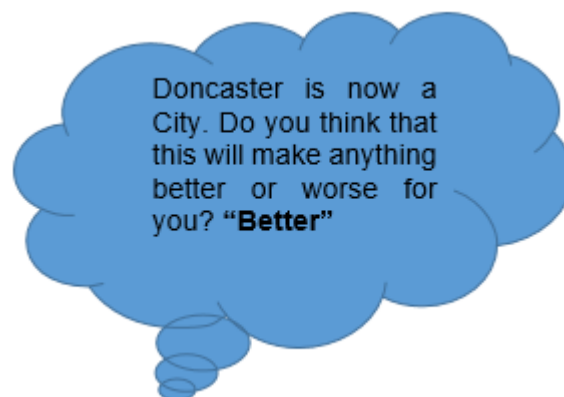
sentence, planning to consider their needs upon release begins as early as possible and examples of good practice in this area include close liaison with Social Workers where young people are open to Social Care to ensure accommodation needs are at the forefront of planning for release. In addition to this, the YOS has an excellent ETE offer so that opportunities for young people are explored with a view to obtaining suitable ETE provision upon release. Therefore, there is a co-ordinated response from the YOS in terms of how services are delivered to support that young person, this is evidenced in the [Resettlement Policy](#) (hyperlinked). Staff work with young people on developing a pro-social identity looking at who they want to be and where they want to go. This is strengths based and future oriented informed by the child.

Doncaster YOS are members of the South & West Yorkshire (S&WY) Resettlement Consortium which offers an enhanced service to children and young people leaving custody, with the aim of offering improved life chances and reduced re-offending.

Restorative Justice and Victims

The Restorative Practitioner works in accordance with the Victims Code (updated 2015) which sets out the minimum level of service that victims of crime should receive. In all cases where consent to contact is given, the Restorative Practitioner makes contact with victims and supports them to make informed choices about participation in Restorative Justice. Where there is no direct victim, indirect reparation is an option for young people to give back to their community and is facilitated by our Reparation Co-Ordinator.

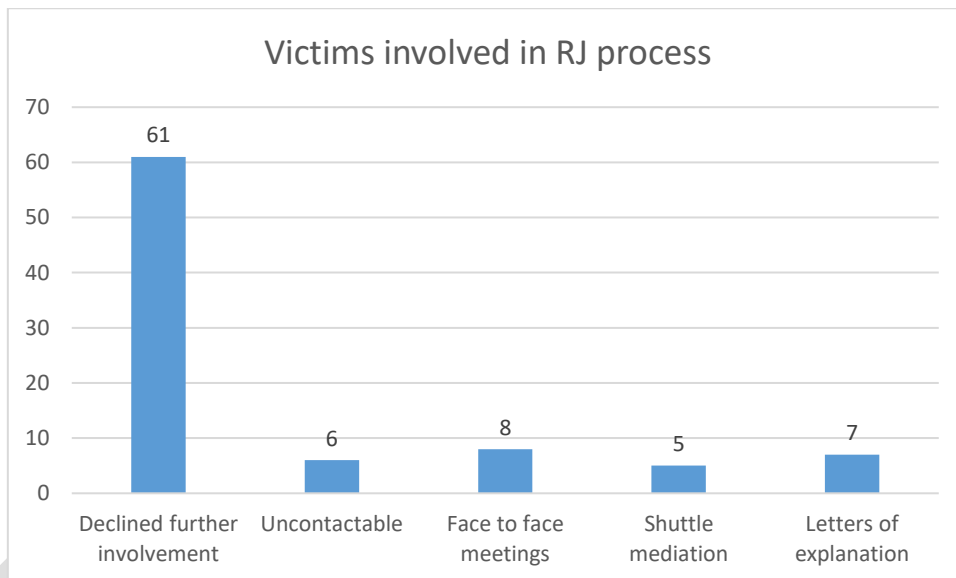
95 victims were contacted by the RJ practitioner to discuss RJ. Of these, **61** victims declined further involvement; **4** of which were due to the young person having already apologised for their actions. **6** were then uncontactable following initial contact.



17 young people declined the offer of RJ, **5** of which related to cases where the victims were willing to engage.

Of the **28** victims that accepted further involvement, **8** went on to have direct face to face meetings, **5** engaged in shuttle mediation and **7** letters of explanation were completed by the young person.

3 further victims that were initially willing to engage in RJ were uncontactable following initial contact then declined at a later date.



Victim satisfaction feedback is inconsistent, therefore going forward victims will be asked to complete a feedback questionnaire via survey monkey and provided with a link to do this. We will then be able to login and access this instantly and chase up responses via a text or email reminder to ensure we collect as much feedback as possible.

9. National standards (Page 14 of the Guidance)

The standards the YOS are evaluated against are as follows:

- Out of Court Disposals
- At Court
- In the Community (Court Disposals)
- In Secure settings
- On Transitions and Resettlement

20 actual cases were reviewed across the 5 standards between the period of June 22 and December 2022. This was then allocated to a member of the YOS Management Team to undertake a qualitative review of each person against the standard.

Executive Summary of Results

In the vast majority of the standards, the YOS has been successful in meeting the standards expected. Part of this success is linked to the fact that the YOS operates local standards that means that cases are reviewed with greater frequency than National Standards mandate.

Across the standards there is good evidence of robust assessments, sound risk management and positive supportive relationships having been developed with young people and their families/carers. Interventions are proportionate and in line with assessed needs.

At Court, young people receive a good service from the YOS, this includes good quality reports being submitted to enable appropriate decisions in respect of sentencing and young people being kept informed of what that means for them.

In respect of transition planning, there are some issues which require further attention, although that said, compliance overall was broadly good.

Standard 1: Out of Court Disposals

Timely and accurate assessments of risk and need have been completed in every case using the Short Assessment Form (SAF), our local assessment tool, which focuses on desistance, public protection and the safety and wellbeing of young people. Intervention plans arising from these assessments take account of desistance factors and promote pro-social identity.

In all but one case, children and their parents/carers have been involved in planning and reviewing of individual programmes. In the exceptional case, it is unclear that this has taken place and is therefore considered to be a recording issue rather than this requirement not having been done. In the same case there is limited evidence that the YOS has worked closely with the Police on the Out of Court Disposal. The allocated worker was new in post and discussions have since taken place with the line manager who has addressed this with the worker involved.

In all cases, supportive relationships have been developed by YOS workers who have delivered proportionate interventions.

Standard 2: At Court

The YOS provides a court duty service, which is in-line with the expectations clearly outlined within the standard. Pre-Sentence Reports and Asset Plus usage is evident in all cases and there is timely and accurate recording of Court outcomes in each case. Outcomes are explained to children and checks are undertaken to ensure their understanding is congruent with the explanation.

There continue to be issues, in some cases, regarding the custodial warrant issued by the court when a young person is remanded or sentenced to youth detention accommodation, not being routinely shared with the YOS. There is no detrimental impact to the young person of this and the warrant merely serves as authorisation for the young person to be transported to custody as well as identifying the designated Local Authority in remand cases. Nonetheless the required standard is that Youth Offending Services check that this custodial warrant is appropriate.

Action: Operational Manager Youth Justice Team has instigated action whereby YOS should now receive the custodial warrant as a matter of course.

Standard 3: In the Community (Court disposals)

The YOS has generally met the standards in each case. There is strong evidence of engagement and the YOS's approach of relationship based practice with children and families being undertaken in terms of staff establishing trusting and meaningful relationships with young people and engaging young people and their parents and

carers. Orders have been supervised in line with the YJB approved assessment framework.


In one case there was some confusion around reviewing. This did take place, however, due to sign off not taking place for the initial assessment there was a lack of clarity around this. At a local level, the YOS has determined that all assessments are reviewed on a 4 monthly rather than 6 monthly basis and, where there is a substantial change in the child's circumstances. This means that in practice, even when a local standard isn't met, the assessment was still reviewed prior to the 6 month national expectation.

Interventions for young people were well co-ordinated with specialists where it was applicable and this work was commenced promptly.

In one case it was difficult to assist the child to build a pro-social identity to enable sustainable desistance as the young person had not, at that stage, been successfully engaged.

In summary, the YOS has met the standards relating to practice undertaken with court disposals in a community setting, it facilitates a range of interventions and therapeutic approaches which directly benefit young people and their families, and support the desistance, public protection and safety and wellbeing of young people within the Criminal Justice System.

Action: Operational Manager Youth Justice Team will arrange a practice development day with Team Leaders to address all learning identified through this audit.



What people and places do you think are part of your community? **Everyone and everything**

Standard 4: In Secure settings

Overall, the standard has been adhered to. Information has been shared in a timely way. Staff in the YOS and secure establishment have worked together with young people to deliver an effective sentence, including keeping children safe, via assessment, planning and management of risk.

Planning has taken place in relation to transitions and successful resettlement. In one case there is no evidence that temporary release has been discussed, and although there were concerns regarding risk to others in this case that meant this would not have been granted, this should have been actioned.

Plans were in place in relation to children assessed as being a risk to themselves or from others and where children were assessed as posing a risk to others in the secure establishment.

All subsequent sentence planning dates should be agreed at the initial planning meeting, and although not all meeting dates were scheduled, in each case the next meeting date was agreed. It is not felt it is helpful for the needs of the child to plan **all** sentence planning dates at the initial meeting as this is not meaningful to them particularly where there are speech, language and communication needs present.

Action: Managers within the Youth Justice Team to reinforce to staff in team meetings about ensuring discussion takes place about temporary licence as part of intervention planning.

Standard 5: On Transition and Resettlement

Across all cases, plans have been produced promptly with active engagement from the child and their family. These plans have identified the child's strengths and set out support to assist the child develop a pro-social identity. Plans have been reviewed regularly. Plans were in place in all cases for relevant transitions.

In addition, a broader case sample was looked at with the following findings:

Modules for young people entering Custody were completed in all cases and on Release but the detail of these was variable. The Custody placement modules were more consistently detailed than the Release modules. There needs to be a more consistent application of thought to the impact of release beyond the pragmatic transition to include some of the emotional impact for a young person returning to the community.

Transition planning for young adults moving to the National Probation Service (NPS) were completed well with clear targets set out for NPS to address with the young adult as well as clarity around what voluntary offer was being taken up by the individual from YOS. However, it was apparent that there was delay from NPS in allocating a named worker for these young adults (national guidance is clear that this should happen at 17 years 6 months) and in every case, the young person had turned 18 for some weeks before NPS allocated a named worker and took transfer of the case (which again is expected to happen on the 18th birthday unless in exceptional circumstances). This is an area of practice that has already been raised with the Probation Officer Contact for YOS and with YOS Team Leaders to ensure that allocation takes place much earlier with relevant cases moving forwards.

In one case it was identified that a transition to different accommodation/residence should have generated a review to the plan which would have required the Case Manager to consider the impact on the young person's Emotional and Mental Health and their relationships/network as a result of this change. Whilst the impact of possible changes to placement were discussed in Risk Management Meetings, this was focussed, as per the remit of this meeting, on the impact in terms of risk judgements. As this is an individual practice issue rather than a general theme, this will be addressed via the supervision process.

The Pathways and Planning section of AssetPlus does not provide a user friendly plan for the young person and several YOS's have therefore developed a supplementary plan collating all the aspects of planning required into one document that can then be given to the Young Person for reference. Doncaster YOS (in consultation with the Speech and Language Therapist and young people) are in the process of developing a template plan that clearly shows the links between Desistance and Interventions, clarifies the Internal

and External controls and has a specific section focussed on Transitions that asks what is the likely impact and how will the young person be supported with this.

Action: Operational Manager Youth Justice Team to develop a “My YOS Plan” document and implement this by 18/04/2023.

Action: Operational Manager and Team Leaders Youth Justice Team to ensure immediately that all future Release from Custody Reviews receive the same attention as Entering Custody.

Action: Operational Manager Youth Justice Team to monitor allocation by NPS of young people approaching 18 and escalate where a named Probation Officer is not provided prior to their 18th birthday.

National Standards for YOS Management Board

The YOS has a specific induction for Board Members to either observe YOS functions or meet with YOS specialists which includes:

- Triage Panel
- Risk Progression Panel Meetings
- Risk Management Meetings
- Attendance at team meetings (Youth Justice Team, Intervention Team or EPIC)
- Attendance at EPIC 77 town centre hub
- Attendance at an MDT
- Tour of EPIC Learning
- CCE mapping meetings
- Speech and Language Therapist
- Substance Misuse Specialist
- Forensic Psychologist
- Careers Advisors
- Systemic Family Psychotherapist
- Counsellor

Standard 1: Out of Court Disposals

The Management Board are provided with performance information prior to every Management Board meeting and this is discussed in detail during the meeting itself. Management Board members have observed our Triage Panel process which looks to divert young people from entering the Youth Justice System where appropriate and there is an ongoing training offer for Management Board members to observe such processes as per their individual training needs.

Young people are offered an assessment with a case worker in the case of YCC and other circumstances where it is felt a more robust response is required to divert young people from the Youth Justice System and interventions are put in place to best address those identified needs. Board members are fully aware of this and they have also had sight of the joint protocol in place between the YOS and the Police setting out our agreed practices for OOCB and joint decision making.

Quality Assurance is routinely undertaken across the spectrum of YOS disposals and fed back at Board level.

Standard 2: At Court

The Operational Manager for the Youth Justice Team attends Management Board meetings. They are able to offer assurance of the team's work at Court and update on any challenges that we may be facing and what we are doing about those challenges. The YOS Triage panel process is our mechanism for ensuring that Court is reserved for those who cannot be dealt with by less formal means. Management Board members, as described in Standard 1, are aware of this. Additionally, an anomalous situation was raised at Management Board whereby young people were sent directly to appear in Court rather than via the Triage Panel (see YOS Management Board Meeting Minutes 05/05/22 and 19/08/22) thus demonstrating further Management Board oversight in relation to this issue.

The YOS Management Board is assured that our reports to Court and Referral Order Panels are high quality and that Magistrates have confidence in our recommendations, that children's voices are heard and that children and their parents are provided with appropriate information and support during the Court process.

Standard 3: In the Community (Court Disposals)

YOS Management Board members are aware that Doncaster YOS uses the Asset Plus assessment in our work with young people on Court Orders and the Short Assessment Form (SAF) for those subject to O OCD. They are also aware of our child first ethos based on relationship based practice. YOS Management Board members are invited to observe a number of YOS practices including Triage Panel, Risk Management Meetings and Risk Assurance Panels where it is evident that we promote desistance and engagement with the young person. Quality Assurance (QA) of cases take place on a monthly basis and part of that is about the involvement of parents and carers. QA findings are shared at YOS Management Board meetings, (see YOS Management Board Meeting Minutes 13/10/22). Additionally, at each YOS Management Board Meeting a case example is presented by the YOS worker outlining the details of a case and identifying some of the challenges and progress made with the case. Board members have the opportunity to raise any challenges in respect of practice at this time.

Standard 4: In Secure Settings

The YOS Management Board are aware that the YOS works closely with key workers in custody ensuring that needs and risks of young people are identified and that they are not disadvantaged by moving to the secure estate. For example, if they have an Education, Health and Care Plan (EHCP) this will be sent to the custodial establishment and the key worker notified. Similarly, if a young person has a Speech, Language and Communication Needs (SLCN) assessment, the custodial establishment will be made aware so that staff there can follow the recommendations in the assessment to communicate effectively with the young person. The YOS Resettlement Policy has been made available to Board members for additional oversight and assurance that we operate in a way that prioritises the best interests of the child. Our monthly QA process covers a range of disposals where practice is considered across a number of areas and this, as previously stated, is reported back to YOS Management Board routinely, therefore they are aware of key challenges and strengths.

Standard 5: On Transition and Resettlement

Asset Plus assessments are updated every four months where review meetings have agreed upon new targets for the young person's intervention plan and if there are any significant changes. Assessments are sent to the secure estate in line with agreed

timescales. Doncaster YOS's Resettlement Policy highlights the need to identify any potential barriers to resettlement and action that should be taken to overcome these as early as possible in the planning stage. The Assistant Director of the Children, Young Peoples and Families Directorate is a standing member of the Management Board and is aware of some of the challenges faced in transition planning for young people, particularly, in relation to accommodation and education and is able to take appropriate action to mitigate some of these challenges by conferring this information back to Service Managers for dissemination to Team Managers. Both the YOS Management Board and Secure Establishments understand our specialist offer relating to young people with Education, Employment and Training (ETE) needs and this is evident in Careers, Information and Guidance (CIAG) workers being involved in transition planning at the earliest possible stage.

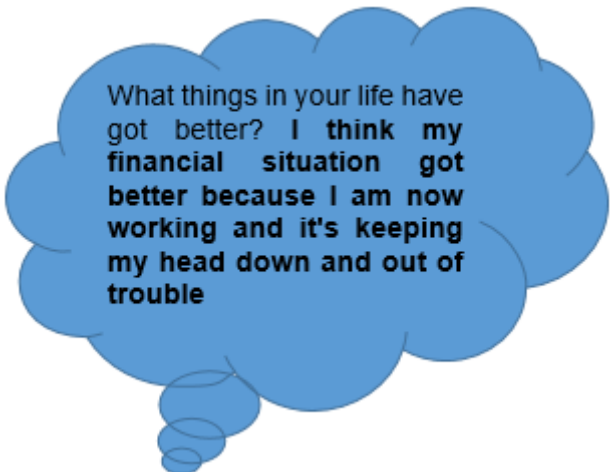
10. Challenges, risks and issues (Page 14 of the Guidance)

The remand grant continues to be a challenge. In the year 2022/23, the YOS overspent on remands by £23,773, owing to the way the remand budget is allocated and the number of young people remanded for serious offences related to criminal exploitation. Currently, the YOS has 1 young person on remand, a trial hearing is scheduled in this case for April. It is not expected that this will be an extended remand period that would cause challenges to the budget.

We know from the youth crime perception survey undertaken by EPIC that mental health is a concern for young people. This is likely to be a legacy of the Covid19 restrictions that were in place when the pandemic emerged in 2020 and the impact of the pandemic more generally. The fact that we have a young people's Counsellor in the YOS and EPIC are linking in with MIND to deliver access to emotional well-being support to young people is positive, however, the issue is far wider reaching and is a challenge for all agencies who work with children and young people.

Child Criminal Exploitation continues to be an issue for all areas of the UK and this is no different in Doncaster. We have developed mapping, intervention and disruption models to counter this risk. However, we remain cognisant of the risk this poses to children and the new approaches that Organised Crime Groups develop to exploit children.

The consistent provision of PACE beds continues to be a challenge and the YOS has been focused on a sub-regional solution to this challenge throughout the year by completing work on a joint memorandum of understanding with South Yorkshire Police. This is currently with strategic decision makers to determine a longer term solution to this issue.



What things in your life have got better? I think my financial situation got better because I am now working and it's keeping my head down and out of trouble

11. Service improvement plan (Page 14 of the Guidance)

In December 2021, the YOS was subject to an HMIP (His Majesty's Inspectorate of Probation) Thematic Inspection focusing on ETE. The feedback was highly complimentary of the YOS's work and aspects of work were highlighted as national examples of best practice, namely the EPIC School provision and the work of the YOS Speech and Language Therapist, specifically in relation to the Neurodiversity pathway which was developed.

The YOS has undertaken an Audit of National Standards and identified the following areas of improvement:

Standard 1: Out of Court Disposals

No specific improvement actions identified

Standard 2: At Court

Action: Operational Manager Youth Justice Team to ensure the issues regarding YOS receiving a copy of the custodial warrant upon its issue at Court are no longer applicable. This will be done by routine audits of all custody cases to be carried out quarterly for the next year. If it is apparent this continues to be an issue this will be escalated by Operational Manager Youth Justice Team to the Service Manager.

Standard 3: In the Community (Court disposals)

Action: Operational Manager Youth Justice Team will arrange a practice development day with staff to address issues pertaining to practice relating to assessment sign off and review that have arisen from this audit.

Action: Operational Manager Youth Justice Team to check one Asset Plus assessment and one Short Assessment Form per month to check if they have been signed off in a timely manner.

Standard 4: In Secure settings

Action: Managers within the Youth Justice Team to remind staff in team meetings about ensuring discussion takes place about temporary licence as part of intervention planning.

Standard 5: On Transition and Resettlement

Action: Operational Manager Youth Justice Team to develop a “My YOS Plan” document and implement this by 18/04/2023.

Action: Operational Manager and Team Leaders Youth Justice Team to ensure immediately that all future Release from Custody Reviews receive the same attention as Entering Custody.

Action: Operational Manager Youth Justice Team to monitor allocation by NPS of young people approaching 18 and escalate where a named Probation Officer is not provided prior to their 18th birthday.

Issue	Action	Who	When
The YOS not receiving custodial warrants when a young person is sentenced to custody	Operational Manager Youth Justice Team has instigated action whereby YOS should now receive the custodial warrant as a matter of course. The Operational Manager Youth Justice Team will audit custody cases quarterly to monitor this.	Operational Manager - Youth Justice Team	Quarterly Audits and escalate to Service Manager if it is apparent the issue is still present.
Timely assessment and review sign off	Operational Manager Youth Justice Team will arrange a practice development day with Team Leaders to address issues pertaining to practice relating to assessment sign off and review that have arisen from this audit.	Operational Manager - Youth Justice Team	The Practice Development Day will take place on 18.4.23
Discussion taking place about temporary licence as part of intervention planning.	Managers within the Youth Justice Team to reinforce to staff in team meetings about ensuring discussion takes place about temporary licence as part of intervention planning.	Operational Manager/Team Leaders - Youth Justice Team	To be raised in monthly team meetings
The Intervention plan which is part of Asset Plus not being user/child	Operational Manager Youth Justice Team to develop a “My YOS Plan” document and implement this by 18/4/2023.	Operational Manager - Youth Justice Team	To be developed and ready for implementation from
Quality of release stage assessments compared to custody stage assessments.	Operational Manager and Team Leaders Youth Justice Team to ensure immediately that all future Release from Custody Reviews receive the same attention as Entering Custody.	Operational Manager/Team Leaders - Youth Justice Team	Operational Manager to discuss in next supervision with both Team Leaders and in the next Youth Justice Team meeting with all staff.
Young People reaching the age of 18 and not being allocated a named Probation Officer	Operational Manager Youth Justice Team to monitor allocation by NPS of young people approaching 18 and escalate where a named Probation Officer is not provided prior to their 18 th birthday.	Operational Manager - Youth Justice Team	In all applicable cases.

In addition to the specific actions above, the YOS regularly reviews the outcome of audits and we are aware that whilst practice is generally to high standards, there are some areas where improvement is still required. These include:

- In a relatively small number of cases, the child’s voice is not recorded verbatim and is instead interpreted by the case manager.
- Ensuring that the Information Sharing Agreement has been explained to the young person and their parent/carer and that there is a signed copy on the electronic file
- Ensuring that other relevant professionals names and contact details are recorded on the home screen of the case on the case management system.

These areas are routinely monitored by monthly audits undertaken by the YOS Management Team and specific actions are discussed with the case workers involved and their line managers. The Operational Manager for the Youth Justice Team monitors these actions in supervision with Team Leaders.

The YJB Strategic Plan has an overarching influence on the way the YOS operates, in that we are a Child First organisation, using a trauma informed, strengths based

approach and operating on the principle of diverting young people from the Criminal Justice System wherever possible. We also embrace innovation and this has been referenced in the plan.

Workforce Development

Individual staff training needs are reviewed as part of the annual Performance Development Review (PDR) process. As part of this, it was identified that two staff members should attend AIM 3 training, assessing young people who have committed sexually harmful behaviour, and this will be undertaken over the coming months. This will enable us to undertake the most up to date assessment for young people displaying this type of behaviour to accurately determine their level of risk and needs so that interventions can be planned accordingly. The AIM 3 training is available this year as part of a wider South Yorkshire training offer funded by the Violence Reduction Unit. Additionally, all staff in the YOS have accessed a one day training course on "Understanding how to identify and respond to child sexual abuse – a course for Youth Justice Practitioners". This was an offer from the Child Sexual Abuse Centre as part of a pilot programme. This has provided staff with the knowledge, skills and confidence to identify and respond to child sexual abuse, so that steps can be taken to protect young people from child sexual abuse and minimise impacts of this which can often be offending and re-offending. In addition, all YOS staff are required to undertake e-learning in relation to GDPR, Radicalisation, Safeguarding and Health and Safety at predetermined intervals.

12. Evidence-based practice and innovation (Page 15 of the Guidance)

Last year, EPIC created an innovative Virtual Reality (VR) experience to highlight the dangers of child exploitation, this is used as an educational tool for young people aged 15+ as well as for staff training. This is currently being validated by Sheffield Hallam University. EPIC are also now in the development phase of another VR programme which aims to highlight the subject of violence against women and girls. They have also been approached about a number of other titles that could be created into an immersive VR experience and are looking to progress these this year.

The YOS continues to operate a relationship based practice model seeing the child first and the offender second. Home Visits are the standard offer for young people along with Psychological formulations, Systemic Family Psychotherapy, Counselling, Speech and Language support and Dyslexia screening.



ETE

The information below relates to young people finishing a Youth Conditional Caution (YCC), Youth Rehabilitation Order (YRO), Referral Order (RO) or Detention and Training Order (DTO) in the quarters 4-3 (Jan-Dec 2022).

Over the year there were 42 young people closing to the service.

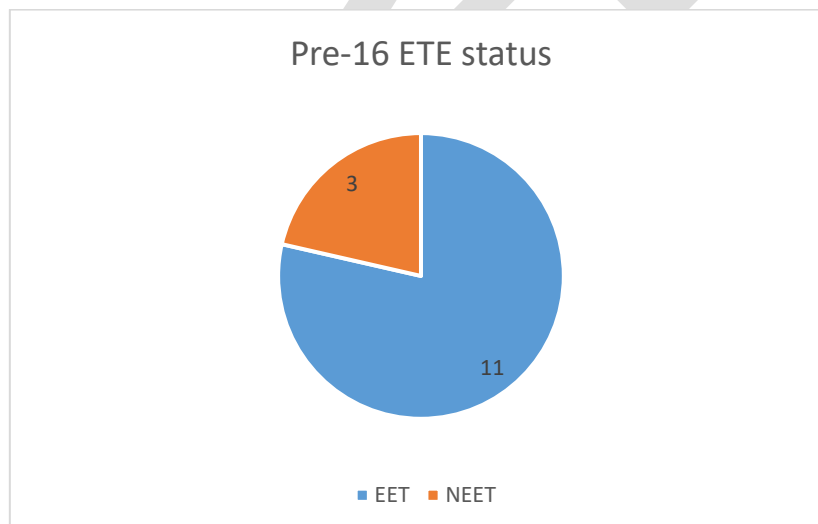
31 young people were in EET at the end of their order/YCC and 11 were NEET. The EET figure for the year was **73.8%**, a slight improvement on last year's **73.1%**, with last year's improvement in post 16 figures following a tracking and monitoring plan being instigated and maintained.

The split between Pre and Post 16 is as follows:

Pre 16		Post 16	
EET	11	EET	20
NEET	3	NEET	8
Total YP	14	Total YP	28

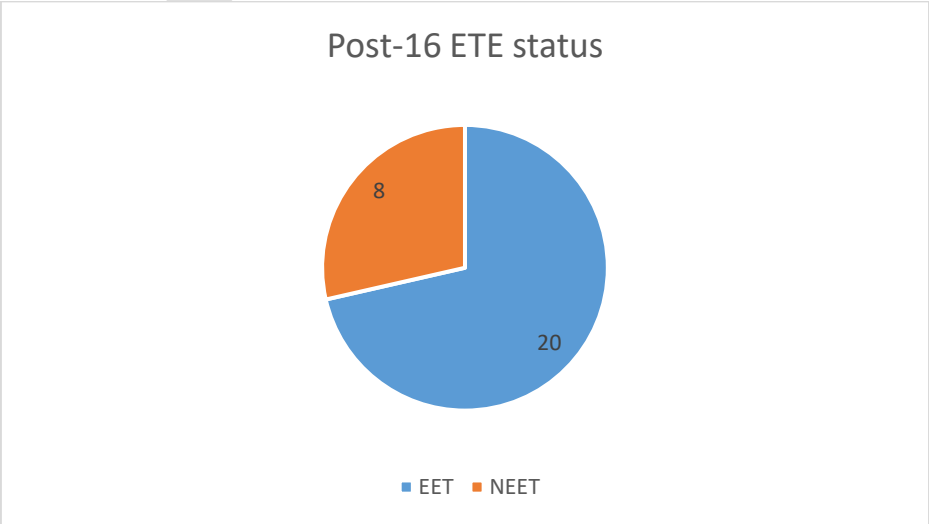
Summary

The number of disposals closing over the year varied widely from a low of 7 in Quarter 2 to a high of 15 in Quarter 3. In the smaller cohorts, each young person not in ETE made a big difference to the percentage engaged, but in contrast to last year, the strongest performance was in Q2 with the smaller cohort. The less entrenched offenders on YCC's are often more likely to be engaged in ETE and there was a pattern of low numbers closing over the year along with low numbers of DTO's. The majority of closures were Referral Orders and Youth Rehabilitation Orders. The Covid 19 pandemic was still having some long term effects on vulnerable young people where ETE has been fragmented by it.



A lot of good work is being done to target the ETE at the end of a client's order. The tracking and monitoring process instigated for ETE in 2021 has enabled targeting of ETE support so that, where appropriate, support remains in place to improve outcomes for

young people and improve performance. We were, however, unable to re-engage 11 young people as outlined above. Themes affecting engagement in ETE include complex SEN needs, the breakdown of family relationships and limited positive parental influence, mental health and accommodation instability. Some of the young people were content to wait for benefits or work and turned down the education/training opportunities offered with the young people not able to take the advice about the longer term gains of further education. We were unfortunate with the timings of some young people who secured employment but didn't start until after their orders ended. Combined, these themes had a significant impact, reducing the ETE engagement figure.



This was a year with some disappointment, with the team working hard but not achieving the challenging aspirational target of 90% other than in Quarter 4 January – March 2022, however, at 73.8% we are significantly above the national ETE figure (April - September 2022) of 39% and we achieved many positive results where young people were re-engaged with ETE through our support. We continue to aspire to achieve the positive results and 90% target.

Over the year, **7.1%** of young people with a YCC/Order ending had an EHCP, above the national average of **4%** in 2022.

There are very few Electively Home Educated (EHE) children, over the year no young people with a YCC/Order ending were EHE.

Substance Misuse

The YOS offers discreet Substance Misuse services to young people who have either committed an offence involving the possession or supply of substances, or for young people for whom substance misuse is a secondary issue to their offending.

The substance misuse provision predominantly offers two intervention activities, the first is singular awareness sessions for young people subject to Out of Court Disposals. The second is direct intervention, which can take place over a period of between 3 and 9 months.

The approach to supporting young people is based around relationship based practice, incorporating elements of auricular and talking therapies. The service also offers

voluntary urine screening to young people and non-invasive STI (Sexually Transmitted Infection) screening.

The YOS Substance Misuse Practitioner delivers awareness training to children's homes staff so that they are better able to support young people in their care who may be experiencing substance misuse issues.

The table below shows the number of substance misuse referrals received:

Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23
2	5	3	8	4	2	0	0	0	7	1	3	6

Triage	YOS	Epic learning
19	8	14

Speech and Language Therapy

YJS Court Orders	Total
Seen/assessment currently ongoing	29
Out of Area	6
Offered but wouldn't engage	5
Wasn't offered as previously had SALT assessment by Doncaster YJS	7
Wasn't offered as previously had SALT assessment at EPIC Learning	2
Wasn't offered as previously had SALT assessment from a SALT not in Doncaster YJS	2
Case manager said it was not appropriate for the YP to attempt to see them	1

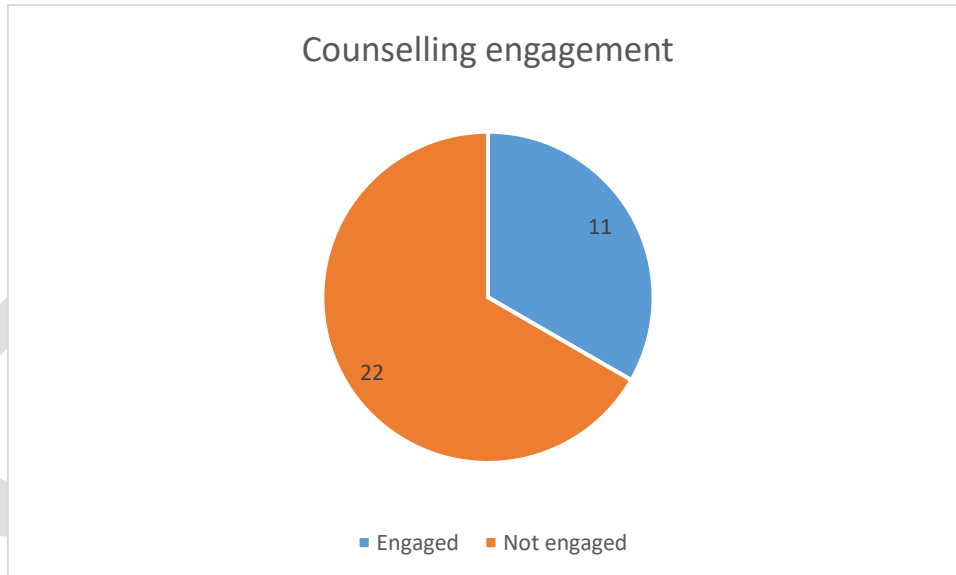
YJS Diversion Orders	Total
Seen/assessment currently ongoing	24
Out of Area	1
Offered but wouldn't engage	4
Wasn't offered as previously had SALT assessment by Doncaster YJS	5
Wasn't offered as previously had SALT assessment at EPIC Learning	3
Wasn't offered as previously had SALT assessment from SALT not in Doncaster YJS	1
Screened out by case manager	5

Total YJS assessments offered by gender:	Total
Male/identify as male	36
Female/identify as female	17

EPIC Learning students	Total
Seen	9
Attempted to see but didn't attend the placement	2

Counselling

Referrals started being accepted for counselling from March 2022 and since then **33** young people have been referred. Of these, **10** have engaged, attending between a range of 1 and 23 sessions. For the child who has attended 23 sessions, the therapeutic intervention is still ongoing. There are currently **11** clients who are engaging with the service.



The preparation work prior to the therapeutic intervention can often take many weeks, visits, and appointments before the meaningful work begins. This can be due to the child's trust issues, frustration with services and their own chaotic lifestyles. The barriers to engagement can also be down to sleep problems, gaming, other addictions, such as substance misuse, exclusion from educational settings, being exploited, which sometimes means children are unable to attend counselling sessions due to other commitments. A further barrier can be the young person's capacity whether they are Gillick/Fraser competent. Some children often have additional needs which can be challenging and the YOS Counsellor ensures the necessary work is undertaken so that these young people have the opportunity to access this valuable offer.

Forensic Psychology

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

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

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

- Emotional awareness and regulation
- Attachment and trauma
- Dialectical Behaviour Therapy (DBT) awareness

- Personality Disorder awareness

In the past year, the Psychological Service has worked with **23** young people open to the YOS or EPIC with varying degrees of risk and need.

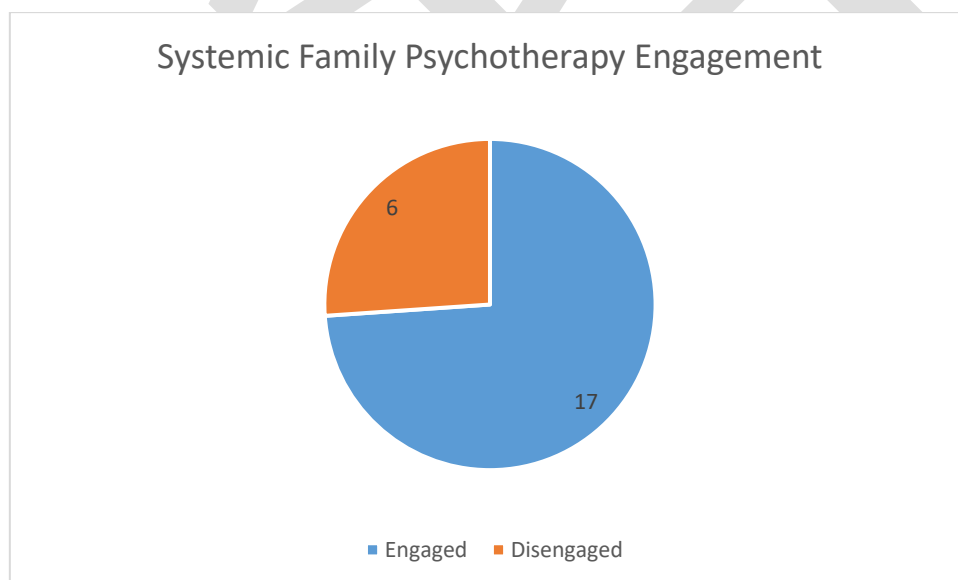
Systemic Family Psychotherapy

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

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

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

The number of families worked with this period is **23**. These families are often incredibly complex with multiple and extended numbers of family members and households that need to be worked with. Often significant amounts of time need to be spent several times a week with families and this can increase to daily if they are in crisis. Of the 23, **6** families disengaged for a number of reasons. **2** Score 15 tools have been completed which demonstrate excellent progress. The remaining cases are still open and therefore there is no Score 15 final outcome available yet.



13. Looking forward (Page 15 of the Guidance)

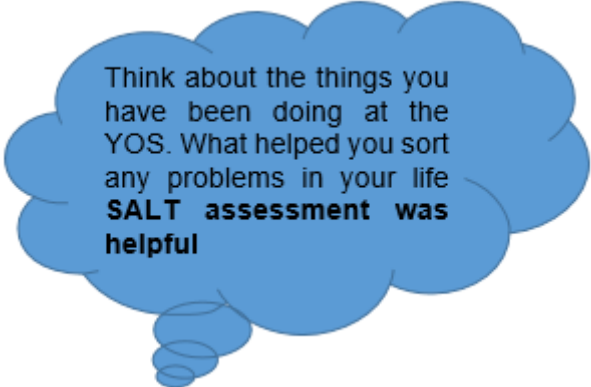
This year will see the introduction of revised Key Performance Indicators on which the YOS is required to report from April. These performance indicators apply not just to the statutory YOS caseload but to all children with which YOS's are carrying out an intervention. This will cover the breadth of services offered and enable oversight of how

local multi-agency partnerships are operating. The evidence identified by the data will enable local partners to work together to minimise the barriers to children’s success, prevent offending and protect the public. Centrally, the data will be used to identify themes which present barriers for reducing re-offending. This increases the workload in terms of performance reporting along with the additional resources required for the initial implementation phase of these new requirements.

Over the next 12 months, the EPIC Hub is looking to work with a number of partner agencies to improve access to support for young people. EPIC are working with public health in Doncaster to provide a role which is dedicated to helping support young people access information and guidance around substance use. EPIC will also continue to further develop the use of the hub for young people from under represented communities such as LGBTQ+ and those of traveller heritage.

The Hub will also be the host for a number of national events such as county lines week and National Youth Work week. Doncaster College regularly host events from the Hub to support and encourage young people into further education.

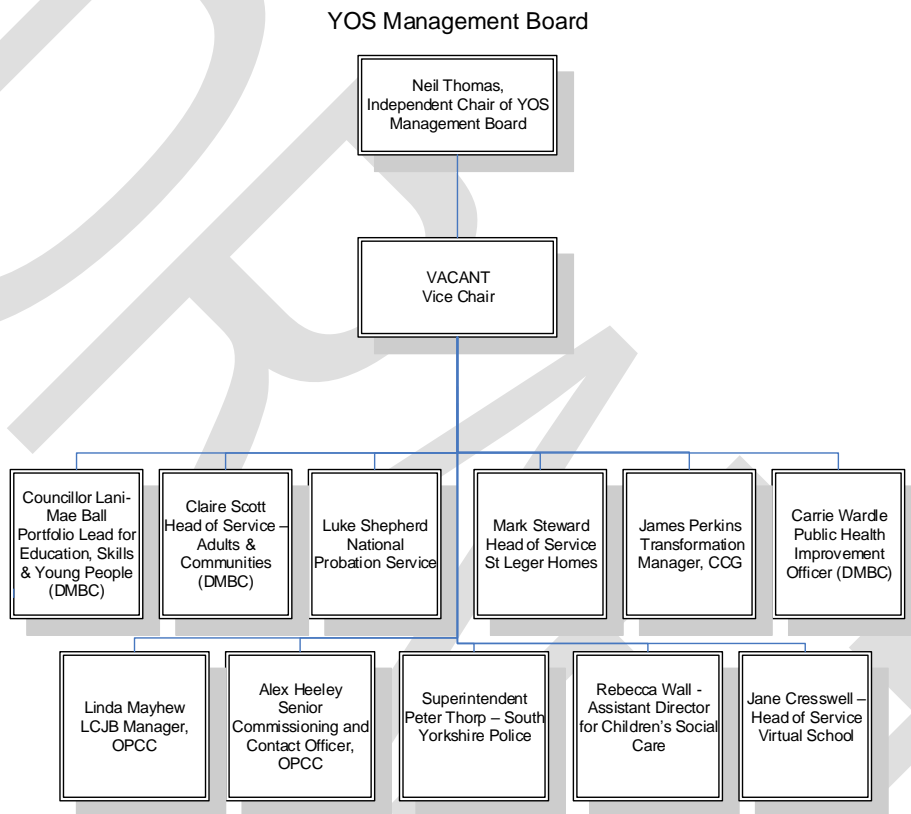
Due to the Cost of living crisis families are under more pressure and the YOS is cognisant of the potential for this affecting numbers of young people entering the YJS. In addition to our current offer, practical support can be provided in specific circumstances, for example, food parcels arranged for young people and families in extreme need.



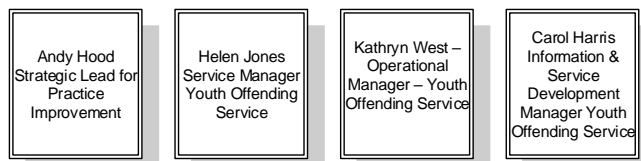
14. Sign off, submission and approval (Page 16 of the Guidance)

Chair of YJS Board - name	Neil Thomas
Signature	
Date	

15. Appendix 1 (Page 10 of the Guidance) Outline of full board membership, including attendance, job title of the board member and dates of board meetings should be included in Appendix 1



Board reportees:



YOSMB Attendance 2022/2023

Attendees 13/01/22		Attendees 08/04/22		Attendees 05/05/22		Attendees 19/08/22		Attendees 13/10/22		Attendees 12/01/23	
Neil Thomas	SYP - Chair	Neil Thomas	SYP - Chair	Neil Thomas	SYP - Chair	Neil Thomas	SYP - Chair	Neil Thomas	SYP - Chair	Neil Thomas	Independent Chair
Andy Hood	YOS	Andy Hood	YOS	Helen Jones	YOS	Helen Jones	YOS	Andy Hood	YOS	Andy Hood	YOS
Rebecca Wilshire	DCST	Helen Jones	YOS	Andy Hood	YOS	Andy Hood	YOS	Helen Jones	YOS	Helen Jones	YOS
Claire Scott	DMBC	Claire Scott	DMBC	Rebecca Wilshire	DCST	Pam Allen	DCST	Jane Cresswell	Virtual School	Jane Cresswell	Virtual School
ClIr Lani-Mae Ball	DMBC	ClIr Lani-Mae Ball	DMBC	Amy Holden	NPS	Louise Wood	YJB	Peter Thorp	SYP	Peter Thorp	SYP
Amy Holden	NPS	Jane Cresswell	Virtual School	Louise Wood	YJB	Kathryn West	YOS	Pam Allen	DMBC Social Care	Pam Allen	Social Care
Kathryn West	YOS	Alex Heeley	OPCC	Kathryn West	YOS	Jane Cresswell	Virtual School	Alex Heeley	OPCC	Alex Heeley	OPCC
Jane Cresswell	Virtual School	Carrie Wardle	Public Health	Jane Cresswell	Virtual School	ClIr Lani-Mae Ball	DMBC	Emma Price	NHS	Carol Harris	YOS
Alex Heeley	OPCC	Carol Harris	YOS	Linda Mayhew	OPCC	Alex Heeley	OPCC	ClIr Lani-Mae Ball	DMBC	Sharon Healey	YJB
Carrie Wardle	Public Health	Amy Hughes	Minutes	Carrie Wardle	Public Health	Claire Scott	DMBC	Carrie Wardle	Public Health	ClIr Lani-Mae Ball	Doncaster Council
Rachel Reynolds	CCG			Joanne Evans	DMBC	Amy Hughes	Minutes	Joanne Evans	DMBC	Saima Nazir	Public Health
Carol Harris	YOS			Carol Harris	YOS			Jonny Eley	YOS	James Perkins	NHS
Amy Hughes	Minutes			Amy Hughes	Minutes			Kathryn West	YOS	Claire Scott	Doncaster Council
								Amy Hughes	Minutes	Jonny Eley	YOS
										Kathryn West	YOS
										Amy Holden	NPS
										Amy Hughes	Minutes

Apologies 13/01/22		Apologies 08/04/22		Apologies 05/04/22		Apologies 19/08/22		Apologies 13/10/22		Apologies 12/01/23	
Luke Shepherd	NPS	Luke Shepherd	NPS	Luke Shepherd	NPS	Luke Shepherd	NPS	Louise Wood	YJB	Carrie Wardle	Public Health
Linda Mayhew	OPCC	Rebecca Whilshire	DCST	ClIr Lani-Mae Ball	DMBC	Linda Mayhew	OPCC	Claire Scott	DMBC	Emma Price	NHS
Mark Steward	St Leger	Kathryn West	YOS	Alex Heeley	OPCC	Carrie Wardle	Public Health	Luke Shepherd	NPS	Luke Shepherd	NPS
Richard Cherry	Magistrates Court	Linda Mayhew	OPCC	Claire Scott	DMBC	Carol Harris	YOS	Linda Mayhew	OPCC	Linda Mayhew	OPCC
Marie Carroll	OPCC	Mark Steward	St Leger	Mark Steward	St Leger	Mark Steward	St Leger	Carol Harris	YOS	Mark Steward	St Leger
Emma Price	CCG	Richard Cherry	Magistrates Court	Richard Cherry	Magistrates Court	Richard Cherry	Magistrates Court	Mark Steward	St Leger	Richard Cherry	Magistrates Court
		Marie Carroll	OPCC	Marie Carroll	OPCC	Marie Carroll	OPCC	Richard Cherry	Magistrates Court	Marie Carroll	OPCC
		Emma Price	CCG	Emma Price	CCG	Emma Price	CCG	Marie Carroll	OPCC		

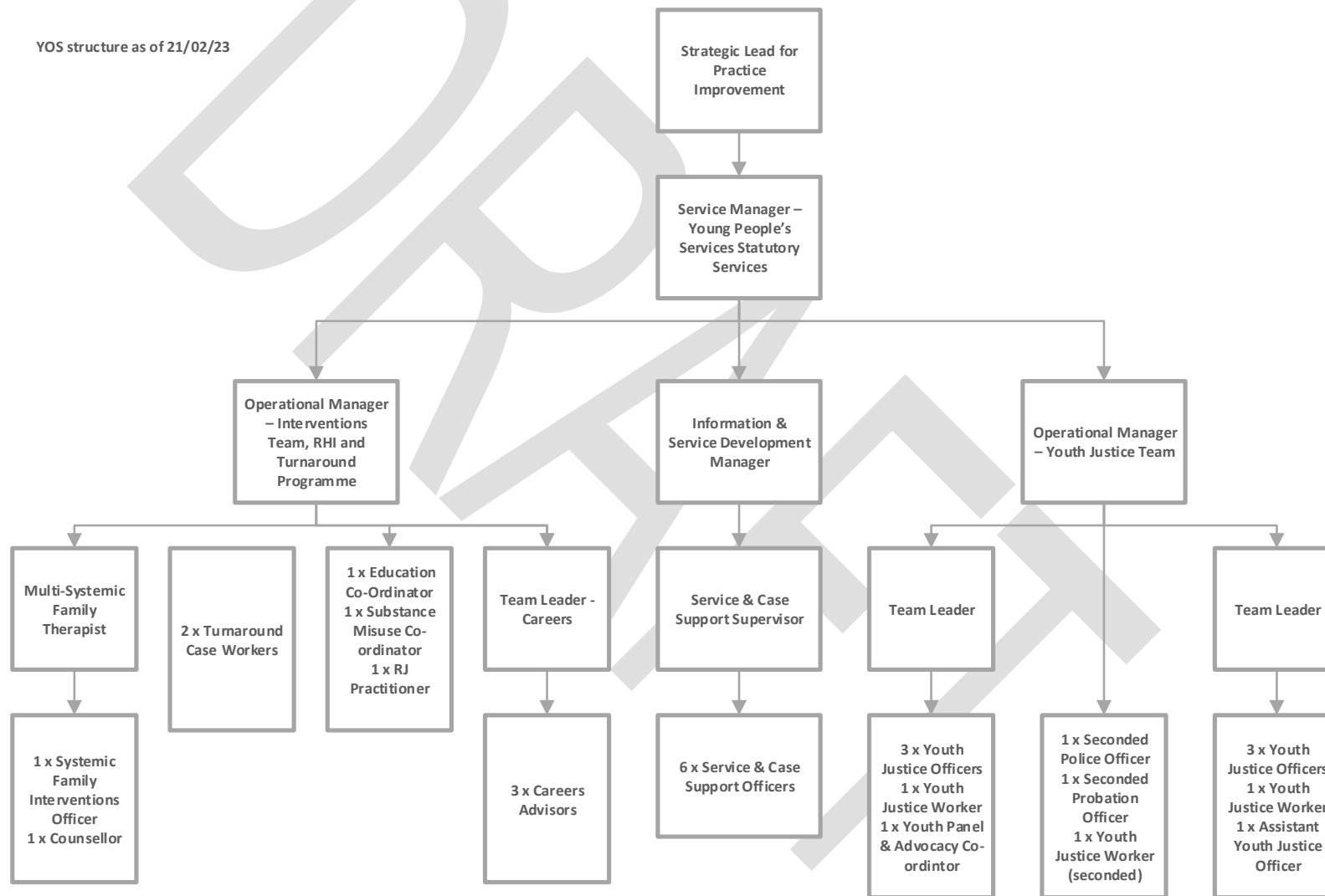
YOS Management Board Members

Neil Thomas – Independent Chair
Jane Cresswell – Head of Service, Virtual School
Peter Thorp – Superintendent, South Yorkshire Police
Rebecca Wall – Assistant Director for Children’s Social Care
Alex Heeley – Senior Commissioning and Contract Officer, OPCC
Councillor Lani-Mae Ball – City of Doncaster Council
Carrie Wardle/Saima Nazir – Public Health Specialist/Improvement Co-ordinator
Luke Shepherd – Head of Doncaster PDU, National Probation Service
Claire Scott – Head of Service, Adults and Communities, City of Doncaster Council
James Perkins – Head of Strategy & Delivery, NHS (new member from April 2023)
Linda Mayhew – LCJB Manager, OPCC
Mark Steward – Head of Service Access to Homes, St Leger Homes*
Richard Cherry – HMCTS*

*please note contributing member, papers are sent for information only, attendance is not required at every Board meeting.

16. Appendix 2 – Service Structure Chart (Page 10 of Guidance) should include details of the staff roles in the YJS and the reporting arrangements for the Head of Service. Information on the links to the data analyst should also be included. There should be a separate table in the appendix recording the ethnicity, sex and known disability of staff.

YOS structure as of 21/02/23



B8: Staffing of the YOT by gender and ethnicity; No. of individual people

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Referral Order Panel Volunteer		Other Volunteer		Total		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
Asian	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1
Black	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mixed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
White	1	2	2	1	8	28	0	7	0	0	0	0	2	5	0	0	13	43	
Any other ethnic group	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Not known	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total	2	2	2	1	9	28	0	8	0	0	0	0	2	5	0	0	15	44	
* Welsh Speakers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

* Welsh YOTs only

There are currently no staff who have declared they have a disability.

17. Appendix 3

1. How safe do you feel online? **"Yeah perfectly fine"**
 2. What do you think community means? **"Out in the community of people, the public"**
 3. What people and places do you think are part of your community? **"Anywhere I go"**
 4. Do you feel part of a community? **"Nah"**
 5. What do you think the 'cost of living crisis' means? **"I don't know, I don't have to pay for it so it doesn't bother me"**
 6. Do you think the cost of living crisis has affected you? **"Nah"**
 7. Doncaster is now a City. Do you think that this will make anything better or worse for you? **"Nah nothing it doesn't bother me"**
-
1. How safe do you feel online? **"Yeah"**
 2. What do you think community means? **"Here, where I am in Doncaster"**
 3. What people and places do you think are part of your community? **"Just this placement here"**
 4. Do you feel part of a community? **"Yeah, part of this placement"**
 5. What do you think the 'cost of living crisis' means? **"How much it is to live"**
 6. Do you think the cost of living crisis has affected you? **"Doesn't bother me does it"**
 7. Doncaster is now a City. Do you think that this will make anything better or worse for you? **"It doesn't mean anything to me"**
-
1. How safe do you feel online? **"Normal"**
 2. What do you think community means? **"Don't know"**
 3. What people and places do you think are part of your community? **"Shops/people"**
 4. Do you feel part of a community? **"Yes"**
 5. What do you think the 'cost of living crisis' means? **"I don't know"**
 6. Do you think the cost of living crisis has affected you? **"I don't know"**
 7. Doncaster is now a City. Do you think that this will make anything better or worse for you? **"No"**
-
1. How safe do you feel online? **Normal**
 2. What do you think community means? **Everyone, people on the out.**
 3. What people and places do you think are part of your community? **Everyone and everything**
 4. Do you feel part of a community? **Yes**
 5. What do you think the 'cost of living crisis' means? **Doesn't mean owt to me but it's robbing you**
 6. Do you think the cost of living crisis has affected you? **Yeah**
 7. Doncaster is now a City. Do you think that this will make anything better or worse for you? **Not any different**
-
1. How safe do you feel online? **Mega safe**
 2. What do you think community means? **People coming together**
 3. What people and places do you think are part of your community? **My Dad and my Nanna's house**
 4. Do you feel part of a community? **Yes**

5. What do you think the 'cost of living crisis' means? **People can't afford simple things like bread and butter from the shop.**
6. Do you think the cost of living crisis has affected you? **No**
7. Doncaster is now a City. Do you think that this will make anything better or worse for you? **I didn't even know it was a city. It'll be worse because of tourists coming.**

1. How safe do you feel online? **"I feel pretty safe"**
2. What do you think community means? **"It's a group of people"**
3. What people and places do you think are part of your community? **"The park, shops and family"**
4. Do you feel part of a community? **"Yes"**
5. What do you think the 'cost of living crisis' means? **"Price in the shops and food have gone up"**.
6. Do you think the cost of living crisis has affected you? **"It has affected my Family"**.
7. Doncaster is now a City. Do you think that this will make anything better or worse for you? **"No, stayed the same"**

1. How safe do you feel online? **"I now feel safe"**
2. What do you think community means? **"I don't know"**
3. What people and places do you think are part of your community? **"The shops, people and family"**
4. Do you feel part of a community? **"Yes"**
5. What do you think the 'cost of living crisis' means? **"I don't know"**.
6. Do you think the cost of living crisis has affected you? **"I don't know"**.
7. Doncaster is now a City. Do you think that this will make anything better or worse for you? **"Better"**

1. How safe do you feel online? - **Pretty safe my account settings are private**
2. What do you think community means? - **Like who lives in the area**
3. What people and places do you think are part of your community? - **I don't know. I don't really associated with anyone locally**
4. Do you feel part of a community? - **Not really**
5. What do you think the 'cost of living crisis' means? - **You can't afford things. You can't afford things with your money now.**
6. Do you think the cost of living crisis has affected you? - **Yes, gas and electric will be harder when I've moved to my own place.**
7. Doncaster is now a City. Do you think that this will make anything better or worse for you? - **No it doesn't really change anything**

1. How safe do you feel online? - **Pretty safe**
2. What do you think community means? - **A bunch of people in an area**
3. What people and places do you think are part of your community? - **Edlington and Balby and my family**
4. Do you feel part of a community? - **Yes**
5. What do you think the 'cost of living crisis' means? - **The fact that everything is going up in price and people can barely afford it.**
6. Do you think the cost of living crisis has affected you? - **Yes. I'm on £214 per month and I'm sofa surfing I can't afford anything.**

7. Doncaster is now a City. Do you think that this will make anything better or worse for you? - **I don't think it will make any difference.**

1. How safe do you feel online? - **I feel very safe. I only choose friends that I like. I block people that I feel unsafe about.**

2. What do you think community means? - **People and people out and about**

3. What people and places do you think are part of your community? - **Family friends, my house shops and stuff**

4. Do you feel part of a community? - **Yes and no. I don't feel welcome in my community**

5. What do you think the 'cost of living crisis' means? - **Prices go up. People can't afford stuff**

6. Do you think the cost of living crisis has affected you? - **My mum not me. But affects me because my mum tells us to turn stuff off.**

7. Doncaster is now a City. Do you think that this will make anything better or worse for you? - **Nothing really. Doesn't really affect me as it's the same to be honest.**

18. Appendix 4

JM

What things in your life have got better **Nothing**

Have any things in your life got worse **No**

Whats been good about coming to YOS **kept me out of trouble**

Whats been bad about coming to YOS **Nothing**

Think about the things you have been doing at the YOS. What helped you sort any problems in your life **SALT assessment was helpful**

Who will help you with any problems you have after you leave YOS **Mum**

What other help do you think you will need **Nothing**

MW

What things in your life have got better **better because it now over and less stress**

Have any things in your life got worse **No**

Whats been good about coming to YOS **SALT assessment getting completed and I enjoyed my reparation**

Whats been bad about coming to YOS **No**

Think about the things you have been doing at the YOS. What helped you sort any problems in your life **yes SALT helped lots**

Who will help you with any problems you have after you leave YOS **Mum, tutor and Steve on phone if needed**

What other help do you think you will need **No more help needed**

JA

What things in your life have got better? **Relationships with family and friends**

Have any things in your life got worse? **I lost my job**

What things would you like to change? **Employment status obviously and independent living**

What's been good about coming to YOS so far? **Someone to speak to**

What's been bad about coming to the YOS so far? **Not much really. Like I say its helped me because yous have spoke with my social worker because I don't see her much, I know you more**

Think about the things you have been doing at the YOS. What is helping you sort out problems in your life? **Like I said you get my point across to the social worker, you know what I mean?**

Is there anything else you would like YOS to help you with? **No**

RJ

What things have got better in your life? **Don't know**

Have any things in your life got worse? **No**

What been good about coming to the YOS? **Don't know**

What's been bad about coming to the YOS? **'Nothing'**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **Don't know**

I worry about what might happen after I finish YOS? **No**

I know where to get help if I need it in the future? **Yes**

Who will help you with any problems when you leave here? **Family**

What other help do you think you think you will need? How can YOS help you get this? **Don't know**

CQF

What things have got better in your life? **Education – Vaga good better than school**

Have any things in your life got worse? **No**

What's been good about coming to the YOS? **Kate Wood assessment and support re new placement**

What's been bad about coming to the YOS? **'Nothing'**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **New placement re education Vaga, Kate Wood assessment, John did consequences of actions**

I worry about what might happen after I finish YOS? **No**

I know where to get help if I need it in the future? **Yes**

Who will help you with any problems when you leave here? **Dad, Mam, Step-Mother**

What other help do you think you think you will need? How can YOS help you get this? **Careers, YOS's closing case but careers going to contact close to 16th birthday**

JA

What things in your life have got better? **I'm a lot more independent**

Have any things in your life got worse? **If yes, what? Nowt nothing**

What's been good about coming to the YOS? **Having someone to talk to and getting my point across to professionals**

What's been bad about coming to the YOS? Why has it been bad? **Obviously a couple of days it was an inconvenience having to come to town and that but other than that nothing.**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **I don't know, like I say, just having a professional there for me and giving my opinion.**

Who will help you with any problems you have after you leave here? **My Mum, family and friends and IFT worker.**

What other help do you think you will need? How can the YOS help you get this? **I don't need any help really other than my passport.**

JW

What things in your life have got better? **Where I live**

Have any things in your life got worse? If yes, what? **Not really**

What's been good about coming to the YOS? **Not been arrested in a while**

What's been bad about coming to the YOS? Why has it been bad? **No**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **I have not been arrested and that was a problem so yes**

Who will help you with any problems you have after you leave here? **Carers, Social worker, Camhs**

What other help do you think you will need? How can the YOS help you get this? **No I'm good but I would like to see Yogesh still**

MB

What things in your life have got better? **I think my financial situation got better because I am now working and it's keeping my head down and out of trouble**

Have any things in your life got worse? If yes, what? **My family matters have got worse over the last 6 months, I have not been having any contact with my dad.**

What's been good about coming to the YOS? **I have had lots of information about things such as careers and drugs/alcohol abuse and have been given lots of support from different people.**

What's been bad about coming to the YOS? Why has it been bad? **Having to attend my meetings while I had been working which meant I got a red warning for this.**
Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **I think having consistency with the people I worked with was a big part of my success.**

Who will help you with any problems you have after you leave here? **Clare will help me with any problems I should have and Tina my social worker.**

What other help do you think you will need? How can the YOS help you get this? **I would like help not to get another driving ban once this current ban has been finished and also support with my drugs/alcohol misuse and I am continuing monthly contact with Fiona Higgins so this will help.**

BC

What things in your life have got better? **Met Sarah (girlfriend), got my job**

Have any things in your life got worse? If yes, what? **Nothing**

What's been good about coming to the YOS? **Working, visits to keep me out of trouble**

What's been bad about coming to the YOS? Why has it been bad? **Nothing**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **Working, talking**

Who will help you with any problems you have after you leave here? **Dad**

What other help do you think you will need? How can the YOS help you get this? **None**

MA

What things in your life have got better? **I'm going to be a dad and I'm not going to go back to prison**

Have any things in your life got worse? If yes, what? **No**

What's been good about coming to the YOS? **Working with Emma as she's helped me load**

What's been bad about coming to the YOS? Why has it been bad? **Nothing really as I have had loads of help but I didn't always see it like that and take the help when I was younger.**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **Basically everything**

Who will help you with any problems you have after you leave here? **Well basically I know I can still get in touch with Emma and my social worker Charlotte will help me.**

What other help do you think you will need? How can the YOS help you get this? **I need to get a council tenancy and get out of the flat in Rosso**

JH

What things in your life have got better? **The criminal side of things, not been involved in any other stuff**

Have any things in your life got worse? If yes, what? **No, nothing at all**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **Constant contact**

Who will help you with any problems you have after you leave here? **My family, friends**

What other help do you think you will need? How can the YOS help you get this? **None can't think of any**

OW

What things in your life have got better? **Nothing it's just the same**

Have any things in your life got worse? If yes, what? **No**

What's been good about coming to the YOS? **It's been alright**

What's been bad about coming to the YOS? Why has it been bad? **Nothing**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **I've matured a lot**

Who will help you with any problems you have after you leave here? **My family and Cara**

What other help do you think you will need? How can the YOS help you get this? **Nothing**

LB

What things in your life have got better? **'Everything, my feelings, the things that I get up to, the people I'm around'**

Have any things in your life got worse? If yes, what? **No, everything is better**

What's been good about coming to the YOS? **How my life has changed. Without YOS I wouldn't be behaved and working doing good things**

What's been bad about coming to the YOS? Why has it been bad? **Nothing**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **I just having Emma here to help, she has been amazing**

Who will help you with any problems you have after you leave here? **Family, Emma**

What other help do you think you will need? How can the YOS help you get this? **I don't need any**

TE

What things in your life have got better? **Things are the same**

Have any things in your life got worse? If yes, what? **Nothing**

What's been good about coming to the YOS? **Nothing really**

What's been bad about coming to the YOS? Why has it been bad? **Boring - doing something that you don't want to do**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **Nothing - I was offered support but didn't want it**

HB

What things in your life have got better? **Work, My mental health, Family relationships, Love life, better place in general**

Have any things in your life got worse? If yes, what? **No**

What's been good about coming to the YOS? **Meeting you. You are ace. You are so cool. (Steve Johnson)**

What's been bad about coming to the YOS? Why has it been bad? **Nothing**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **Talking to you and opening up. Getting stuff off my chest.**

Who will help you with any problems you have after you leave here? **Mum, dad and family**

What other help do you think you will need? How can the YOS help you get this? **Nothing. I am in a good place at the moment**

CFQ

What things in your life have got better? **Education- very good better than school**

Have any things in your life got worse? If yes, what? **No**

What's been good about coming to the YOS? **Kate Wood assessment and support re new placement**

What's been bad about coming to the YOS? Why has it been bad? **Nothing**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **New placement re-education, Kate Wood assessment, John did consequences of actions**

Who will help you with any problems you have after you leave here? **Dad, mum, step mum**

What other help do you think you will need? How can the YOS help you get this? **Careers**

TC

What things in your life have got better? **No further offending or anti-social behaviour, not retaliated to name calling, full time education**

Have any things in your life got worse? If yes, what? **No**

What's been good about coming to the YOS? **Learning about the law, learning about consequences of actions, learning better ways to deal with conflict**

What's been bad about coming to the YOS? Why has it been bad? **Nothing**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **Knowing consequences of actions**

Who will help you with any problems you have after you leave here? **Mother and father and teachers**

What other help do you think you will need? How can the YOS help you get this? **Nothing**

MD

What things in your life have got better? **I've got a job, GP, I've got help with my Mental Health, I've got help with my Sleep**

Have any things in your life got worse? If yes, what? **Living Situation**

What's been good about coming to the YOS? **Good to talk to someone**

What's been bad about coming to the YOS? Why has it been bad? **Remembering to come!**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **I've been given ideas to help with my sleep, made me think that I need to talk to people**

Who will help you with any problems you have after you leave here? **You've told me people I can go to – Jenny (Careers Advisor), IAPT, Sleep Clinic**

What other help do you think you will need? How can the YOS help you get this? **Mental Health – appointment on 4th, Housing – make contact again**

HH

What things in your life have got better? **Education, haven't lost my temper**

Have any things in your life got worse? If yes, what? **Nothing**

What's been good about coming to the YOS? **Came back into education**

What's been bad about coming to the YOS? Why has it been bad? **Nothing**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **Talking about my problems more**

Who will help you with any problems you have after you leave here? **My mum and dad**

What other help do you think you will need? How can the YOS help you get this? **Not really**

AM

What things in your life have got better? **I haven't reoffending and I have support from careers**

Have any things in your life got worse? If yes, what? **No**

What's been good about coming to the YOS? **Support from career officer**

What's been bad about coming to the YOS? Why has it been bad? **Nothing**
Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? **Careers**
Who will help you with any problems you have after you leave here? **Career and my mum**
What other help do you think you will need? How can the YOS help you get this? **I don't**

BRAND

Common youth justice terms, please add any locally used terminology

ACE	Adverse childhood experience. Events in the child's life that can have negative, long lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Antisocial behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child looked-after, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for

	low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs

STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth justice service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a Child First approach
YOI	Young offender institution

DRAFT

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City of Doncaster Council

Report

Date: 21st June 2023

To the Mayor and Members of Cabinet

2022-23 Quarter 4 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 transition from 2022-23 to 2023-24 key national issues continue to impact how we operate locally. Inflation levels remain above 10% (CPI Mar 23), the 'Cost of Living', pressures on the wider housing system and the ability to achieve good economic growth. Despite all these challenges our recent Local Government Association (LGA) Peer Review visit suggests that we continue to operate effectively as a council and provide good value for money for our citizens.

2. Employment levels are stable and average wages have increased in Doncaster, but the inflationary pressures on energy, goods and food mean for residents and businesses that costs have and are increasing faster than incomes. Although inflation is predicted to fall in the coming months, the pressure it has caused is already 'priced into' the system so it will take time for any changes to feed through and in reality, the demand it has created is likely to continue throughout 2023-24

3. The Council is not immune from these inflationary pressures, and this is reflected in the revenue budget outturn position. The outturn position has reduced to a £3.0m overspend compared to a £7.8m overspend forecast at quarter 3 in part due to the managerial decisions taken to delay and reduce non-essential spend. Key factors, within the overspend, have remained consistent throughout the year being pay, energy and childrens social care costs significantly exceeding budgets. Full details on the main variances are provided in paragraphs 131 to 181. This report recommends that earmarked reserves are used to fund the overspend. The new Budget and Corporate Plan for 2023-24 was presented to Council for agreement on 27th February, 2023.

4. We continue to explore all options to retain a functioning airport in Doncaster including working with parties interested in purchasing & operating an Airport, exploring leasing arrangements and continue to have productive dialogue with all stakeholders. In parallel we are actively pursuing a Compulsory Purchase Order

for the airport area. In addition, we have agreed our Doncaster Delivering Together Investment Plan that has brought together our investment priorities and options over the coming year. Leveraging in the right type of new investment into the city will be key to growing our local economy.

5. Our Budget and Corporate Plan outlines the significant efficiencies the Council needs to find whilst also delivering against our 'Great 8 Priorities' in 2023-24. Moreover, in 2023-24 it is likely that there will be inspection activity for our Children and Adults Social care services and the Mayor will set out her priorities for the period up to 2025. The quality of our Performance and Financial information contained within these reports will enable the Council to be effective and where appropriate address improvement areas so that we continue to deliver for the residents of Doncaster.

EXEMPT REPORT

6. This report is not exempt

RECOMMENDATIONS

7. The Mayor and Members of Cabinet are asked to approve and comment on the quarter 4 performance and financial information; including;
 - Approve the virements per the Financial Procedure Rules, detailed in the Appendix A – Finance profile;
 - Note the allocations of block budgets in the Capital Programme, detailed in the Appendix A – Finance profile, in accordance with the Financial Procedure Rules;
 - Note the carry forwards approved by the Chief Financial Officer, detailed in the Finance Profile attached as Appendix A – Finance Profile;
 - Approve the payment to St Leger Homes, as part of the contract management arrangements, for the additional costs of managing the Councils housing stock totalling £0.38m;
 - Note the introduction of revised Adults Social Care fees used in the calculation of the financially assessed client contributions referred to in paragraph 158;
 - Note the introduction of new fees for Electric Vehicle Charge Points referred to in paragraphs 159;
 - Note the use of earmarked reserves, as detailed in paragraphs 178-181, to fund the revenue overspend.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

8. 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	44.8%		42.5%	↑	2021/22
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 (%)	24.1%		19.9%	↑	2021/22
Skilled & Creative					
Key Stage 2 – ages 7-11 (Years 3-6)	56.0%		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)	52.4%		61.4%	↑	2021
Prosperous & connected					
Total Enterprises per 1,000 population	32		43	↑	2022
GVA per hour	£28.40		£37.70	↑	2020
% Employment rate	74.0%		75.8%	↑	2022
% Claimants of Universal Credit	4.6%		3.8%	↓	Mar 2023
Average weekly (residential) wages	£594		£646	↑	2022
Net homes provided per 1,000 population	3.9		4.1	↑	2021/22
Healthy & Compassionate					
Life satisfaction rating (out of 10)	7.43		7.55	↑	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 services who have control over their daily life	75.2%		76.9%	↑	2021/22
Children in need per 10,000	337		334.3	↑	2021/22
Safe & Resilient					
Overall Doncaster crime per 1,000 population	119.2		85.0	↓	2021
Overall Doncaster ASB	6929		*	↑	2021



TACKLING CLIMATE CHANGE

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(E&E) Area (m2) of Local Authority Land Allowed to Naturalise / Wildflower	-	1,613,243	1,500,000		
(E&E) Successful household waste and recycling collections	99.94%	99.96%	100%		
(E&E) Number of homes retrofitted to improve energy efficiency	78	47	150		
(E&E) Number of grants for energy audits given for businesses	41	-	-		
(E&E) CO2 and NO2 reductions from use of fleet zero emission vehicles	20,587.88	20,587.48	-		
(E&E) Pro-active tree inspections completed within timescales.	-	-	-	-	-

What is going well?

9. We are now at the end of the second year of the five-year naturalisation trial. Latest reportable data reports 126 sites with areas successfully set aside for naturalisation, totalling 1,613,243 square metres. We are now at the start of the third year of this work, and during quarter 4, consultation and preparation will identify sites for the coming season, and we will continue to maintain these areas to encourage a wider diversity of plants and insects.
10. 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% (99.96% this quarter, compared to 99.94% in quarter 3). The figure remains consistently high and has done so since the contract with SUEZ started in 2018.
11. 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).

What needs further improvement?

12. The retrofit works have a focus on fabric first (insulation of walls, floors, and lofts). For works to Council homes, an Energy Performance Certificate (EPC) C has been achieved, and in the majority of works to private homes a high EPC D / Low EPC C has also been achieved. Properties with solid wall construction have been the target archetype as these are the only remaining uninsulated Council properties, as well as giving the greatest opportunity for reduced heating costs. A total of 330 Council homes received external wall insulation and loft insulation in 2022-23, and a mixture of improvements to 72 privately owned homes including

external wall insulation, floor insulation, loft insulation and solar photovoltaic (PV).

13. In quarter 4:

- £2.7m of Gainshare funded work has been delayed until 2023-24 due to a change in specification. This will include works to around 330 homes in 2023-24
- £1.1 million of the phase 2 of the Local Authority Delivery scheme (LAD2) has been spent, and assisted 179 homes with a range of works including external wall insulation, loft insulation and solar. The aim of this funding is to improve the energy efficiency of homes of low-income households, helping reduce fuel poverty, phasing out high carbon fossil fuel heating, and delivering progress towards the UK's commitment to net zero by 2050.
- £1.6 million of the Social Housing Decarbonisation Fund has been spent on 180 homes, and commitment to spend the remaining money has been given with an identified completion date of the end of June 2023. This work will see completion of work to the remaining 100 homes, due to 3 months lost by changing the contractor.

14. There have been no grants given to businesses for energy audits in quarter 4 due to the terms of the Community Renewal Funding (CRF) project completing in December 2023, however, another round of grants is being discussed with South Yorkshire Mayoral Combined Authority (SYMCA) for deployment in 2023-24 and 2024-25.

15. Whilst it is acknowledged the tree inspections indicator has remained static for some time it's useful to set out some background context. Prior to May 2019, all tree management was undertaken solely as a 'reactive' service, with trees inspected following an enquiry or complaint. Since May 2019, we have been moving to a 'proactive' tree management approach aiming to have all trees inspected on a cyclical basis, with frequency of inspection dependent on risk. However, the move to a 'proactive' approach identified the need for a new IT system for recording the data and the need for sufficient staff resources to undertake the inspections as part of their work and role. Currently the service has six vacancies and has faced challenges with recruitment to specialist roles. Given these challenges proactive, tree inspections have been temporarily put on hold whilst the correct system is developed and implemented, given having the right system is essential in recording data. The timescale for implementing the new system has been complicated due to its wider integration into existing IT systems. This work is ongoing and Customer Services and Digital & ICT are supporting the process. Tree inspections have continued with approximately 860 reactive inspections completed since 1st June 2022. The move to proactive inspections will require the inspection of a significantly higher number of trees given the extent of tree distribution across Council and non-land.

16. The City-wide call to action to plant trees and populate the tree register has had a mixed response. The target for 2022-23 was 100,000 trees, and around 26,000 have been reported so far, of which over 24,000 have been planted by the Council. The general response is that people want to plant trees, but they don't have anywhere they can safely plant them. In the next year, we will focus on engaging with private landowners to identify and utilise more suitable land, as the Council has nearly exhausted its own assets for large scale planting. A full planting report will be provided in quarter 1.
17. In quarter 4, the plants included 20,293 trees in school grounds; 10,840 from tiny forests; 29 single trees; 1,158 from copses; 8,266 making up new hedgerows. Other planting included 1,500 trees at Skellow Crossfields; 1,800 trees at Sheffield Road, Conisbrough



DEVELOPING THE SKILLS TO THRIVE IN LIFE & WORK

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(CYP&F) % of Children with First Choice School Placement in Secondary	88% Academic figures for 2022-23	87% Academic figures for 2023-24	83%	✓	↓
(CYP&F) % of Children with First Choice School Placement in Reception	96.4% Academic figures for 2022-23	95.9% Academic figures for 2023-24	92%	✓	↓
(CYP&F) The number of children in Elective Home Education	550	585	700	✓	↑
(AH&W) Number of Refugees (both asylum and resettlement) supported into ESOL and/or Employment	30	47	20	✓	↑
(CYP&F) % of 16/17 year olds not meeting the duty to participate	5%	4.3%	4.8%	✓	↑
(CYP&F) The number of Children Missing in Education	116	127	195	✓	↑
(CYP&F) Special Educational Needs Team - Education, Health and Care Plans Issued Within 20 Weeks EXCLUDING Exception Cases	16.00%	36.17%	100.00%	✗	↑
(CYP&F) Secondary schools persistent absent rate (10% Absenteeism)	31.1%	32%	28%	✗	↓

What is going well?

18. There have been between 515 and 609 young people electively home educated this quarter, closing with 585. This quarter officers within the Attendance and Pupil

Welfare Service have worked closely with schools to identify young people who are likely to become electively home educated prior to the decision being made. There have been 12 young people returning to mainstream school via transition packages.

19. During the quarter the number of Children Missing in Education (CME) reduced to 86 however by the end of the period we ended on 127. Weekly numbers fluctuate depending on referrals from schools and other professionals. Education Welfare Officers all dedicate one day per week to solely investigate Children Missing in Education and ascertain where children are and close cases. We have also allocated a specific officer to review CME cases and they fully investigate the location of the family via benefits checks, other local authority checks, NHS and Police where needed.
20. 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 for March 2023 was 7,203, an increase of 235 young people (16-18) from March 2022. Doncaster's average of 16/17 year olds not meeting the duty to participate in Education, Employment or Training (NEET) is 4.3% for quarter 4, down 0.2% from quarter 4 2022. This is a strong performance for Doncaster against a target of 4.8%. Nationally the quarter 4 figure is 4.4% and Yorkshire & Humber is at 5.1%.
21. The cohort of young people with an Education and Health Care Plan (EHCP) and a recorded destination of NEET has been largely stable over quarter 4 and in March 23 stood at 74. This is a significant improvement on 2022, as in January 2022 NEET figure increased to 168 young people. This has been achieved through better data sharing and tracking processes implemented over the year.
22. The Year 12 and 13 caseload has increased by 42 young people since September 2022 and there are now 160 young people in this cohort of Children in Care (CIC). The biggest fall in Education, Employment or Training (EET) is in the Year 13 cohort which coincides with young people turning 18. Leaving care, moving accommodation/area and becoming independent has in some cases meant their place in education, employment or training becomes a lower priority. In collaboration with the Virtual School, conversations around support and engagement to prevent drop out are held with the young person, however if they do become Not in Education, Employment or Training (NEET) a referral to careers support is made and efforts made to engage them back in to EET when they are settled. NEET rate remains low with Year 12 at 19% and Year 13 at 35%.
23. On 1st March 2023 the Secondary school placements were announced, which resulted in 87% of Doncaster children being allocated their first preference. We received 3490 Secondary placement applications this year compared to 3560 last year. Last year we achieved 88% against a national target of 83.3%.

24. Application for Primary placements increased by 97 to 3057, with 95.6% (96.4% academic year 22/23) being allocated their first preference. Last year we achieved 98.6% against a target of 98.4%. National figures for this year will be available later in the year.
25. As part of the Education and Skills 2030 programme we will be hosting the UK's first ever Remake Learning Days festival between 25th March-3rd June. The festival is being run by over 50 hosts, from our voluntary sector, businesses, organisations community groups and City of Doncaster Council, and using the great assets across Doncaster. These 80+ events will be themed around science and technology, arts, crafting and making, history and culture, youth voice, professional development, outdoor learning and sport, and much more. We are kick-starting the festival with our very own 'Night at The Museum' launch event, taking place at Doncaster Gallery, Library and Museum (DGLAM) on 25th May. Remake Learning Days is an initiative that started in America to inspire minds and spark curiosity and passion by bringing learning outside of the classroom. It celebrates the great assets we have in our communities and showcases the diverse range of talent and opportunities right on our doorsteps. As part of this partnership the Council has secured funding to issue in the form of grants to support the festival's activities. To date, £11,000 has been allocated, with a further £6,000 awaiting approval. Work also continues to develop across key work-streams including: A Doncaster Skills Profile, a new Higher Education offer, and an All-Age Careers Hub.
26. We have seen some positive results for the number of Refugees/Asylum-Seekers supported into ESOL or employment. Careers fairs, dedicated sessions hosted in the bridging hotel, coupled with extra support from DWP have led to a number of individuals successfully gaining employment. Ikea continues to run its refugee placements programme, with the next one starting in May 2023 along with a planned session during quarter 1 2023/24 that will explore barriers to employment for this cohort.

What needs further improvement?

27. Persistent absence in secondary schools has risen significantly within the last year, both locally and nationally. Our Local Authority ranking for quarter 4 has dropped to 136 (129 in quarter 3) out of 151. This quarter we have continued to deliver governor training regarding attendance guidelines specifically on the new DFE guidance. In addition to the Education Welfare Officer work within schools, the Inclusion Team have been closely monitoring part time timetables and have offered 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.
28. There has been a significant improvement in the performance of timeliness of ECHPs in quarter 4 rising to 36.17% (17/47). Additional staff resources have been

deployed and the backlog of draft EHCPs addressed enabling officers to focus on the 20-week timescale. This has been reinforced through staff supervision/1:1s. We are confident that those children who have a draft EHC plan issued will require special educational provision. National performance for quarter 4 was 50%.



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

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(CR) Percentage of Non-domestic Rates Collected	98.50%	97.25%	97.00%	✓	↑
(E&E) Increase in city centre footfall figures through the economic recovery plan work	3,663,488	3,238,772	2,000,000	✓	↑
(E&E) Overall Investment Gained (into and within Doncaster)	£21.58m	£116.6m	£58m	✓	↑
(E&E) Overall new inward investment gained into Doncaster with the support of Business Doncaster	£16.8m	£59.3	£30m	✓	↑
(E&E) Processing of Planning Applications: Major Applications	88.89%	87.3%	94.00%	⚠	↓
(CR) % of Local Authority Spend with Doncaster Companies/ Suppliers	70	64	70	⚠	↓
(AH&W) Number of People with a Learning Disability Helped into Work	4.51%	4.41%	5.1%	✗	↓
(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)	45	10	120	✗	↓

What is going well?

29. At the end of the 4th quarter 97.25% of the total debit has been collected. This compares with 96.91% at the same time last year. This improvement is significant considering the current cost of living situation which will have impacted on many businesses.
30. The new recorded investment into Doncaster at the end of 2022-23 stands at £206.5 million, which is well above the £150 million target. Main investments for the year included several spec builds on the IPort site by Verdion, Lontra taking a site at Gateway East, LWC Drinks at Balby, Mearsk at Armthorpe, Euro Pool System at the IPort, and Maudsley Brothers at Redhouse. There has also been work on the refurbishment of Askern Leisure Centre, and capital refurbishments at Doncaster Royal Infirmary (DRI).

31. At the end of the 2023 financial year, Business Doncaster facilitated £109 million of new inward investment. March 2023 was an exceptional month due to being able to capture significant investment from Verdion and their new units at the IPort. This resulted in an increase of investment supported by Business Doncaster from £16.8 million in quarter 3 to £59.3 million in quarter 4, exceeding the target of £100 million for the year.
32. Recorded footfall into the city centre at the end of the financial year was over 14.2 million, which was 18% above the target of 12 million. This increase is attributed to a number of factors, including better weather and comparisons with COVID affected numbers for 2022. However, there is caution with numbers now slowly reducing again due to current economic conditions and the cost of living crisis.
33. In the capital programme the purchase of Trafford Court was completed earlier than anticipated, the property is required as part of plans for the railway square extension.

What needs further improvement?

34. There have been 117 new jobs created with a salary of £31k per annum at the end of the year facilitated by Business Doncaster with 10 jobs created within quarter 4, which was much lower than the target of 120 for this quarter and the annual target of 300 and reflects only 16% of the overall jobs created figure over that time. Of the new jobs created, 58 are in the manufacturing sector, 21 in Creative Industries, 8 in business services, 1 in Logistics, 18 in the leisure sector, 3 in retail, 6 in construction and 2 in healthcare. These low numbers reflect the dominance of the logistics industry in Doncaster and economic conditions facing other sectors.
35. In quarter 4 the figure for the processing of planning applications (Major Applications) this has reduced slightly to 87.3% which is significantly below the target we have set of 94%, however still exceeds the national target of 60%. This figure continues to have 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 and are complex and so commonly require on-going negotiations, Section 106 agreements and committee approvals in order to seek a positive resolution. It is important that officers continue to work with our customers (by agreeing EOTs where needed for the more major, transformational projects) to achieve a positive outcome. The internal target for quarter 4 was a 'stretch target', and the fall in this quarter's figures are due to staff absence and increased workload pressures.
36. Performance remains stable for the number of people with a Learning Disability helped into work who are in receipt of paid employment. At 4.41% we remain marginally behind both the regional 4.9% average and the national level. The Local Supported Employment Initiative has been funded and in quarter 4 we











recruited to the post of LSE work coach/employment co-ordinator, identifying a cohort of individuals they will begin to work with. 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 our Local Account “Your Care and Support”, agreed by Council Cabinet in January 2023.

37. Two main reasons have been identified for the fall in the local spend percentage achieved. The value of Doncaster Children’s Services Trust expenditure is now included in our statistics and has risen from £5.4m in quarter 3 to £9.4m in quarter 4, of which circa 25% has been classified as local spend. The denominator for this performance indicator includes utility costs which have increased by circa 120% rising from £1.5m in quarter 3 to £3.3m in quarter 4. We will need to consider both of these factors when setting the target for 2023-24.



BUILDING OPPORTUNITIES FOR HEALTHIER, HAPPIER & LONGER LIVES FOR ALL

Service Standard	Quarter 3 22-23	Quarter 4 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)	11.34	14.04	18.79	✓	↓
(AH&W) Percentage of Adult Social Care provision rated as Good or Outstanding by the Care Quality Commission	74.5%	75.71%	75%	✓	↓
(PH) Sexual Health Service: Percentage of contraception that is LARC (Long Acting Reversible Contraceptives)	36%	-	18%	✓	↓
(PH) Health Visiting: percentage of new birth visits completed within 14 days (Universal Partnership Plus families)	98.6%	-	90%	✓	↑
(PH) Substance misuse service: Percentage of alcohol treatment successful completions residents	45.8%	40.7%	37%	✓	↓
(AH&W) We will ensure you have an annual review of your care	75%	77%	75%	✓	↑
(AH&W) Duration to complete Adult Social Care Needs Assessment (days) MEDIAN AVERAGE	42	40	42	✓	↑
(PH) The % mothers quit Smoking during pregnancy	92%	-	85%	✓	↑
(PH) Tobacco Control: Percentage 4 week quit rate recorded by the Yorkshire Smoke-free service for Doncaster residents	68.1%	68.7%	50%	✓	↑
(AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	207	173.6	166.7	⚠	↑

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(AH&W) Proportion of Adults With Learning Disabilities Who Live in Their Own Home or With Their Family	77%	75%	81%		
(AH&W) % of people who are still at home 91 days after their period of re-enablement	65.9	48.4	81.0		
(AH&W) Duration to complete OT assessment (days)	178.03	120.62	100		
(AH&W) EDI Percentage of Adult Social Care request for where ethnicity recorded	81.2%	82.1%	100%		
(AH&W) Number of Carers Assessments Completed	63	113	-		

What is going well?

38. A strong performance focus has brought about improvement in waiting lists for 'open' Adult Social Care needs assessments across all Teams. Monthly improvement clinics and Team level action plans have significantly reduced the waiting list from the start of the year, and quarter 4 reported a further improvement on previous quarter, with a median average of 40 days, exceeding our 42 day target. Challenges for the coming year will be maintaining this level of performance as we widen our improvement focus to include annual reviews of care
39. Improvements within Occupational Therapy assessments have included a review of service, innovation site focus, additional capacity, and recruitment. Although the Average number of days to complete an assessment has increased, this was expected and is as a result of targeted work to address long standing cases. To counterbalance this, what we see is significant improvements/reduction in the OT waiting list of 74%, and a reduction of 64% in our MAWD waiting list (Minor Adaptations Without Delay). Whilst we continue to deal with legacy cases, all new referrals are being dealt with as first contact within 48 hour and the average time taken to assess for these cases is now down to 8 days.
40. We saw a further increase in quarter 4 regarding the number of people who received an annual review of their care, rising from 75% to 77%, equating to 2,785 people. This is sustained performance following the conclusion of the Review Project Team which concluded its work in December 2022. Priority continues to be on the completion of face-to-face reviews for adults who have moved to registered care establishments outside of the Borough and improvement/action plans at Team Level continue along with improvement clinics.

41. Doncaster has 106 Adult Social Care provision/services out of 141 currently rated as 'Good' or 'Outstanding' by the Care Quality Commission (75.7%). There are 18 providers with no rating awaiting CQC inspection.
42. The number of working age admissions to residential care (age 18-64yrs) has remained stable over the past 2 years and is lower than pre-pandemic levels. Initial figures report a reduction in the number of admissions to residential care for the older populations (age 65+yrs), but this is subject to change with the lag/backdated recording for admissions into residential care, albeit performance does look to be in line with that of 2022.
43. Alcohol Early Interventions Team in Aspire provides a more upstream approach targeting drinkers who have identified themselves at increasing/harmful alcohol risk. In quarter 4, out of 541 clients/patients, 220 exited treatments successfully, although a slight reduction on quarter 3, current performance of 40% continues to be above both target and the national average.
44. 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 a slight reduction over the last few quarters, latest reportable data indicates the percentage of contraception that is LARC is 36%, which remains above target. There are no concerns at present regarding this reduction, however commissioners will continue to monitor service provision.
45. New Birth Visit is a significant core element of the Healthy Child Programme with a Health Worker visit taking place between 10-14 days post-delivery, enabling midwife and health visitor opportunity to work in partnership to assess health needs. Percentage of new birth visit completed exceeds target. By local agreement, multiple (2nd+ child) families on universal pathway are not included in this figure of 98.6%. Target for all families to have a visit within 21 days after birth is 95% and latest data (as at quarter 3) reported 99.2% performance
46. The Yorkshire Smoke Free service provides smoking cessation services to people in Doncaster. People can access the service directly or may be referred by a health professional or community service. A '4 week quit' is used to describe people who have stopped smoking for 4 weeks with support of a service. As at January 2023, the service reports that the smoking 4 week quit rate at 68.7%, exceeding target level of 50%. This equates to 1,485 people who set a quit date, with 1,020 successfully exiting the programme.
47. Expectant mothers who quit smoking during pregnancy returned to previous levels following a dip in quarter 2. Latest reported performance states 92% of expected mothers who quit smoking exceeding the 85% target. Work continues with the colleagues in the South Yorkshire Integrated Care Board to improve smoking in pregnancy pathways between the maternity and smoking cessation services in order to improve numbers of women being referred into smoking in pregnancy services and ensure they reach their quit goals.

48. In January our Local Account 2023 'Your Care and Support: Doncaster' was agreed. Coproduced by our Adults, Health and Wellbeing Board and our Making it Real Board, this key strategic plan sets out our direction and focus for Adult Social Care, including 10 key actions for the coming year. Half the people/members of the Making it Real Board are people who have that lived experience of Adult Social Care.
49. We have also commenced preparations in readiness for the CQC single assessment framework for the inspection of local authorities Adult Social Care. CQC will roll out this new inspection regime in 2023/24. It is a framework that assesses against quality statements based upon people's experiences and standards of care they can expect. Our scheduled Peer Review at the end of June will further assist our readiness for CQC inspection and our series of innovation sites are helping us to trial new approaches.

What needs further improvement?





50. The number of people supported by Council Reablement Services who are still at home 91 days after discharge from hospital has seen a quarter on quarter decline through the year, dropping from 65.9% to 46.7% in quarter 4. Some data is missing from this indicator which if present would be very likely to improve reported performance. We are working with RDaSH and the voluntary sector's Home from Hospital service to resolve this. In addition, the Council's Reablement Service has been increasingly drawn upon by the NHS to support hospital discharge over a very challenging winter. The service has had to support an increasing number of people with very intensive needs including those nearing end of life.
51. 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 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(E&E) Percentage of Fly Tips Investigated and Removed Within 7 Days From Public Areas	97%	96%	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)	78	160	39	✓	↑

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(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	32%	35%	35%		
(AH&W) Number of Veterans identified and supported within the Communities service (standalone casework and cases within existing themes)	82	98	70		
(E&E) Play Areas - Percentage of Quarterly Mechanical Playground Inspections Carried Out	70%	100%	90%		
(E&E) Complete all Environmental Permitting regs permit visits within DEFRA required timescales. - Climate control regime	-	100% Annual Figure (2021-22)	100%		
(AH&W) Percentage Feeling Safer After Safeguarding Intervention	62.96%	67.01%	75.00%		
(E&E) Recycling Rate for Household Domestic Waste	41.2%	-	50%		
(AH&W) Average number of 'verified' rough sleepers (rough sleepers seen bedded down in last 7 days) - average for the quarter	18	33	19		
(AH&W) Safeguarding : Duration (Average days - Referral to Completed S42)	161.7	191.77	130		
(AH&W) Number of High Risk Cases Referred to MARAC	202	218	-		
(AH&W) No of Referrals to the Domestic Abuse Hub	495	490	-		
(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	196	239	-		
(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.	6,716	6,140	-		

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(AH&W) Total number of Fixed Penalty Notices (FPNs) and Community Protection Notices (CPN's) issued by the Neighbourhood Response Team	70	47	-		
(AH&W) Total number of incidents attended by the Neighbourhood Response Team	4,453	4,127	-		

What is going well?

52. We have seen an increase throughout the year on the number of Veterans supported within the Communities Service, with 98 individuals supported and reported our highest figure of 98 as at the end of quarter 4. Achievements this quarter included hosting a 'Business Showcase Event' attended by employers and training providers with specific support to those from the Armed Forces and Veteran Community, and the successful recruitment to the Veterans Co-ordinator post. This post will help to drive forward the agenda and raise the profile of Veteran's work with both internal and external partners.
53. During quarter 4, our Stronger Communities Area Teams responded to 6,140 early intervention and prevention issues to tackle anti-social behaviour, hate crime and low-level crime - the lowest number throughout 2022/23. Whilst we did expect to see a reduction and a level of stabilisation following the vast inflated figures experienced post the pandemic, we recognise that quarter 4 activity levels have also been impacted by the number of Stronger Communities Officers (SCO's) vacancies, which are now filled with officers undertaking induction and soon to be operational in their designated areas. From an early intervention perspective SCO's also report an increase in the number of Well-being See & Solve / low level case work which in turn has helped to reduce waiting lists. The breakdown of the 6,140 incidents: Central 1,579, North 1,167, South 1,651, East 1,743
54. The number of victims who have experienced ongoing or multiple instances of anti-social behaviour has continued to increase rising from 196 in quarter 3 to 239 in quarter 4. The increase in identification directly links to ongoing targeted work in key hotspot locations where dedicated placed based action plans have been introduced and overseen by the Community Safety Partnership in each locality area. Where incidents have met the higher ASB threshold each victim has a case worker and personal support plan in place. Breakdown of 239 incidents: Central 79, North 73, South 28, East 59.
55. Although this quarter saw a slight reduction, overall, we have seen a 100% increase in the number of incidents attended by the Neighbourhood Response Team (NRT) with a recording of 4,127 attended incidents. It is anticipated that now the team are fully staffed this level of activity will continue into 2023/24. Noting these incidents are the 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, however, this is not a blue light service.

56. Overall, we deployed 16 CCTV cameras throughout 2022/23.
57. The number of Fixed Penalty Notices and Community Protection Notices issued by our Neighbourhood Response Team returned to levels we would normally expect, with a total of 47 FPN/CPN issued within the quarter. Previous increase in quarter 3 was attributed to targeted illegal parking enforcement and increased focus on night-time economy.
58. The number of referrals to the Domestic Abuse Hub remained consistent throughout the year, with most referrals coming from the South Yorkshire Police. All referrals were assessed by an advisor within 2 working days. The level of high risk cases referred to MARAC also maintained stable levels and are consistent with national figures. We await findings from the independent review of MARAC in quarter 1 2023/24.
59. In quarter 4, 96% of fly tip waste was removed within 7 days and remains consistent compared to quarter 3. The additional resources allocated to the service last year combined with changes to operational service delivery have reduced our backlog of cases, several operatives have been trained in the use of the new IT system, further increasing our resilience and ability to improve our performance. We continue to use an external contractor and/or specialist equipment for some cases, including asbestos removal, which can take more time to deal with. This accounts for the small amount of cases not closed within the timeframe. In quarter 4, 1850 reports of fly tipped waste were cleared.
60. Six of our parks currently have a Green Flag status. In quarter 4, judging for the Green Flag award has already gotten underway. 4 of the parks entered will receive full judging where 2 judges are shown around the parks by Council officers, Ward Members and local community group members - these being Bentley Park, Sandall Park, Dunsville Quarry Park and Town Field. The remaining 3 parks will be 'mystery shopped' during the summer. Results from the judging should be known by July 2023
61. The number of affordable homes provided (Council and private sector provider/build) continues to exceed target in quarter 4, with 160 homes provided. During this period, we have seen completions of 43 Section 106 units across 6 Private Developer sites, 107 Homes England funded units across 8 Housing Association sites and 3 Developer sites with 9 First Homes, 10 Direct Purchase units across 4 Private Developer sites. This high quarter 4 figures contributed to the total of 361 for the year, Doncaster's highest ever Affordable Housing figure.
62. In quarter 4 the number of mechanical playground inspections undertaken has increased, and we have exceed target by achieving 100%. All operational inspections have been completed and the backlog dealt with. The new play inspector will complete his training in May 2023. This will result in routine inspections completed more regularly to meet Health & Safety requirements.

63. In the capital programme 22 new homes were added to the authority’s social housing stock with new properties constructed in Toll Bar, Edenthorpe and Intake. Additionally, £366k grant funding was received to deliver a housing programme for rough sleepers.

What needs further improvement?

64. A substantial programme of work is ongoing within our Safeguarding Service. As a result, repeat safeguarding referrals remain stable, the number of people reporting they feel safer after safeguarding intervention has improved with recording options being explored to ensure accurate recording where people did not feel they were unsafe prior to the enquiry, and so therefore stated no change to their feeling of safety. Although we have seen improvements in some areas, ongoing data cleansing and closure of long-standing cases means we have seen a deterioration in the average number of days from safeguarding referral to completion of section 42 which rose to 191 days. This increase was not unexpected due to the closure of long-standing cases and as stated last quarter, we do not expect to see an improvement/reduction in the average number of days until quarter 1 2023/24.

65. The latest reportable figure for recycling of household domestic waste is 41.2% in against the target figure of 50%; this performance is reported in arrears. The quarter 3 figure is low due to the green bin suspension and then winter cessation which has a negative impact on the recycling rate.










66. We saw a significant increase in the number of reported rough sleepers in quarter 4. Work has been undertaken to understand this increase by carrying out an analysis of the individual circumstances of rough sleepers to understand ‘routes to the street’ and factors contributing to rough sleeping. An action plan has been developed (incorporating learning from the forensic analysis undertaken), setting out key actions and activity to reduce rough sleeping over the next quarter. This action plan includes the mobilisation of a dedicated taskforce (multi-disciplinary team) focused on reducing rough sleeping. The approach of the MDT will be to collectively work together to remove any barriers that may exist to support rough sleepers into accommodation. Rough sleeping numbers and the impact of the action plan to address increasing numbers will be closely monitored and scrutinised over the next quarter.



NURTURING A CHILD & FAMILY-FRIENDLY BOROUGH EVERYONE BELONGS

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(CYPF) Percentage of Children Accessing Their Entitlement to Free Childcare (2 years olds)	86.1%	83.6%	82%	✓	↓
(CYP&F) Percentage of Children Accessing Their Entitlement for Free Childcare (3 & 4 Year Olds)	97.7%	97.6%	95%	✓	↑

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(CYP&F) % of Early Years Provision Rated Good or Outstanding by Ofsted	99%	99%	97%		
(CYP&F) Number of Referrals into 'Your Family' Teams	200	388	154		
(PH) (CW) School Nursing: Number of schools with a Health Profile	99	-	75		
(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.	81.9%	81.6%	80%		
(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	373	434	400		
(CYP&F) Number Partnership Early Help Audits completed	42	56	50		
(CYP&F CSC) Number of Referrals processed in 24hrs	74.7%	97.3%	80%		
(CYP&F CSC) Percentage and Number of Initial Child Protection Conferences (ICPC) held within the statutory 15 day timeframe	100%	92.39%	95%		
(CYP&F CSC) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years)	67.8%	66.8%	72.0%		
(CYP&F CSC) Referrals to Children's Services that are repeat referrals within 12 mths	27.81%	27.60%	22.00%		
(CYP&F CSC) Percentage of Single Assessments Completed Within 45 Days (YTD Cumulative)	84.8%	84.9%	90.0%		
(CYP&F CSC) % of CiC adopted	11%	10.4%	19%		
(CYP&F) Number of Lead Practitioner in place across partner agencies	312	296	350		
(CYP&F CSC) Number of External Residential Placements	50	55	29		
(CYP&F) The proportion of Partnership Early Help audits completed that are rated at Good or higher	41	50	65		
(CYP&F CSC) Rate of Children in Care - Number per 10,000 Population	88.77	85.49	-		
(CYP&F CSC) Health of children looked after - percentage with Review of Health Assessments RHA	86.04%	88.16%	-		

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(AH&W) Deliver a wellbeing offer - Number of wellbeing cases handled by Wellbeing Team within the Communities Service	846	863	-		
(CYP&F CSC) Rate of Children in Need	325	361	-		
(CYP&F CSC) Health of children looked after - percentage with up to date Dental Checks	60.2%	62.6%	-		
(CYP&F CSC) Referrals - Number per 10,000 Population	190	219	-		-
(CYP&F CSC) Rate of S47 enquiries per 10,000 of the CYP population	37.28	42.28	-		-
(CYP&F CSC) Children with a Child Protection Plan per 10,000 pop aged U18	49.92	50.70	-		-

What is going well?

67. The number of families supported within our Stronger Families programme has remained stable throughout the year and we have performed well against our target of 400 early interventions. This is due to both the bespoke workshop sessions to support training and development of the Stronger Community Officers (SCO's) and the newly recruited SCO's that have completed their induction period and have been allocated a number of families to support.

68. There are 99 schools with a Health Profile. Most schools have engaged well, and schools welcomed the new health promotion offer and were keen to choose several options for the service to deliver in their school. Many schools were enthusiastic about signing up to Healthy Learning Health Lives programme. This is a great success for the new service model. We continue to work with those schools who declined or did not respond to the offer to complete a school health profile.

69. Enquires into Your Families Triage team have increased this quarter and stands at 894. These enquires are Information Advice and Guidance signposting and connecting people up to local services which we are seeing as an even split between professionals and public making the initial enquiry. This is evidencing that the service is getting known by public and professionals who are working locally. Referrals into the Your Families Triage Teams almost doubled in quarter 4 to 388. Most referrals are from the North (114), followed by East (92), South (92) and Central (90) The top three presenting needs are Finance, Housing and Anti – Social Behaviour, followed by Self referrals from families for Emotional Wellbeing and behaviour. Feedback about the service remains strong. Families who have received support through the triage have rated the service they have received as

2.93 out of 3. Lead Practitioners who have used the triage service have rated the service 4.5 out of 5

70. Doncaster continues to be above the national trend for 2 years olds accessing their 15 hours entitlement to funded childcare, at 83.6% (993/1202) we are performing 21.6% above the national average. The 2.5% decrease from quarter 3 is in line with the trend over the last three years. 25 eligible families have waited to start their children at the beginning of summer term, instead of starting and then having a break over the Easter period. We also have 6 children on waiting lists at popular providers. Doncaster continues to perform above national average for take up of funded entitlement to childcare for 3–4-year-olds, as this offer continues to be strong in Doncaster.

71. The proportion of social care referrals with a decision within 24hrs has seen a significant increase in quarter 4. Focused performance oversight has resulted in exceeding 90% for the past three months based on over 1400 referrals. Although this is only one part of the overall pathway it is a great achievement and helps to ensure that children and families get the right support in a timely manner.

72. The Children in Care (CiC) numbers are positively reducing in a planned way. This reflects the work that is taking place at all parts of the system to where we can support children to remain with families and in their family network. To ensure we secure legal permanence for children via Special Guardianship Orders (SGO) and adoption swiftly and that we support reunification for children from care, where it is safe to do so, and children tell us this is where they want to be. We will continue to work on these key areas

73. In the capital programme the purchase of Askern Court was completed with the property to be used for the future placements programme.

What needs further improvement?

74. There is a need to continue to engage with partners around increasing the capacity for Lead Practitioners. The issue has been flagged and agreed at a senior level and a working group is exploring options, that includes the introduction of a new Early Help panel, where cases can be better allocated, use of Supporting Families budget to increase capacity and better joint working arrangements linked to Pillar 1 of the 'Stable Homes, Built on Love' Strategy, the vision for the reform of children's social care services.

75. The proportion of Early Help Audits that are reported as 'Good' or above has increased by 9% to 50% in quarter 4. 27% were graded as requires improvement and 23% as inadequate. In 2022/23 there have been a total of 183 audits with 46% achieving good or above, and whilst this is an improving picture it isn't where we want to be. However reassuringly the issue is primarily one of compliance and quality of recording, not quality of practice, as children, young people and families tell us they get a good service with improved outcomes. The average score for Children and Young People before the start of an intervention was 2.00 and this



moved to 4.31 at the end of the intervention. The average starting point for family quality of life before Early Help was 5.18 and post support closed at 8.55. All elements of the Family Star outcomes (except progress to work) continue to show improvements, meaning improved outcomes for families.

76. The percentage of Children leaving Care adopted has decreased in quarter 4 but it can be a volatile figure due to the low numbers used in the calculation. We continue to work closely with all stakeholders to support them through what can be a lengthy process, which can be out of our control as it is impacted by the prioritisation of court business. We will continue to seek good outcomes for children and work towards appropriate adoptions that give long lasting stability for our young people.
77. The number of children and young people in out of authority residential placements has grown significantly rising year on year during the last 3 years. The current figure for these placements is 55 against our budgeted profile of 29. One of the key reasons for this performance 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. Our key challenge in the short term will be to operate our children’s homes at full capacity but recruitment challenges remain a barrier. We have reviewed how we are recruiting and whilst there have been some positive signs this remains an issue. The private provider market for this service has expanded to meet demand but many providers appear to be exploiting this increasing demand for placements with significant increase in costs which means that even when we decrease volumes the costs overall may increase.
78. Doncaster remains an outlier in relation to the number of contacts that we receive to the front door, this creates unnecessary activity to be worked by the front door. Work is undergoing with the partnership to ensure we maximise their own safeguarding of triage and the application threshold.



BUILDING TRANSPORT & DIGITAL CONNECTIONS FIT FOR THE FUTURE

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(E&E) Principal Roads not Requiring Major Maintenance	-	96% Annual Figure (2022-23)	98%	✓	↓
(E&E) Non-Principal Roads not Requiring Major Maintenance	-	98% Annual Figure (2022-23)	94%	✓	↑
(E&E) % Estate Roads in Good to Fair Condition	-	87% Annual Figure (2022-23)	85%	✓	↑

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(E&E) National Highways Transportation Survey Highways Maintenance Overall Satisfaction Score	-	45% Annual Figure (2022-23)	46%		

What is going well?

79. The condition of principal roads and non-principal roads are reported annually. The condition of the principal roads nationally has declined slightly from last years' 98%; however, Doncaster has remained stable at 96%. This figure sees Doncaster standing in the upper quartile nationally and represents ongoing and consistently excellent performance. The survey method and data processing are industry standard giving a comparable benchmark for all such roads in the country. This indicator is reported to the Department for Transport (DfT) and is used as part of the annual capital budget setting process by the DfT.
80. The percentage of estate roads in good to fair condition has improved by 5 percentage points this year to 87%. This improvement is down to the £5 million additional investment into the local road network, and the relatively mild winters over the last couple of years.
81. In the capital programme, approval was given for the £1.7m East Lane Gateway and the £1.6m Iport bridge scheme was added to the programme. A number of road improvement schemes have been completed during the quarter including the St Sepulchre Gate and Duke Street elements of the town centre active travel scheme and the Kirk Sandall station access scheme which has improved routes to local employers.



PROMOTING THE BOROUGH & ITS CULTURAL, SPORTING & HERITAGE OPPORTUNITIES

What is going well?

82. City of Doncaster Archives is now fully staffed and new staff have quickly and positively engaged with service aims and objectives. Currently preparing the archives as a Place of Deposit with The National Archives. The Grammar School Collection's store is almost ready to be opened as a bookable visitor attraction. The archive of filmography relating to Doncaster's locomotive history is ready to be received into Chequer Road. This will be a great addition to our archival store.
83. Ongoing engagement with and preparation towards the first Remake Learning festival. Culture Services' venues are hosting a large number of events across the borough to children, families and adults.
84. Emerging new relationship with Historic England following on from 'HerStory: A Walk-Through Time', part funded by Historic England as part of a pilot to find

new creative ways for young people to recognise important aspects of their shared heritage. The webpages is now live at <https://www.heritagedoncaster.org.uk/herstory/>

85. Currently planning to submit several funding bids, which include up to £100k of Arts Council England Libraries Investment Fund; £88k Know Your Neighbourhood funding for libraries; £165k of UK Shared Prosperity Funding.
86. This year's Danum Read Aloud event took place at DGLAM. Danum Read Aloud is a competition for primary school children; children are encouraged to develop their confidence in speaking in front of an audience, and this year the theme was famous speeches. Each child at the event was the winner of their own school's competition.
87. The Culture Services continues to work with our Service for Children with a Hearing Impairment, with British Sign Language training for volunteers and staff taking place in May 2023.
88. Work continues with the National Railway Museum Operational Partnership work to secure the visit of the Flying Scotsman as part of its Centenary Celebrations.
89. The Music Education Service and Hub ensemble attendance has improved by approx. 68%, which is pre-Covid levels. The Music Service also received Child Friendly Status. The service facilitated an opportunity for young people to attend a Wind Symphonic Orchestra Day at the University of Huddersfield. Also the first ever Music For Youth festival took place, working with Rainbow Connections. For Doncaster Music Hub's 2023 Sing Out concerts, we have partnered with the Royal Opera House who will be sharing an adapted song from the Magic Flute, the opera they're focusing on across their work in Doncaster. The Royal Opera House have offered free workshops to Sing Out schools and will be joining the CPD session for teachers at The Point to share their expertise too.
90. Events planning in Doncaster in the short term is focussed on the Coronation plans; Heritage Services have plans for related content for Danum Gallery, Moving Museum etc. 'What's On' guide already produced by Visit Doncaster and with Comms support this should be shared widely so that there is a good level of promotion of everything happening. A small event took place at the Mansion House on 5th May. A competition is taking place asking older residents to share their memories and photos of Queen Elizabeth's Coronation. These will illustrate how Doncaster and the world has changed in the last 75 years.

What needs Further Improvement?

91. Funding from The British Library ends in June 2023. Currently exploring opportunities for extending funding through UK Shared Prosperity Year 2 and/ or South Yorkshire Mayoral Combined Authority.



Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(CR) Housing Benefit - Average Number of Days to Process a New Claim	16.69	15.72	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	94.36%	94.38%	94.60%		
(CR) Council Tax Support Application - Average Number of Days to Process New Claims	38.03	38.54	25		
(CR) CUST 04 90% of Telephone Calls Will be Answered Within 150 Seconds	66%	45%	90%		

What is going well?

- 92. The average number of days to process a new housing benefits claim continues to improve and now at its lowest ever level. Although the team continues to deal with additional work from the Household Support Fund, the continued prioritisation of allocating new housing benefit claims within 2 days of receipt, has resulted in this continued improvement all 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.
- 93. In quarter 4 we received 30,656 customers to the One Stop Shop which is an increase of 6,174 from quarter 3 which is mainly due to an increase in customers needing Digital Assistance to access council services, especially applying for Council Tax and Benefit support.

What needs further improvement?

- 94. Performance in relation to Council Tax Support (CTR) the remains off target but the overall position remains quite similar to the same time last year. CTR claims are more difficult to identify than HB claims as they are often part of a notification from Universal Credit, which can be received for many other reasons than a CTR claim and as a result each of these notifications needs to be looked at to see if it relates to a CTR claim, which it only does in less than 20% of cases. During the quarter work continued to reduce the backlog in these documents which reduced them to less than 2,000 documents. Although the average number of days to process in the quarter was 39, due to continuing to tackle the backlog, the figure for March was 21 days, even with system downtime for annual billing and year

end. Staff are extremely motivated to return to the levels we were processing at before the additional Government driven work in the new financial year.

95. In quarter 4 Customer Services received 53,127 telephone calls which is an increase of 7,728 from quarter 3, answering 45% of calls in 150 seconds with an average time to answer of 5:03. In quarter 4 Customer Services have had 8 Customer Service Advisor vacancies, we have recruited to 7 vacancies with a Temporary Team Leader covering maternity leave returning to his substantive post as a CSA in April. The new staff started on 17/04/23, they will initially be trained on the main Customer Service telephone calls, 736000. However due to the amount of training required to answer such a wide range of enquiries across a number of different services we are not anticipating an improvement in telephone performance until the end of quarter 1

Workforce

96. 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 different ways of working; and providing health and wellbeing support in managing staff sickness absence and resilience levels.
97. Over the quarter, the overall turnover rate for the council has reduced by 0.72% from 15.50% to 14.78%, which is a decrease of 1.54% compared to quarter 4 in 2021/22; and remains below the local government average rate of 16.4%. The number of job vacancies across the council continues to increase. Specific campaigns have commenced including the 'proud to care' campaign to expand the reach and promote the opportunities available. The corporate campaign led approach is still in place to reach as many potential candidates as possible and remain competitive within the labour market. Workforce and succession planning continues within services and a number of apprenticeship posts are currently being advertised to ensure the growth of our own talent in areas where there is evidence of hard to recruit to positions. A copy of Workforce Profile is attached as Appendix B.
98. Sickness absence rate for quarter 4 was 12.20 days per full time equivalent employee, against the corporate target of 10 days. This is a reduction of 0.53 days from 12.73 days in quarter 3. Although a continued reduction overall is a positive trend, it is still significantly above the target of 10 days. Children's Social Care service sickness absence rate, currently reported separately, has a rate of 11.74 average FTE days lost per full time equivalent employee. Sickness absence will continue to be monitored to assess impact and ensure effective provisions are in place to manage absence levels across the organisation.
99. Agency worker spend has reduced in quarter 4 by £116k from £737k to £621k; and the number of assignments has also reduced by 41 from 82 to 41. In

Children's Social Care Services, the spend for quarter 4 is £1.13 million with the number of assignments at 49. Both spend and usage of agency cover will continue to be monitored against the needs and capacity of the business and ongoing recruitment and retention challenges faced both locally and nationally.

100. Mandatory training completion rates remain a concern across the organisation, this was also highlighted at quarter 3. Completion rates for Equality in the Workplace is 43% for Children's Social Care staff and 72% for all other Council staff; Data Protection is 41% of Children's Social Care staff and 91% for all other staff; Protecting Vulnerable Children and Adults is 41% for Children Social Care staff and 68% for all remaining staff. 62% of all managers have completed their Health and Safety training (excluding Children's Social Care staff). Completion rates for senior managers has increased but still remains a concern, with 75% completing Equality Act module, 76% completing Hate Crime training and 78% 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.
101. As part of the corporate calendar of EDI events, support and engagement was provided for World Cancer Day, International Women's Day, World Health Day and National Careers Week.
102. The number of employee-reported injuries at work in this quarter was 47 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 carrying out physical work activities, 15 in AH&WB and 17 in E&E; and an increase in injuries reported from CYPF from 4 to 8. This increase from CYPF represents the effect of former DCST employees reporting incidents since transferring back in September 2022, with the increase of 4 employee injuries being from Children's Social Care Services.
103. The most common employee injury types reported across the council were 10 physical assaults on employees (4 are from Smile units, all minor assaults from service users with health and/or behavioural issues and 1 each from 6 other services); 4 hit by a moving object and 4 hit by something fixed or stationary; 7 manual handling injuries (5 items, 2 people) and 14 slips and trips. Of these slips and trips – 5 are from Street Scene, 2 each from Schools Catering and Cleaning Services, with 1 each from 5 other services. 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.
104. There have been 3 RIDDOR incidents reported in this quarter compared to 9 in quarter 4 last year. 1 from Cleaning Services (slip, trip, fall same level); 2 from Public Buildings Maintenance (contact with machinery) and Beechfield Centre (physical assault). The first of these incidents was a specified injury with the other

2 being over 7 days absence injuries. The Corporate Safety Team are supporting these services with the investigation process and any subsequent recommendations.



EQUALITY, DIVERSITY & INCLUSION OBJECTIVES

105. Our Equality, Diversity & Inclusion (EDI) Framework was approved at Cabinet on 23rd March. Our EDI Framework sets out in one place our EDI objectives and arrangements for embedding equality into everything we do. It outlines our commitment to EDI, and links directly to the strategic ambitions set out in the Borough Strategy and Corporate Plan. It focuses on key objectives for 2023 – 25.
106. The Equality Act 2010 is concerned with discrimination and harassment in respect of nine protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.
107. Doncaster Council is continually striving to ensure people are not discriminated against and over the last few year had adopted 3 local protected characteristics: socio economic status (poverty), Veterans and homeless and rough sleepers and these were embedded in our 'due regard' process.
108. The Independent Review of Children in Social Care May 2022 by Josh MacAlister contained the following recommendation: *Government should make care experience a protected characteristic, following consultation with care experienced people and the Devolved Administrations.*
109. In light of the aforementioned review the Hear Me Out voice group for care experienced young people in Doncaster considered how making care experience a protected characteristic would affect them and wholeheartedly believe that this would be beneficial to them in the long term.
110. Young people from the Hear Me Out group posed a question to Full Council on 27th February asking if “the local Authority who are our Corporate Parents, support the national campaign in making care experience a protected characteristic here in Doncaster?” During her response, the Mayor commented, “they represent a key part of the Doncaster population and it is simply not fair that you or anyone in care or from care should have to tackle stigma or discrimination. You are a resident of Doncaster just like anyone else”.
111. A motion was proposed to full council on February 27th 2023 to adopt young people’s ‘care experience’ as a local protected characteristic, A number of councillors verbally expressed their full support for the motion with meaningful and heartfelt comments.
112. City of Doncaster Council have now adopted Care Experience as a local protected characteristic will be formally calling upon Team Doncaster to adopt the same approach.

113. The Be Kind movement is being championed by Cllr Rachael Blake portfolio holder for education, communities and equality. The movement aims to champion and promote the best of Doncaster - highlighting the diversity of our citizens and communities in order to break down barriers and promote understanding and harmony through acts of kindness. Strategically this supports Doncaster Equality, Diversity and Inclusion objectives as well as well as supporting the outcomes of the Fairness and Wellbeing Commission and Inclusion and Fairness Forum.

114. The following strands of work are being developed to enable a launch of the movement in early Summer.

- Be Kind Pledge - An online pledge has been developed that reflects the movement's values. Individuals, businesses, schools and club/societies will all be encouraged to 'take the pledge' in order to support the campaign and promote kindness.
- Events and activities - The movement will identify and publicise events and activities that promote the campaign's values. These will range from large city wide events such as Pride to smaller community based fetes.
- Communications campaign - The movement will be promoted via a communications campaign. The Your Life Doncaster website will be the platform for all online content about the campaign with links to the Be Kind Pledge, calendar of events and activities, downloadable resources as well as case studies, videos etc capturing the 'voices' of Doncaster residents and their experiences of 'kindness'.

115. Ways to measure the impact of the movement are being identified. It is expected that a 'baseline' reading will be taken before the launch of the movement, with 'temperature checks' taken at regular intervals and then a final reading at the end of the movement to understand what change has been brought about

Objective 1: Support older adults to remain independent in their own homes

116. There continues to be 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 decision are based on the rights and choices of the person, by providing care and support in the least restrictive way. What older adults describe as being important to them is having control over their daily lives.

117. In quarter 4 we have seen a decrease in the number of admissions to residential care per 100,000 of the population for older adults (65+ years) from quarter 3. We anticipate a retrospective increase on the numbers of placements for January and February, at which point we will be able to compare the number of placements and be in a position in terms of next step percentage changes between quarters 3 & 4, although March's data is comparable to March 2022

118. We have maintained the increased capacity within our community reablement service to create additional capacity and we continue to address the recruitment challenges through our Proud to Care Doncaster platform, which supports and encourages people to work in Adult social care.

119. We have seen a decrease in the number of people who are residing on a permanent basis in a care home

Objective 2: Support victims of domestic abuse and work with partners to reduce the levels of abuse in the Borough

120. Doncaster Domestic Abuse Service, working in partnership, provides support and advice to victims and their families affected by domestic abuse across the borough. The DA Hub is the "front door", staff receive referrals and enquiries from victims/clients, members of the public and professionals. The staff in the hub give advice, triage and allocate referrals to support workers. Hub staff also signpost to other services. We have Domestic Abuse Caseworkers (DACs) who support people assessed as Standard or Medium risk. DACs also deliver DA awareness courses. We also have Independent Domestic Violence Advocates who support clients assessed as being at high risk of significant harm caused by DA. IDVAs support clients and are the victims voice at the Multi Agency Risk Assessment Conference (MARAC). The MARAC sits every two weeks and is run and administered by DMBC staff.

121. Demand into the service continues to increase. During 2022/23 we have recruited an additional survivor liaison worker providing face to face community engagement in localities across the borough. Regular community engagement takes place in localities to ensure the service is visible and accessible. We have a young person's DA Caseworker and a male DA Caseworker. 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.

122. We have recruited a support worker for the Gypsy Roma Traveller Community. This post is funded by the Ministry of Justice and is place until March 2025. Our worker is working alongside colleagues in Public Health to reach out into the community and offer a service that has not previously existed.

Objective 3: Improve engagement with our most deprived communities to increase access to jobs and skills

123. Both Business Doncaster and the Doncaster Employment Hub and Associated services are increasing their presence and delivery across Doncaster in all localities.

124. 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.

125. Discussions have taken place with Stainforth residents and community groups around the use of the Unity academy and local residents into training and employment on site

Objective 4: Improve the mental health of our children and young people

126. We have now delivered the first year of the Young People's Mental Health gy and are currently reviewing priorities for Year 2 with children, young people and families. The 2nd year of implementation will be in June 2023.

127. As part of this we have launched the Kooth app which allows young people to access support out of hours and electronically. The take up of this from young people has been excellent, with hundreds of hours of direct support delivered and a 92% recommendation rate. We have communicated how support can be accessible on social media, through posters, films and school assemblies.

128. 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 Metal 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.

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

Objective 5: 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

130. The number of children in care at the end of April was 548. This compared to a revised position at the end of July, following data cleansing activity, of 571. The rate of children in care per 10,000 children at the end of March in Doncaster was 85.5%. This is higher than the most recently reported England average position (67) but lower than the average position of our comparator authorities (101). There are two measures of placement stability used nationally. One of these focuses on long term stability. It is not possible to report on that measure at this point in time, pending further developments in our reporting capabilities following the transition to Mosaic. The short term measure focusses on the number of children who have three or more moves of placement in a 12 month period. The position at the end of March with regard to this measure was 5.7%. This is lower than the most recently reported national average (9%) and our statutory neighbours (8%). It should be noted however that there has been an increase in the number of children falling into this cohort for each of the last 5 months. This is a consequence of a number of factors with the biggest challenge being the availability of suitable placements for children with complex behaviour. This is national challenge that we are working to address locally through our placement sufficiency strategy. At the end of March 2023 67% of the DfE cohort of care leavers were Employment, Education or Training and 93% of care leavers are in suitable accommodation. Performance is better than the most recent reported performance of comparator authorities (52% EET, 91% suitable accommodation) and the national position (52%EET, 88 % suitable accommodation).

FINANCIAL POSITION:

Revenue Budget

131. The year-end position is an overspend of £3.03m.

132. 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%.

133. Projections include overspends against energy budgets across the Council. When the budget was set inflation of between 29% and 55% was allowed for but more recent increases, ranging from 118% to 374%, related to global issues are creating significant pressures. The outturn position includes 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.

134. 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.

135. The overall position has improved since quarter 3. In December 2022 managers were required to only use budgets where expenditure is essential and this will have contributed to the overall improvement. Reviews of orders raised were undertaken to monitor compliance and orders sampled showed that where orders didn't appear to relate to essential expenditure it was because grant funding was being used. Specific areas where there have been significant changes are discussed in detail below (including Waste and Highways Operations).

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

	Gross Budget £m	Income Budget £m	Net Budget £m	Actuals £m	Outturn Variance £m	Q3 Variance £m
Adults Health and Wellbeing	144.9	-82.3	62.6	62.7	0.1	0.4
Children, Young People & Families	140.3	-61.8	78.5	89.4	10.9	11.4
Corporate Resources	125.7	-92.4	33.3	31.1	-2.2	-1.4
Public Health	33.6	-26.8	6.8	6.9	0.1	0.1
Economy & Environment	106.5	-59.4	47.1	43.7	-3.4	-0.5
Services Budgets	551.0	-322.7	228.3	233.8	5.5	10.0
Council-Wide budgets	44.1	-99.3	-55.2	-57.7	-2.5	-2.2
Grand Total	595.1	-422.0	173.1	176.1	3.0	7.8

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

Adults Health & Wellbeing

	Gross Budget £m	Income Budget £m	Net Budget £m	Actuals £m	Outturn Variance £m	Q3 Variance £m
Adult Social Care	19.2	-12.0	7.2	6.8	-0.4	0.7
Communities	122.9	-34.4	88.5	89.3	0.8	-0.3
Director Of Adult Services	1.7	-35.9	-34.2	-34.5	-0.3	0.0
Localities	1.1	0.0	1.1	1.1	0.0	0.0
Adults Health & Wellbeing Total	144.9	-82.3	62.6	62.7	0.1	0.4

138. Adults, Health and Wellbeing outturn position at quarter 4 is an overspend of £0.12m which is a £0.25m reduction to the quarter 3 position.

139. The Care Ladder outturned at an overspend of £1.22m. This was made up of an overspend in residential care of £3.5m offset by an underspend in non-residential care of -£2.3m. Overall the position reflects the current situation of high levels of residential placements (both permanent and short stay) offsetting lower

activity in both domiciliary care and direct payments. The Care Ladder movement to quarter 3 was £0.17m worse than anticipated, due to increased backdated costs, increased Integrated Care Board (ICB) costs and a section 117 Mental Health Act 1983 legal claim provision. These were partially offset by increased income, which increased following the processing of financial assessment backlogs. The £1.22m care ladder position is offset by -£1.1m underspend on communities and other adult social care made up smaller variance across teams generally reflecting temporary staff vacancies and additional grant funding. 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 this year, 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.

Children, Young People & Families

	Gross Budget £m	Income Budget £m	Net Budget £m	Actuals £m	Outturn Variance £m	Q3 Variance £m
Centrally Managed	7.7	-6.0	1.7	1.7	0.0	0.0
Partnerships, Early Intervention & Localities	42.2	-28.5	13.7	14.8	1.1	1.5
Education Skills Culture & Heritage	24.9	-19.8	5.1	5.3	0.2	0.4
Children's Services Trust	27.1	-2.3	24.8	28.4	3.6	3.8
Children's Social Care	38.4	-5.2	33.2	39.2	6.0	5.7
Children, Young People & Families Total	140.3	-61.8	78.5	89.4	10.9	11.4

140. Children, Young People and Families outturn position is an overspend of £10.93m (a decrease of -£0.43m since 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.

141. 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. This is further supported by the establishment of a 'Diversion Panel' that looks across Children's Services (Social Care, SEND, Education and Virtual School), to ensure expediency of support for young people, support and placements. Grip and oversight is improving but there is still room for improvement, which will continue to be the focus. Good case management and care planning is driving efficiency

and clear plans are in place as above, however, 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 continues to ensure that financial controls are in place including a fortnightly efficiency panel and regular overspend review meeting focusing on reducing spend on the Care Ladder, SEND and Transport that clearly outline how the directorate will achieve the assumptions in 2022/23 and also aim to prevent any further overspends.

142. The overspend includes: -

- Children's Social Care's outturn, including the contract with Doncaster Children's Services Trust (DCST) for April to August 2022, is an overspend of £9.59m; an increase of £0.14m since quarter 3, mainly due to increased Care Ladder costs. The main elements of the overspend are £8.58m on the Care Ladder from additional demand and increased package costs for external placements, £0.66m Travel Assistance, and £2.81m on agency worker costs; offset by staffing underspends of -£2.80m.
- Care Ladder cost-pressures from the second half of 2021/22, in particular in Out of Authority (OOA) and fostering placements, were brought forward into 2022/23. The Care Ladder overspend of £8.58m includes: OOA placements including Day Education £6.05m, Fostering placements £0.25m, 16+ Children in Care (CiC) placements £2.88m, and Unaccompanied Asylum Seeking Children (UASC) placements £0.36m, 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:-
 - i. The £6.05m overspend on OOA is due to the pressure that was carried forward from 2021/22 continuing throughout 2022/23, and an increase in the average placement cost. The number of OOA placements, including Parent & Child placements, at 1 April 2022 were 57; the number of placements at 31 March 2023 was 55 and the average for the year was 51. The budget assumed placement numbers would be 43 at 1 April 2022 and 29 by 31 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 continued throughout the year. The average cost of packages for the financial year was £54k more per annum per placement than budget, comparing £254k budget to an average placement cost of £308k, with the most expensive packages costing between £10k and £17.4k per week. Unfortunately there is no correlation between cost and quality / outcomes for young people.
 - ii. The fostering overspend of £0.25m is due to increased activity carried forward from 2021/22, an additional 26 placements, that continued for the first three quarters of 2022/23. 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 was not achieved as the year end split was 42.7% and 57.3%.

- iii. The £2.88m 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 March there are 30 placements, with an average 33 placements for 2022/23. At the end of March 2023 there are 18 16+ packages ranging from £2,212 to £3,390 per week, plus one costing £8,645 per week and one costing £12,950 per week. The average placement cost for the financial year was £160k per annum; the budgeted cost was £100k per annum.
 - iv. Between August 2021 and March 2023 there have been an additional 48 UASC placements (under & over 18s). In 2021/22 the funding from the Home Office covered the cost of the placements; however in 2022/23 the spend on UASC placements was £1.97m offset by grant funding of only -£1.62m. 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. The Home Office kept their contribution rates for 2022/23 the same as 2021/22 (they are yet to announce their rates for 2023/24). Urgent work is underway to find innovative local solutions to build sufficiency.
 - v. The overspend on agency worker costs is £2.81m; offset by staffing underspends of -£2.80m. There has been an increased need for agency social workers to cover vacancies, maternity leave and the retention of some 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 March was 40.5 FTE, 8.7 FTE more than the target for this stage of the year, attributable to increased caseloads and complexity of cases. Yorkshire and Humber DCS's have signed a memorandum of understanding in relation to capping agency pay, and Children's Social Care has terminated two project team contracts.
 - vi. Social Care Travel Assistance via taxis was £0.66m over spent due to increases in demand and prices. Officers are reviewing the routes and considering other local options to drive cost down.
- Travel Assistance has overspent by £1.51m with the additional costs due to both demand and price increases as reported previously. Directorate Leadership team, and also through the SEND Engine Room have developed 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. The SEND quality assurance panel is further reviewing transport requirements aligned to its strategy to retain young

people in Doncaster where possible, with a mandate to support independent travel training where possible. Management of the Dedicated Schools Grant overspend remains at the forefront, the quality assurance panel further reviews spend against placements and where possible placing in Doncaster existing provision. A new post 16 arrangement at Stonehill School is a starting point and other provisions such as social, emotional and mental health (SEMH) hubs opening in the September, will increase local capacity and reduce OOA placements. The urgency to implement these on time to mitigate against further delays in savings is essential and places are already being allocated, with support being provided in mainstream schools and alternative provision where possible in the interim to support the summer term. Doncaster has been successful in its bid for 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.

- Attendance has overspent by £0.26m including £0.12m Fixed Penalty Notice income shortfall and £0.13m Traded income shortfall. The previous approach to Fixed Penalty Notices has been reviewed and was reinstated in November 2022 in line with current policy. The service has also developed trading options for the service for 2023/24 in response to schools consultation and the change in regulations. The ambition is to ensure that Early Intervention and Prevention and education services are more interoperable as part of its school improvement offer, building on the successes of the work on permanent exclusions, ensuring consistency in the support we provide to children and families across services.

Corporate Resources

	Gross Budget £m	Income Budget £m	Net Budget £m	Actuals £m	Outturn Variance £m	Q3 Variance £m
Customers, Digital & ICT	76.8	-61.4	15.4	14.5	-0.9	-0.5
Corporate Resources Director	0.8	-0.4	0.4	0.4	0.0	0.0
Finance	27.6	-25.1	2.5	2.3	-0.2	0.0
HR, Communications & Exec Office	7.6	-0.9	6.7	5.5	-1.2	-1.0
Legal & Democratic Services	8.2	-2.6	5.6	5.9	0.3	0.2
Policy, Insight & Change	4.7	-2.0	2.7	2.5	-0.2	-0.1
Corporate Resources Total	125.7	-92.4	33.3	31.1	-2.2	-1.4

143. Corporate Resources has underspent by -£2.25m at the end of the financial year, an improvement of -£0.88m since the forecast at quarter 3. The main reasons for this are as follows:

- Underspend of -£0.72m on the apprenticeship funding as take up hasn't been as high as anticipated given the recruitment timescales and pre-existing funding arrangements (apprenticeship levy & national graduate scheme);

- Underspend of -£1.14m across ICT, Digital and Customer services predominantly as a result of staffing savings by not filling vacant posts in preparation for budget savings in 2023/24 and also closing the work on digital lab earlier than planned to contribute to the overall financial position of the Council.

144. These underspends are offset by the following:

- An overspend of £0.38m in Revenues and Benefits due to increased spend on short term/temporary accommodation which attracts reduced government subsidy. This spend has increased exponentially since COVID-19 and is an ongoing pressure although work is being undertaken across the Council on homelessness;
- An overspend on Coroner's of £0.32m due to the increased costs of the revised mortuary contract and impact of the high death rate over the winter months on all costs;
- An overspend on Bereavement Services of £0.21m due to the increased gas cost which could only be partly mitigated by increased income from January onwards.

145. The main changes since quarter 3 relate to an increase in the underspend within the apprenticeship funding and increases in the underspends across ICT, Digital and Customer Services, all to contribute to the overall financial position of the Council.

Public Health

	Gross Budget £m	Income Budget £m	Net Budget £m	Actuals £m	Outturn Variance £m	Q3 Variance £m
Public Health	33.6	-26.8	6.8	6.9	0.1	0.1
Public Health Total	33.6	-26.8	6.8	6.9	0.1	0.1

146. Public Health has overspent by £0.09m at the end of the financial year, this is a slightly better position than projected. The main variances are as follows:

- The contribution to Doncaster Culture & Leisure Trust (DCLT) is overspent 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 & business plans to address and work towards mitigating wherever possible the significant pressures in the Leisure industry. This final overspend position for 22/23 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 -£0.10m and a further underspend on Leisure Management -£0.09m due to the maximisation of grants.

147. A Public Health Grant non-recurrent underspend of -£1.08m is due to challenges with securing the NHS health checks programme which is now not

expecting to be in place until the winter of 2023 (previously provided by NHS), staffing underspend due to maximisation of other fixed term grants and lower than expected prescribing activity in Smoking Cessation services, Infection Prevention Control due to the delay commencement of a new contract, Physical Activity and Mental Health.

Economy & Environment

	Gross Budget £m	Income Budget £m	Net Budget £m	Actuals £m	Outturn Variance £m	Q3 Variance £m
Economy & Development	31.8	-23.3	8.5	7.8	-0.7	-0.5
Director Economy & Environment	0.4	-0.1	0.3	0.2	-0.1	-0.1
Environment	69.7	-33.7	36.0	33.9	-2.1	0.4
Strategic Housing	4.6	-2.3	2.3	1.8	-0.5	-0.3
Economy & Environment Total	106.5	-59.4	47.1	43.7	-3.4	-0.5

148. Economy and Environment outturn position is -£3.37m underspend, the position has improved by -£2.89m since quarter 3. The main variances, including changes since quarter 3 where applicable, are: -

- Facilities Management: £0.25m overspend mainly as a result of increased energy costs for which budget was not provided. The position has improved slightly since quarter 3.
- Street Lighting: £0.71m overspend mainly due to the increase in energy costs. The position has not changed since quarter 3.
- Street works and drainage: £0.42m overspend mainly due to unbudgeted staffing costs in drainage and increased gully frame costs relating to thefts in prior year. The position has worsened since quarter 3 mainly by £0.15m as a result of increased gully frame costs and highways drainage repairs.

149. These are mitigated by: -

- Car Parking: -£0.56m underspend due to overachievement of income on bus gates and the Markets, Scarborough House and Civic Quarter car parks; the position has improved by -£0.11m since quarter 3 due to higher income and lower repair costs.
- Planning: -£0.61m underspend mainly due to higher than expected income, reduced by one-off additional staffing costs and a compensation payment, the position has not significantly changed since quarter 3.
- Waste and Recycling: -£2.45m underspend mainly due to; -£0.37m underspend on recycling income due to increases in the selling price of recyclates, -£0.18m underspend on HWRC mainly due to a reduction in tonnages and associated haulage, underspend on waste PFI disposal -£0.59m and underspend on Domestic Collection -£0.27m. These underspends have been reduced by an overspend on green waste collection of £0.12m. The waste position has improved by -£2.05m since quarter 3 due to -£0.20m on Domestic Collection as accruals calculated on estimates were higher than required, -£0.57m waste PFI disposal made up of -£0.32m overestimate of

costs due to the complexities associated with accounting for PFI schemes, waste royalty income being -£0.19m more than projected and an estimate of -£1.13m income relating to a Solid Recovered Fuel Electricity Price Share payment which forms part of the waste PFI contract, the profit share is driven by an average of a specific power index and uses the average Index over the previous three contract years each running from 1 April to 31 March. This had not been included at quarter 3 due to uncertainty around whether it would be received and at what value.

- Business Doncaster: -£0.36m underspend mainly due to vacancies and the use of grants (e.g. Community Renewal Fund) to fund posts, along with a reduced requirement for match funding. The underspend has increased slightly since quarter 3.
- St Leger Homes General Fund management fee: -£0.35m underspend relating to Homelessness. The position improved by -£0.34m from quarter 3 largely due to reduced spend on prevention and private rented sector activities, lower than forecast B&B costs being incurred in the last month and higher housing benefit recovery than expected.
- Street Scene: -£0.29m underspend mainly due to staffing underspends as a result of recruitment difficulties, as well as transport underspends and overachievement of income, mitigated by overspend on materials and equipment. Improvement of -£0.17m since quarter 3 mainly due to reduction in projected transport costs and increased income.
- Highways Operations: -£0.12m underspend improvement of -£0.53m since quarter 3 due to; profit on jobs being £1.1m more than projected. Increased profits have been reduced by increased costs (direct labour and overhead).

Council Wide budgets

	Gross Budget £m	Income Budget £m	Net Budget £m	Actuals £m	Outturn Variance £m	Q3 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	3.8	-1.1	-1.2
Levying Bodies/Parish Precepts	16.5	0.0	16.5	16.5	0.0	0.0
Other Centrally Funded	1.1	-12.7	-11.6	-11.8	-0.2	0.2
Revenue Costs Ex Capital Programme	-20.0	20.0	0.0	0.0	0.0	0.0
Technical Accounting	35.2	0.0	35.2	34.2	-1.0	-1.1
Business Rate Retention	0.0	-106.2	-106.2	-106.2	0.0	0.0
Severance Costs	6.3	-0.1	6.2	6.0	-0.2	-0.1
Council Wide Budget Total	44.1	-99.3	-55.2	-57.7	-2.5	-2.2

150. Council Wide budgets underspent by -£2.50m at outturn, a -£0.30m improvement since quarter 3. The main underspends are:

- -£1.22m 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;

- -£1.15m release from the insurance provision based on review of recent claims, an increase of -£0.20m since quarter 3;
- -£1.11m 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;
- -£0.98m 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), this is a decrease of £0.08m due to a shortfall in capital receipts;
- -£0.95m uncommitted contingency budget, an increase of -£0.31m since quarter 3;
- -£0.75m underspend on the ongoing budget provided for additional investment needs for services, no business cases came forward;
- -£0.70m 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), this is a decrease of £0.36m due to a shortfall in capital receipts;
- -£0.64m New Homes Bonus returned funds for 2022/23 announced on 6th February, 2023.

151. These are offset by overspends on:

- £4.02m 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 not achieved in 2022/23.

152. 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

153. 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.

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

Housing Revenue Account (HRA)

155. The outturn position for the Housing Revenue Account is an underspend of £0.47m against the revised budget (based on the quarter 3 forecast position). The revised budget assumed a £1.10m contribution from HRA balances; the £0.47m underspend will reduce the contribution from balances to £0.63m and overall balances will be reduced to £6.06m as at 31st March 2023. The main variances in quarter 4 compared to the revised budget are £0.26m overspend on general management costs and £0.73m underspend on debt charges. The main reason for the overspend was due to St Leger Homes overspending by £0.38m as a result of unbudgeted inflationary pressures and district heating income being significantly less than anticipated, this was offset by savings elsewhere. This report includes a recommendation to pay St Leger Homes £0.38m of additional management fee (this is in addition to additional management fee approved in the quarter 3 Finance & Performance report). The £0.73m underspend on debt charges was a result of taking out lower than planned borrowing and additional interest received on HRA balances due to higher interest rates.

156. Current rent arrears at year end were £2.14m (2.74% of the rent debit) compared to £2.34m (2.98%) as at quarter 3. The amount of rent to be collected which had been paid to tenants via universal credit (which was previously paid directly to the Council from housing benefit) was £17.33m, an increase of £0.98m from the previous year. Former tenant arrears at year end were £0.99m, an increase of £0.02m from quarter 3, write offs were £0.05m during the quarter and £0.57m for the whole year. For comparison, current tenant arrears were £1.92m as at 31 March 2022, 2.55% of the rent debit and former tenant arrears were £1.30m.

Fees and Charges

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

158. On 1 March 2023 Cabinet approved revised Adult Social Care fees used in the calculation of the financially assessed client contributions. The full report can be viewed using this link:-

[i8 cab 010323 Adult Social Care MSP and Provider Fees Cabinet.pdf \(modern.gov.co.uk\)](#)

159. Additionally, fees and charges for parking and the use of Electric Vehicle Charge Points (EVCPs) in City of Doncaster Council owned public car parks have been introduced from 1 April 2023. The charge is £0.52 per/kWh plus a one off

£0.20 standing charge per session. Parking fees will also be applied at the standard rate for each site (before April parking in an EVCP bay was free of charge).

Capital Budget

160. The 2022/23 capital programme delivered £89.1m of spend over 524 schemes. The split by directorate is in the tables below:

Directorate	Current Year Budget Brought Forward (£'000)	Value of Schemes as at Q4 (£'000)	Number of Schemes	Future Years Budget Brought Forward (£'000)	Projected Future Years Budget as at Q4 (£'000)
ADULTS HEALTH & WELLBEING	7,996	5,818	14	14,946	28,078
ADULTS SOCIAL CARE	7,647	5,103	3	14,946	27,820
COMMUNITIES	285	714	10	0	238
MODERNISATION AND COMMISSIONING	64	0	1	0	20
CORPORATE RESOURCES	17,101	4,318	46	871	16,838
CUSTOMERS, DIGITAL & ICT	4,300	315	17	550	4,834
FINANCE	12,660	3,859	28	321	12,004
HR, COMMS & EXEC OFFICE	140	144	1	0	0
PUBLIC HEALTH	5,564	6,040	12	2,017	9,356
LEISURE SERVICES	5,564	6,040	12	2,017	9,356
ECONOMY & ENVIRONMENT	104,131	66,581	357	175,091	283,689
ECONOMY & DEVELOPMENT	43,404	22,707	95	5,831	97,298
ENVIRONMENT	19,281	14,307	214	1,667	6,880
STRATEGIC HOUSING	41,447	29,567	48	167,593	179,511
CHILDREN, YOUNG PEOPLE & FAMILIES	12,329	6,321	95	19,544	37,749
CENTRALLY MANAGED	200	0	1	400	770
CHILDRENS SERVICES TRUST	1,330	619	6	0	711
COMMISSIONING & BUSINESS DEVELOPMENT	8,081	4,955	77	19,144	28,264
PARTNERSHIPS AND OPERATIONAL DELIVERY	2,717	748	11	0	8,004
Grand Total	147,121	89,078	524	212,470	375,711

161. At outturn there was a £8.7m reduction compared to the £97.8m projection at quarter 3 and a £58.0m reduction compared to the budget of £147.1m at the start of the year.

162. Overall the 2022/23 programme delivered 61% of the £147.1m budget from the start of the year.

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)	Outturn Position (£'000)	% Reduction in forecast at Outturn
ADULTS HEALTH & WELLBEING	7,996	6,218	5,778	5,834	5,818	27%
ADULTS SOCIAL CARE	7,647	5,911	5,095	5,195	5,103	33%
COMMUNITIES	285	244	619	619	714	-151%
MODERNISATION AND COMMISSIONING	64	64	64	20	0	100%
CORPORATE RESOURCES	17,101	17,162	12,556	5,464	4,318	75%
CUSTOMERS, DIGITAL & ICT	4,300	4,775	3,129	931	315	93%
FINANCE	12,660	12,247	9,288	4,393	3,859	70%
HR, COMMS & EXEC OFFICE	140	140	140	140	144	-3%
PUBLIC HEALTH	5,564	6,632	7,082	6,410	6,040	-9%
LEISURE SERVICES	5,564	6,632	7,082	6,410	6,040	-9%
ECONOMY & ENVIRONMENT	104,131	88,114	85,341	72,824	66,581	36%
ECONOMY & DEVELOPMENT	43,404	36,718	38,846	27,831	22,707	48%
ENVIRONMENT	19,281	15,793	16,251	15,280	14,307	26%
STRATEGIC HOUSING	41,447	35,603	30,245	29,712	29,567	29%
CHILDREN, YOUNG PEOPLE & FAMILIES	12,329	9,664	9,126	7,297	6,321	49%
CENTRALLY MANAGED	200	200	189	166	0	100%
CHILDRENS SERVICES TRUST	1,330	1,330	877	705	619	53%
COMMISSIONING & BUSINESS DEVELOPMENT	8,081	6,482	6,396	5,048	4,955	39%
PARTNERSHIPS AND OPERATIONAL DELIVERY	2,717	1,652	1,663	1,378	748	72%
Grand Total	147,121	127,790	119,883	97,829	89,078	39%

163. All schemes with a variance of £0.5m or more (between quarter 3 and outturn):-

Scheme	Variance within Quarter (£m)
Doncaster Railway Square Extension	2.62
Iport Bridge	1.61
A630 Signals (Transforming Cities Fund)	0.95
Connect The Classroom - Primary Schools	0.87
Housing - External Planned Maintenance (Contracted)	0.59
Conisbrough Station Access	0.59
Town Centre Active Travel (Get Building Fund & Transforming Cities Fund)	(3.25)
Levelling Up Fund 1 Waterfront East Development	(2.20)
Levelling Up Fund 1 Civic & Cultural Quarter Central Library Demolition	(1.17)
Levelling Up Fund 1 Block Allocation	(1.05)
Levelling Up Fund 1 Market Shop Fronts	(0.53)
Stone Hill School – 6th form works	(0.53)
Future Parks - 15 bespoke parks	(0.50)

164. There are 63 schemes totalling £14.4m which had budget allocated to them at the start of the year but did not incur any spend with the budget now being rolled forward or removed from the programme. The highest value examples of these being Council House Build – Unallocated £2.8m, school places Hatchell Grange £1.4m and Future Parks £1.2m. The Future Parks programme was originally planned to start in 2021/22 and deliver improvements to 15 parks by 2025.

Current Status of Schemes in the programme

165. 95 schemes have either not started or are still at the planning phase which is 18% of the schemes.

166. 164 schemes have been classified as underway and 247 schemes are now in the completion phase.

Status	Number of Scheme	% in phase based on scheme numbers
Not Started	60	11.45%
Planning Phase	35	6.68%
Underway	164	31.30%
Completion Phase	247	47.14%
Block Budget	18	3.44%
Grand Total	524	100.00%

Other Issues

167. There are currently three schemes with unanticipated overspends in 2022/23:-

- FARRRS £0.25m and West Moor Link Road £0.38m - an ODR is required to authorise the additional financing needed, also detailing alternative funding considered. A further £0.12m is likely to be incurred on the FARRRS scheme in 2023/24. Borrowing for this will mean that there will be an annual cost of £0.07m (for repayment of borrowing and interest).
- Adaptations £0.37m – an ODR is required to authorise the additional Housing Revenue Account funding, which will reduce the Major Repairs Reserve and means less money will be available for other housing priorities.

Future programme

168. Due to a combination of existing scheme slippage and the approval of new schemes the future year's projection has increased by £17m to £375m when compared to quarter 3 projection of £358m.
169. On top of the existing programme there is also the additional amount approved at budget setting which brings the overall total of the capital programme to £458m.
170. The current forecast for 2023/24 is £200m. Based on the capital outturn position, this level of expenditure is highly unlikely and slippage is expected. A thorough review of the planned capital spend needs to be undertaken in quarter 1.

Capital Receipts

171. The total capital receipts received in year was £2.5m this is well below the £12.5m estimated at the beginning of the financial year. Where capital receipts are delayed, the Council has to make additional charges to its revenue budget. A shortfall of £10m means additional charges of £0.14m were made in 2022/23.

Risks

172. 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

173. 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	Outturn £m	Variance £m	Opening Balance £m	Planned Distribution £m	Closing Balance * £m
Collection Fund	-155.85	-155.51	0.34	0.29	1.10	1.73
Doncaster Council	-127.84	-127.56	0.28	0.23	0.92	1.43

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

The council tax collection fund variance in the year is a £0.34m deficit. This is attributable to lower growth £0.94m, higher levels of Local Council Tax Support granted £0.63m and lower collection rates (including increased provision for bad

debt) £0.24m partially offset by transfers from general fund mainly relating to hardship reliefs -£1.48m. The in-year deficit means the closing balance is a deficit of £1.73m.

Council Tax arrears were £21.41m compared to the target of £20.20m at the end of quarter 4. The target for reduction of Council Tax arrears was £2.10m for the quarter and the actual reduction in arrears was £1.33m. The total reduction in arrears in the year is £7.19m compared to a target figure of £8.40m. The reduction for the year is just over £1m less than the previous year. The lower reduction was caused by a backlog of work built up in the first half of the year, due to staff administering the Council Tax Energy Rebate scheme. The backlog has decreased significantly towards the end of the year but some still remains.

- Business Rates:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance * £m
Collection Fund	-91.22	-111.35	-20.13	21.31	-20.79	-19.61
Doncaster Council	-44.70	-54.56	-9.86	10.44	-10.19	-9.61

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

The business rates collection fund variance in the year is a -£20.13m 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 came to light that successful appeals hadn'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 -£19.61m. The Council's share -£9.61m of the surplus closing balance is factored into the 2023/24 budget.

Business Rates arrears were £5.17m compared to the target of £4.30m at the end of quarter 4. The target for reduction of Business Rates arrears was £0.9m for the quarter but the actual level of arrears reduced by £1.26m, this is significantly higher than the £0.82m reduction for the same period in the previous year. The total reduction in arrears in the year is £2.73m compared to a target figure of £3.6m. The reason for the reduction is due to fluctuations in the actual arrears total as retrospective new assessments are added to the list which inflate the total arrears level. The final quarter has seen a significant improvement in the level of reduction which is expected to continue into the new year.

Schools Funding & Dedicated Schools Grant

174. The Dedicated Schools Grant (DSG) outturn position is an overspend by £6.2m during to create an overall overspend on DSG of £19.8m.

175. 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 Schools' 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. A clear action plan has been developed to explore Innovative models and utilising local assets and exploring commissioning options to support greater efficiencies. The directorate's leadership team is driving activity through weekly quality assurance process to ensure grip, this includes the SEND Engine Room. There is a clear action plan in place across children's social care, SEN & placements. Strategically senior education leads in the council continue to liaise with schools regarding the devolution of elements of the DSG to ensure that locally there are the right services in place to support children, improving outcomes and reducing costs.

176. 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 includes 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 and a further £5.6m in 2023/24 has been confirmed. Based on the latest DfE guidance the projected increases to the grant for future years have been set at 3% from 2024/25. The current high needs medium term plan will be further reviewed with senior managers during 2023/24 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.

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	48,613	51,532	53,911	55,541
In year High Needs Block variance (less other DSG underspends)	6,186	3,770	4,490	4,409
Overall DSG Balance	19,812	23,582	28,072	32,481

177. During Quarter 4 of 2022/23 Doncaster's maintained schools have received additional funding from the Department for Education as follows:-

- Afghan Resettlement Education Grant £0.16m

Reserves – carry forwards and impact of overspend

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

- Discretionary – these are for items which were already approved in 2022/23, which have justifiable reasons for the delay in implementation and cannot be funded by the directorate in 2023/24. These items are normally funded from the Council's budget but can include items funded from un-ringfenced

government grant.

- Non-discretionary Carry Forwards – these are items where we are to comply with financial regulations we are required to transfer unused balances to earmarked reserves. This normally happens where given funding for a specific purpose but there is no threat claw back of the funding, but the expectation is that the Council will spend the money on the intended purpose.

179. The quarter 3 Finance & Performance Monitoring report explained that the overspend would be funded by releasing earmarked reserves and the reserves likely to be used would be the Service Transformation Fund (£7.6m unallocated) and the Severance costs reserve (£9.5m estimated to be available at the year-end). A review of other reserves by the Director of Corporate Resources, CFO and involving the Mayor identified the following earmarked reserves to be released to fund the overspend: -

Earmarked Reserve	£m
Demolition Old Library	0.900
St James Baths	0.199
Planning 20% Additional Income Balance	0.176
Flood Prevention Measures	0.150
Revenues & Benefits - Discretionary Hardship	0.114
CRF/Youth Hub Extension	0.016
Mayor's Pledge to Miners' Statue	0.004
Mayors Civic Awards	0.004
Total	1.563



180. Releasing the above reserves leaves £1.464m of the overspend to be funded from the Service Transformation Fund. Reducing the Service Transformation Fund 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).





















181. Using earmarked reserves, rather than general reserves, means general reserves can be maintained at £14.29m.

STRATEGIC RISKS

182. The register contains 11 risks and all have been profiled for quarter 4. No new risks have been proposed and the following 2 risks have been proposed for demotion:

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

RAG	Risk Title	Current Score	Target Score	Trend
	Safeguarding concerns for adults increase through a combination of greater vulnerability following the pandemic	10	5	

	and greater difficulties providing timely care and support because of reductions in workforce capacity			
	A failure to have, and proportionate, an evidence based mix of interventions and services in place that will plausibly support a narrowing of the gap in inequalities and a reduction in levels of deprivation across the Borough	12	6	
	Failure to implement the Partnership priorities across the Team Doncaster Partnership	9	6	
	The potential impact on formal achievement rates/outcomes due to learning lost during Covid.	12	12	
	Without effective influence and engagement with the South Yorkshire MCA, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal	12	8	
	Failure to maintain and improve the management of health and safety may impact on the Council's ability to mitigate risk to both colleagues and members of the public and our inability to deliver effective services	8	4	
	Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk	20	10	
	Failure to successfully prevent a major cyber attack	20	6	
	There needs to be a broad range of service delivery which supports people in the community and in other settings (depending on their needs), without which makes it more difficult for people to live healthy, independent lives	16	10	
	Failure to deliver the Medium Term Financial Strategy (MTFS) would result in an alternative budget being required with consequential service reductions and impact on achieving Council priorities.	20	5	
	The combined impact of managing concurrent risks eg: floods, EU transition arrangements, Covid	15	20	

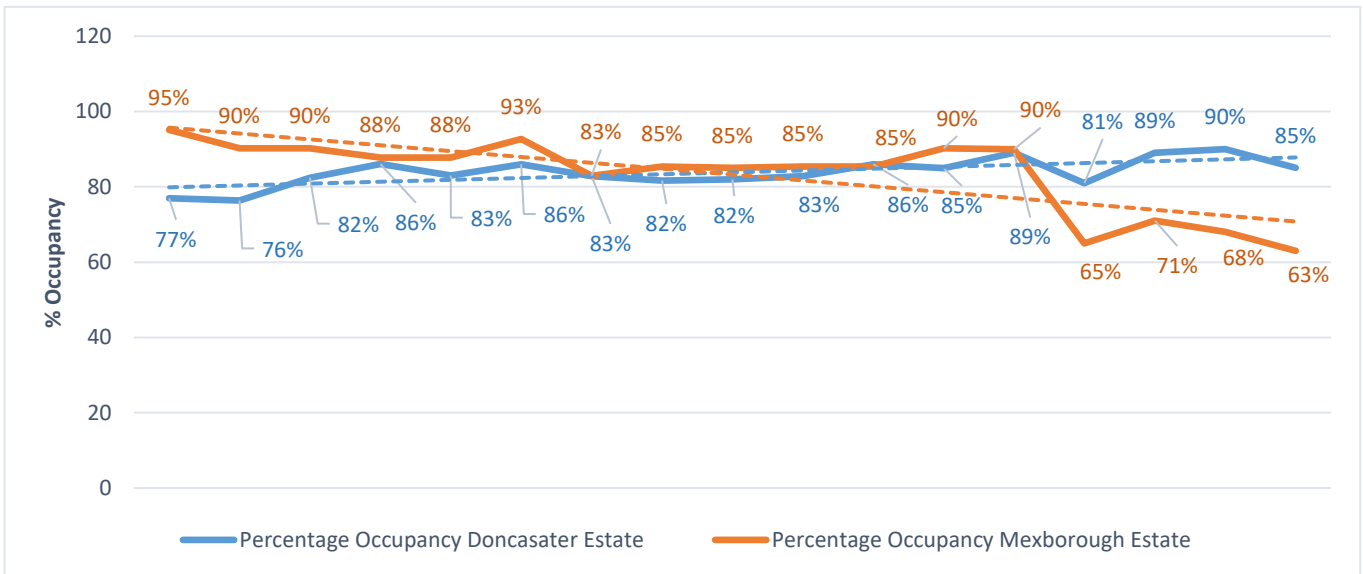
 Risk Profile of 20 and above  Risk Profile of 6 to 19

MARKET ASSET MANAGEMENT (MAM) DONCASTER LTD.

183. The Levelling up Fund (LUF) refurbishment project on the Corn Exchange has been progressing well and has been sympathetic to the historical features of the building. Much of the work has been using a combination of modern and historical

practices to elements such as the windows, doors and stonework and original fireplaces have also been restored.

Occupancy Trends at Doncaster and Mexborough Market.

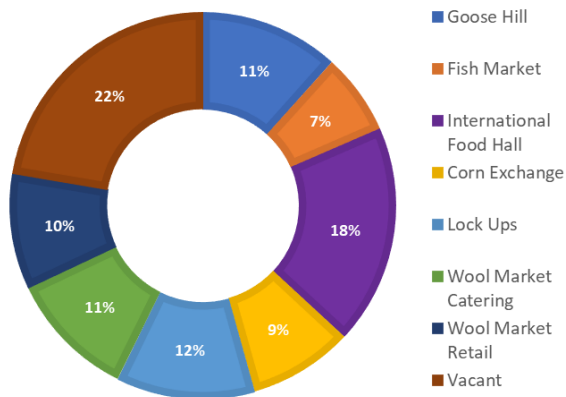


184. Doncaster occupancy levels have reduced this quarter to 85%, which is the lowest occupancy since quarter 2 21/22 (excluding the quarter 1 22/23 period affected by the Corn Exchange development). The drop in occupancy levels related to handover dates of a number of units. New leases are in the midst of being signed.

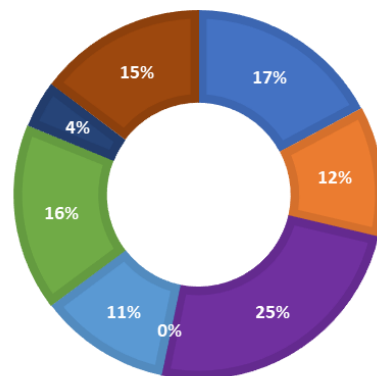
185. Mexborough continues the downward trend in occupancy levels with fourteen out of the 40 units now vacant. Remedial works in the units where the café was previously sited continue. MAM are also looking at splitting the five units here to three. Marketing is being undertaken through social media to attract new traders and an open day is being arranged soon.

Doncaster Market Occupancy Level Changes per area of the estate (Percentage) at Baseline (May 2019) and Q4 2022-3

PERCENTAGE OCCUPANCY AT DONCASTER MARKET (BASELINE)



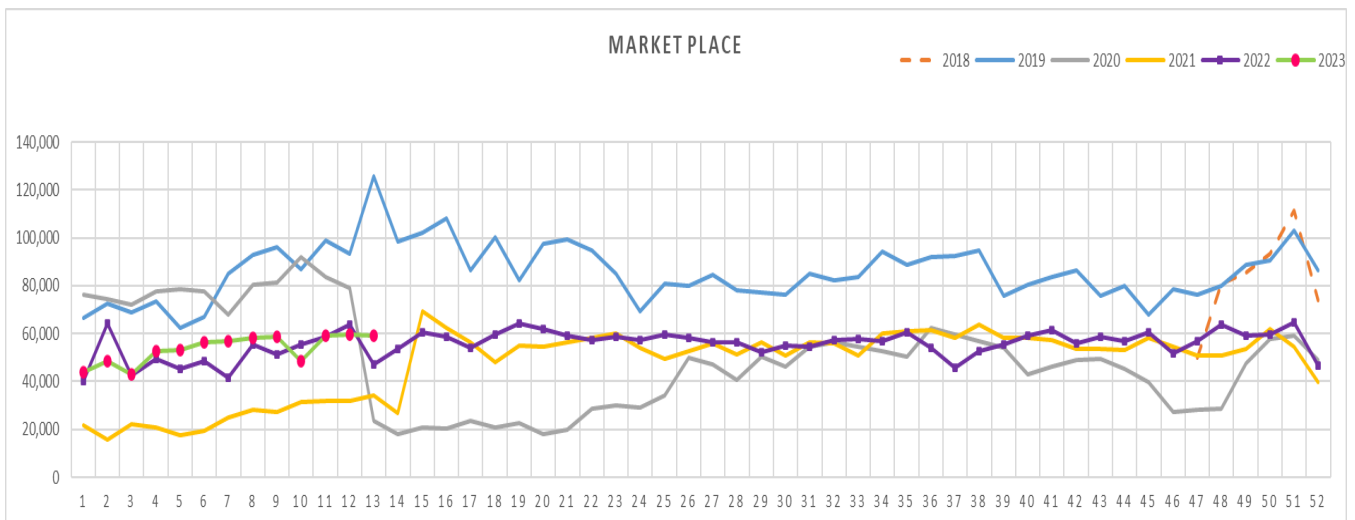
PERCENTAGE OCCUPANCY AT DONCASTER MARKET (Q4 2022/23)



186. The comparison of occupancy across the Doncaster estate between baseline (May 2019) and present levels (Quarter 4 2022/23) shows a significant difference in the number of units in each area.

187. Corn exchange occupancy levels remain zero due to the continuing improvement works as part of the Levelling Up Fund project. Vacancy levels have increased from 10% across the whole estate in quarter 3 (2022/23) and quarter 4 (2022/23). This is due to timing over unit changeover particularly in Goose Hill and the Wool Market catering. Work is continuing by MAM to fill these vacant units. MAM receive regular requests for catering units in the Wool Market and as such these units will look to be re-occupied within the first few weeks of April.

Footfall Trends for the Market Place (up to week 513; w/c 27/03/23)



188. As like previous years, quarter 4 2022-23 had lower footfall than much of the previous quarter. This pattern is mirrored across all sites across the city centre. Particularly with the increase in prices, many people might have been more cautious about spending during January in combination with the usual post-Christmas drop in spending.

189. Footfall increase to similar levels seen throughout quarter 3. Half term was during this period and with at least one pay day for many people this could be linked to residents feeling more able to go out and spend. There was a significant drop in footfall during one week of quarter 4, week 10, as this was when most of the country witnessed a short wintery period.

190. 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

191. Regular events that have continued throughout quarter 4 including Mr Dan entertainment, monthly artisan market, live music in the Wool Market and Thursday night quiz night.

192. A vegan market was held on 7th January, student nights are also now being held every Thursday between 6-9pm with discounts for students, after school clubs with reduced prices for children up to 16 in the entertainment zone and party bookings for children can also be made in the wool market.

193. The Wool Market remains to be the location for the Doncaster Creative Network networking meet-ups allowing local creatives to connect and strengthen the community and encourage collaboration.

194. The last Sunday of every month is now holding the Wool Market’s Sunday session open mic. Providing the equipment for young up and coming artists for to utilise allows them to have a platform to play and obtain experience.

Financial Position

195. 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

196. Not applicable

OPTIONS CONSIDERED



197. Not applicable

REASONS FOR RECOMMENDED OPTION

198. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

199.

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: 15.05.23]

200. 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: 27.04.23]

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

Human Resources Implications [Officer Initials: KG Date: 12.05.23]

202. 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 although this is moving to a more positive position in some areas with higher application numbers in some areas. There remain a number of hard to fill posts across a range of areas in the council and talent shortages remains a significant recruitment concern nationally – managers still report fears around losing, not retaining, or being able to recruit staff where higher salaries are on offer externally and at other Local Authorities

The appointment challenge is a national issue in many sectors with compensation and benefits being the priority for job seekers along with greater importance of hybrid working and flexibility

Technology Implications [Officer Initials: PW Date: 12.05.23]

203. 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

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

CONSULTATION

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

BACKGROUND PAPERS

206. Not applicable

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

207. Not applicable

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City of
Doncaster
Council

Finance Profile January 2023 – March 2023

APPENDIX A

Content

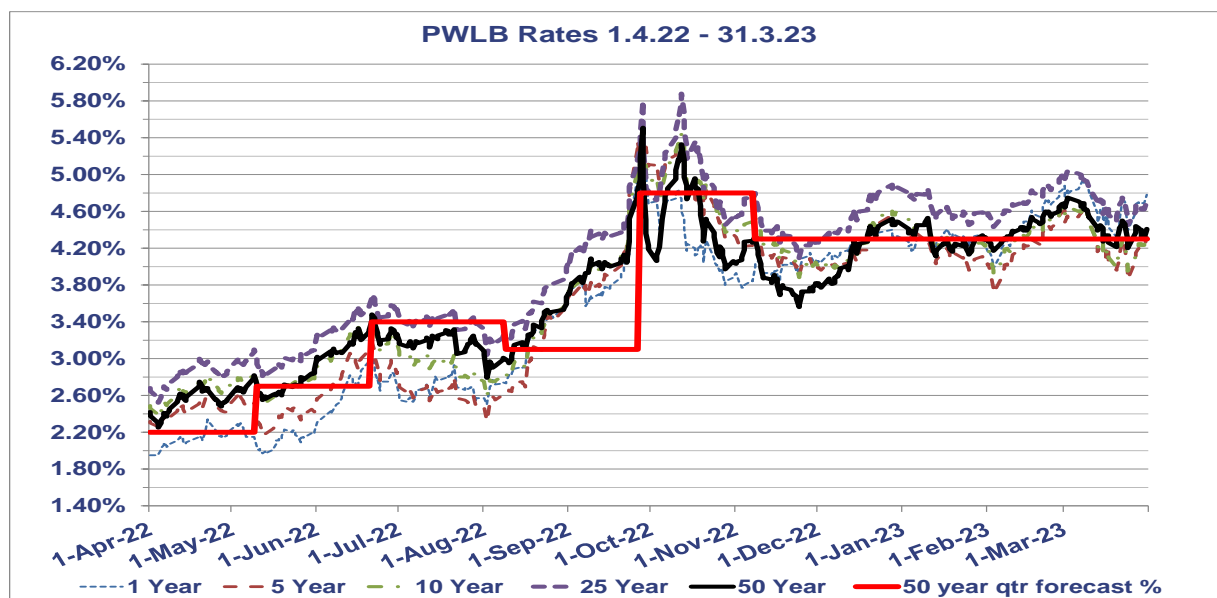
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Savings Tracker

	Target 22/23 including under/over 21/22	22/23 achieved	22/23 remainder expected to be achieved in year	One-off 22/23	22/23 (unachieved)/ overachieved
Adults, Health & Wellbeing	-2.263	1.593	0.110	0.000	-0.560
Children, Young People & Families	-8.030	5.071	0.000	0.049	-2.910
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	0.635	0.003	0.000	-0.168
Public Health	-0.050	0.050	0.000	0.000	0.000
Total	-15.077	10.765	0.113	0.049	-4.151

Treasury Management Update – Quarter 4 2022/23

1. The final position at the end of the financial year was an underspend of -£1.11m on both interest receivable and payable, due to increased investment income and savings on borrowing costs. Investment income was -£0.75m higher than anticipated due to the significantly higher interest rates than those assumed when setting the budget. Wherever possible throughout the year cash balances have been invested on a short-term basis to benefit from these increased returns. Borrowing costs are also underspent by -£0.36m as the planned borrowing has been delayed due to high interest rates which have increased the cost of borrowing.
2. Since setting the budget for 2022/23 the Bank of England have increased the base rate significantly in an attempt to control spiralling inflation and try to mitigate the cost-of-living crisis. The Bank of England base rate at the start of the financial year was 0.75% and the rate at the end of the financial year was 4.25%. This is in stark contrast from the all-time low of 0.01% throughout the pandemic. These interest rate increases have significantly increased the cost of borrowing through the Public Works Loan Board (PWLB), as these rates are linked to gilt yields, which in turn has impacted on the short-term local market but to a slightly lesser extent. For information the PWLB borrowing rates are shown below to highlight the movement throughout the year.



3. As a result of the interest rate increases the borrowing strategy outlined in the Treasury Management Strategy Statement (TMSS) for 2022/23 was 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 throughout the year made this strategy unaffordable in terms of future interest payments and the approach taken instead was only to borrow for cashflow purposes. This will result in the Council remaining under borrowed for longer than anticipated which was agreed via the TMSS for 2023/24. At the end of 2022/23 the under borrowing was £165m which is 28% of the Capital Financing Requirement (borrowing need). 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. Whilst this minimises interest paid on external debt it is not a permanent solution and does carry some interest rate risk. This is covered in more detail below.

Borrowing

4. Figure 1: The following table summarises the Council’s forecast Debt Portfolio as at 31st March, 2023: -

Doncaster Council Debt Portfolio and Maturity Profile as at 31st March 2023				
	Upper Limit %	Lower Limit %	Actual %	Actual £m
Under 12 Months	30	0	10.46%	44.728
12 to 24 Months	50	0	2.92%	12.500
24 Months to 5 Years	50	0	5.10%	21.820
5 Years to 10 Years	75	0	1.21%	5.153
10 Years to 20 Years	95	10	80.30%	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%	427.476

5. Throughout the year borrowing of £60m has been repaid which was predominantly short-term local authority debt which was only replaced by £30m of new borrowing, reducing the debt position from £457.66m reported at the end of the last financial year. The TMSS agreed by Council on the 28th February, 2022 planned to increase the overall borrowing by the end of 2022/23 to £510m (and hence reduce the level of underborrowing) which has been delayed for the reasons outlined above. The £30m of short-term borrowing was all undertaken in the first six months of the year when the rates were lower (all £30m was taken out at a rate of 1.3%).
6. Treasury Management officers confirm that there have been no breaches of prudential indicators, as set out in the TMSS agreed by Council on 28th February, 2022 during this financial year (see below). Treasury Management officers also confirm that there has been no borrowing in advance of need throughout the year, no debt rescheduling or any premature debt repayments.

Investment

7. The investment portfolio can be seen in Figure 2. The investments are a mixture of call and notice accounts for liquidity (though the notice accounts currently only have minimal balances held due to unfavourable rates so not included below) and fixed rate investments. The investment policy approved in the TMSS for 2022/23 was implemented throughout the year and no liquidity difficulties arose throughout the year.
8. The average investment rate for the year is 1.83% reflecting the lower rates at the beginning of the financial year. Monthly benchmarking is carried out using the 1 month compounded SONIA monthly average as suggested by Link. For the last six months of the year (whilst interest rates have been at their highest this benchmark was exceeded in every month apart from January where the return was 3.34% against a benchmark of 3.38%.

9. A £10m investment with Lambeth London Borough Council was made on the 6th March, 2023 for a six week period with a return of 4.4%. Due to the favourable return on this investment, it was agreed to progress even though the limit to lend to another Local Authority was £5m in the TMSS for 2022/23. It had previously been acknowledged that this limit is too low and it has been agreed to increase to £10m in the 2023/24 TMSS which was approved on the 27th February, 2023.

10. Figure 2: The following summarises the Council’s investment portfolio as at 31st March, 2023:

	£m
LAMBETH LBC	10.0
HANDLESBANKEN	15.0
Total	25.0

Risks, including interest rate risk

11. Risks were reviewed and managed throughout the year, including interest rate risk. The main key risks and mitigating actions are as follows:

- The Council could be unable to borrow when funding is required due to adverse market conditions such as increased interest rates 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.
- 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
- 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.

12. Interest rate forecasts were initially suggesting only gradual rises in short, medium and longer-term fixed borrowing rates during 2022/23 but by August it had become clear that inflation was moving up towards 40-year highs and the Bank of England engaged in monetary policy tightening at every Monetary Policy Committee meeting during 2022 and into 2023, either by increasing Bank Rate by 0.25% or 0.5% each time. Currently the CPI measure of inflation is still above 10% in the UK but is expected to fall back towards 4% by year end at which point interest rates should also begin to fall. Nonetheless, there remain significant risks to that forecast and therefore to any future borrowing costs.

Update on Key Prudential Indicators

13. The key prudential indicators set in the TMSS for 2022/23 have been updated for the final position for the year as follows: -

- **The authorised limit** - the authorised limit is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2022/23 the Council has maintained gross borrowing well within its authorised limit.

- **The operational boundary** – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached however the operational boundary has never been reached this year for reasons already outlined.

	2022/23 £'000
Authorised limit	668,166
Maximum gross borrowing position during the year	457,663
Operational boundary	625,975
Average gross borrowing position	440,628

14. The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). Ultimately this is a gauge of the Council's indebtedness as it represents all capital expenditure incurred which hasn't been financed from other sources such as revenue, capital grants and contributions.
15. Part of the Council's treasury activities is to address the funding requirements for this borrowing need by taking out loans through the Public Works Loan Board (PWLB) or other external markets or by utilising temporary cash resources such as reserves.
16. The Council's CFR for the year is shown below and represents a key prudential indicator. It includes PFI and leasing schemes on the balance sheet, which increase the Council's borrowing need. No borrowing is actually required against these schemes as a borrowing facility is included in the contract.

Portfolio Position	Actual	Estimate	Actual
	2021/22 £'000	2022/23 £'000	2022/23 £'000
CFR General Fund	368,852	392,332	366,820
Other long-term liabilities (OLTL):	-41,847	-40,138	-40,400
External Borrowing	217,238	244,624	182,109
Under-borrowed Position	109,766	107,570	144,311
Ave. Interest Rate	2.70%	2.49%	2.70%
CFR HRA	266,831	273,781	266,831
External Borrowing	240,424	265,539	245,367
Under-borrowed Position	26,407	8,242	21,464
Average Interest Rate	4.6%	4.55%	4.82%
Total CFR less OLTL	593,836	625,975	593,251
Total External debt	457,663	510,163	427,476
Total Under-borrowing	136,173	115,812	165,775

Capital Programme Block Budget Allocations Quarter 4 2022-23

	Funding Source	Allocation of block budget 2022/23 £m	Allocation of block budget Total £m
Children, Young People & Families			
Centrally Managed			
Thorne King Edward -Roofing additional costs	Government Grant	0.001	0.001
DFE – Capital Maintenance	Government Grant	(0.001)	(0.001)
Partnerships and Operational Delivery			
Ivanoe Academy - Toilets - Refund to Budget	Government Grant	(0.022)	(0.022)
DFE – New pupil places	Government Grant	0.022	0.022
Commissioning and Business Development			
Saltersgate School - Roofing Works	Government Grant	0.022	0.022
DFE Capital Maintenance Grant	Government Grant	(0.022)	(0.022)
Children’s Social Care			
Park Lane, Cantley - Fire Safety Works	Housing Capital Receipts	0.037	0.037
Cambourne Close -aborted - Refund budget	Housing Capital Receipts	(0.005)	(0.005)
Housing Capital Receipts	Housing Capital Receipts	(0.032)	(0.032)

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval

2022/23 Quarter 4

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

The following virements are proposed for approval: -

	Reason	Directorate	£
1	Transfer ICB reserves from Health and Social Care/HDP (reserve reference 2021-17) and ICB Transition & Transformation (reserve reference 2021-23) to the Health & Social Care Transformation Fund (reserve reference 2014-24) as requested by the ICB.	AH&WB ear-marked reserve	-500,000
		PH ear-marked reserve	-324,000
		PH ear-marked reserve	824,000

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. Children's 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 and this has risen to 93% at 31st March. Reminders have been sent to senior managers to get their staff to do 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	Ongoing	Green	Directorate Finance Managers	Target date is the date that this will start. The first set of information was sent in February 2023.
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		Red	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 was not updated for 2022/23 but has been updated for 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	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	Green	Matthew Smith	
16	Pensions budget - ensure monthly payroll payments	Ongoing	Ongoing	Green	Robert Isaac / Karen Knifton	

Ref	Task	Target Date	Completion Date	RAG status	Who to complete	Note
	are used to provide earlier indications of under/overspend than year end.					
17	Building Control - staff % split between trading and non-trading to be reviewed annually.	Q2		Green	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	Green	Financial Management and commissioners	e.g. in 2021/22 information on Casson Court Extra Care and Voiceability Advocacy was not factored into projections as information hadn't been received. Areas where out of date information was being used for projections have been reviewed to ensure more up to date information is provided.

2022/23 Carry forwards

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

Service / Description	Amount £'000	Comments
Adults, Health & Wellbeing		
Workforce Development Grant	50	The funding was given by Health Education England to the Integrated Care System (ICS) and South Yorkshire Region Education and Careers (SYREC) where the funding was held by Sheffield Teaching Hospital until it was transferred to us for the post. The £50k grant relates to funding for a Social Care Integration Workforce Project Lead post for Doncaster and Rotherham. The funding was received in 2022/23 but due to recruitment issues the post was not filled and therefore the service are requesting we carry it forward to 2023/24. The post has now been recruited to, the employee will start 20 April 2023. The contract will now be a 20 month contract instead of 12 months, as the post has been appointed to on a part time basis. The contract of employment and funding profile has been agreed with Jo Cameron at the ICS, who is now overseeing this project.
Complex Lives team	168	Though the grant is not required to be repaid to DLUHC, the 2023/24 RSI funding will probably be reduced by the value of the 2022/23 underspend (this happened in 2022/23), so the balance carried forward will be used to meet activity within the 2023/24 award.
Domestic Abuse	345	£734k grant received in 2022/23. Balance to carry forward to spend on Domestic Violence (DV) related projects in 2023/24. AD Communities currently working on spend plan with Domestic Violence theme leads to utilise Domestic abuse funding and related supporting people underspend in 22/23. Un-ringfenced Section 31 grant, subject to reporting requirements.
Homes for Ukraine scheme	1,091	The funds are not ringfenced and the funding was provided so that we can support people arriving on the Homes for Ukraine scheme. At present, the majority of the spend has been on the provision of wrap around support and regional support from the Refugee Council and Migration Yorkshire respectively. Most of the people are still with their original host and once they move on to their own accommodation there will be a considerable spend to allow this including bond, furnishing and a supplement to cover in the gap between the Local Housing Allowance and actual market rents. We have also included a considerable amount for Homelessness provision as, in the current housing crisis, it is likely that some won't be able to find accommodation. We also have a small team for the scheme, it is likely that their 12 month contracts will need to be extended as we are still receiving people on the scheme.
Bridging Hotel	272	Funding must not be used for any purpose other than achieving delivery of the Schemes outcomes detailed in this Instruction, nor is it permissible to vire any such funds elsewhere without prior written consent from the Authority. 23. This scheme is to provide temporary accommodation to refugees while permanent accommodation is found. The outcomes of the scheme are to provide support to anyone in Doncaster who is on either the Afghan Relocation and Assistance Policy (ARAP) or Afghan Citizens Resettlement

Service / Description	Amount £'000	Comments
		Scheme (ACRS) while staying in the Bridging Hotel. The key outcome is to get the individuals on the scheme out of the Hotel into their accommodation. To achieve this support is provided with education and training, language support, help to find employment and finding suitable accommodation. We have commissioned the Refugee Council to provide that support with input from the team.
UK Resettlement Scheme	7	Un-ringfenced grant but funding must not be used for any purpose other than achieving delivery of the Schemes outcomes. The UK Resettlement Scheme provides 5 years of wrap around support to people who been assessed by the UNHCR as being refugees and have been allocated to the UK. Doncaster only has 2 people on the scheme and the main outcome is to find them accommodation and to assist them into education training and employment. We have commissioned the Refugee Council to provide that support with input from the team.
Asylum Seekers Support	333	Un-ringfenced grant-Section 31 grant. This funding is for working with Asylum Seekers and Refugees to provide support through targeted prevention and early intervention work. Funding provided must not be used for any purpose other than achieving delivery of the outcomes detailed in this Instruction, nor is it permissible to move/transfer any such funds elsewhere without prior written consent from the Authority.
Adults, Health & Wellbeing Total	2,267	
Economy and Environment		
Planning - Examination in Public	36	Established following a saving from the top-slicing of the Examination in Public budget, which was agreed at the time on the basis that that any unspent balance from the remaining core budget at year end could be carried forward into the reserve to fund future examination costs and associated costs of the Local Plan, including implementation and further development of plan documents to sit alongside the Local Plan. The Examination in Public only happens every few years but is an expensive process so building up the reserve mitigates the value of the pressure that will be required to be found next time around. The most recent Local Plan was completed in 21/22 and therefore there has been no spend associated with this during 22/23 and the underspend to be carried forward is £29,890. Additionally, Doncaster is lead contact to the consultant working on the Joint Waste Plan Evidence, and has received contributions towards the first stage costs from Partners (Barnsley, Rotherham & Sheffield). The unspent balance of these contributions at the end of 22/23 is £6,340 and is required to be carried forward as it is not the Council's money and will be required to fund further work on the plan in 23/24.
Sustainability - DEFRA Woodland Creator Accelerator Fund grant	55	Initial payment of grant from DEFRA for Woodland Creator Accelerator fund. To be used for I Trees Eco Survey, Tree Planting Strategy and salary costs of Woodland Creation Engagement officer. Grant received Jan 23.
Strategic Asset Management - Colonnades Office and shop repairs fund	15	Tenant's annual contribution to repairs fund £11k for Colonnades offices and £4k for Colonnades shops to cover cost of future repairs.

Service / Description	Amount £'000	Comments
Strategic Infrastructure - Active Travel Social Prescribing Feasibility Project and Pilot Project	249	The Council were successful in securing £665k of Active Travel Social Prescribing Pilot funding over a three year period. We received £239k in December 2022, with the balance of funding to be received in 23/24 and 24/25. Active Travel Social Prescribing aims to reduce health inequality and make active lifestyles more attractive to people by offering free-to-access cycling and walking activities such as walking groups, free bike loans and cycle training. The pilot will be fully inclusive, as it will include the provision of adapted bikes to enable people with physical disabilities to experience and enjoy the benefits of cycling. There have been delays in commencing the project and therefore the balance of the funding received is required for delivery into 23/24.
Drainage - Developer contributions to repair and maintain drainage Systems	18	Payments from developers to cover the repairs and maintenance of drainage systems to be drawn down as required.
Strategic Infrastructure - DEFRA Air Quality School Streets Project	10	In 2020/21 DMBC secured grant funding from DEFRA, via South Yorkshire Mayoral Combined Authority to appoint a School Streets Officer, deliver 10 temporary school street closures and raise the awareness of air quality outside of our schools. The project engaged with 10 primary schools enabling parents to consider other forms of transport for the journey to school and the impact of driving the school run on local levels of air pollution. The Grant was received in May 2022 and the balance of grant is required to complete works in 2023/24, and the continuation of the Schools Street Air Quality Monitoring Officer staffing costs (PF032).
Facilities Management - Civic Office Major Repairs and Maintenance Sinking Fund	146	Annual contribution from the Council's revenue budget to the reserve. The reserve is to be used for replacing major items in the Civic Office. A planned maintenance programme has been drawn up and includes, for example electrical installations.
Major Projects / PIC Towns Fund - Feasibility study Grand Theatre Façade.	26	Section 31 Revenue Grant was allocated as part of the Towns Deal Grant from DLUHC. This was specifically for Heritage Projects. The costs for the relevant Feasibility studies have been incurred and funded in year but a small amount specifically relating to the Grand Theatre Façade will not be spent until a later date so needs to be carried forward.
Street Scene - Levelling up parks fund for Adwick Park Improvements	19	Doncaster Council received £85k in March 23 to be spent on improvements at Adwick Park. This can not be spent by 31st March and agreement has been received from DLUHC to carry forward and extend delivery to March 2024.
City Region Sustainability Transport Settlement (CRSTS) Revenue Funding	724	The Project will enable the Recipient (Doncaster Council) to support the necessary resources to develop the CRSTS capital programme. Without this allocation there would not be the resources available to adequately develop the CRSTS programme in a timely manner. This would not only compromise the delivery of outcomes as set out in the SYMCA's CRSTS submission to Government, any perceived under delivery could also compromise the scale of future opportunities. Funding will be used to cover a range of scheme development costs including; <ul style="list-style-type: none"> • Modelling, topographical surveys, data collection, options appraisal, business case developments • Resource to develop business cases both internal and

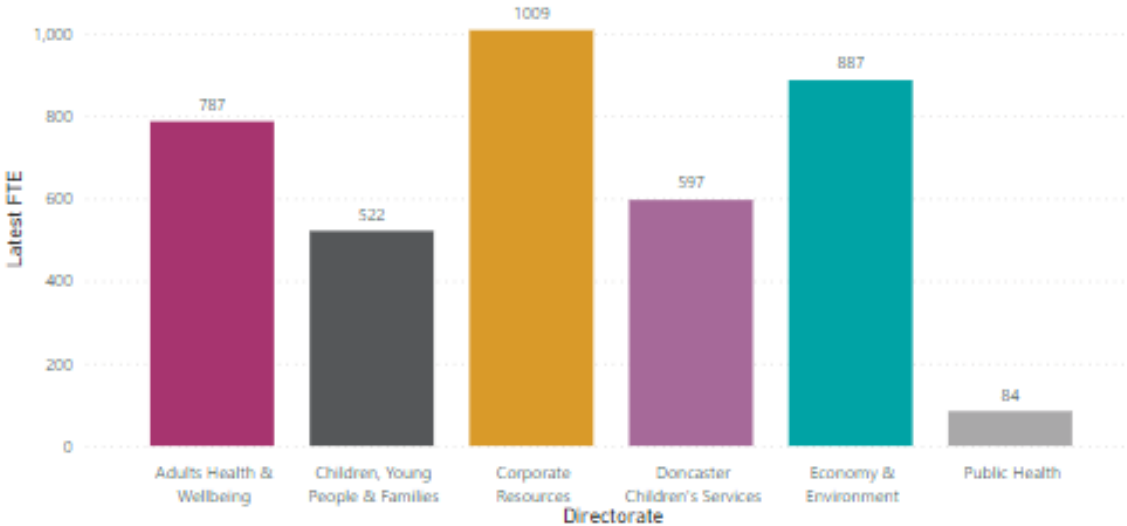
Service / Description	Amount £'000	Comments
		specialist • Funding to maintain revenue services
Economy & Environment Total	1,298	
Children, Young People & Families		
Safeguarding Business Unit (Adults and Children's Safeguarding Boards)	121	Carry forward of underspend from the budget managed jointly with the Council, Doncaster CCG and South Yorkshire Police for purposes of the Adults and Children's Safeguarding Boards. This is a statutory function and the budget is restricted for the purposes of the Board. (Please note this is an estimate of the projected underspend)
Early Help	652	This is a new non ring-fenced S31 Grant from the DfE; the programme will fund a network of Family Hubs, Start for Life and family help services. The total indicative allocation for Doncaster is between £3.68m and £3.83m over the three financial years of 2022/23, 2023/24 and 2024/25; the 2022/23 allocation is £0.933m which has been received and is fully committed to be spent in the 3 year plan for the grant. The projected 2022/23 spend against the grant is £0.218m; leaving a balance of £0.715m to be carried forward. The DfE have already agreed that £0.390m can be carried forward per the spending plan to fund Years 2 & 3 of the programme team. The HoS and Programme Manager requested confirmation from the DfE that the remaining balance of £0.325m can be carried forward to fund the rest of the committed spend in the plan for year 1 who fed back that whilst there is still a process to follow with this request for the last £0.325m, the DfE have made it clear they are minded to allow this money to be carried forward so long as it is spent in the way that has been committed to within the confines of the programme.
Members Allowance-Cllr L Ball	1	Cllr Lani-Mae Ball declined to take the annual increase in her allowance and asked that it used for activities for young people. Lee Golze & Cllr Ball would like the balance to be used in 2023/24 when a use is identified for it.
Beci's Bursary	7	Young advisors deliver 'Hear Me Training' externally to private fostering companies, children's homes etc (usually ~£870)- the income received is coded to MK021. Instead of giving cash reimbursements to the young advisors who deliver the training, gift cards and days out are provided instead. The balance on this cost centre represents the amount earned by the young advisors and to make future payments to them.
Pupil Premium	8	Transition fund for Year 11's transitioning in to Post 16 education or training. The Pupil Premium+ is a ring-fenced grant and is a child level allocation of money. For children in care, there is no PP+ funding when they enter post-16 and finish statutory school age, however there is a great need for support that carries costs. Therefore, the 16+ fund is to provide this support at these key transition points. If we did not carry over the funding beyond 1/4/23, we would have to use money allocated to other school aged children in care for the 2023/24 academic year. By having the carry forward, we can use PP+ from the 2022/23 academic year so the children this money was intended for actually receive it.

Service / Description	Amount £'000	Comments
ESF	147	Money from European Social Fund through Sheffield City Council as accountable body for Information Advice and Guidance to young people 18 + who are in or left care. Funding is paid quarterly and the carry forward balance has been accumulating for life of programme (3 years to date with funding expected to end in Dec 23). It is expected that any unspent funds may be asked to be returned at the end of the programme but we have had it confirmed that there are no specific terms and conditions.
Regional Adoption Agency	646	Set up in 21/22 for the South Yorkshire region. Comprises three other LAs: Rotherham, Barnsley and Sheffield, with Doncaster being the host authority. Programme designed to reduce the costs of adoption placement payments. If a child is placed by a LA in the SY region, there is no charge between Councils if out of area. If a child is placed externally, the cost is shared between the LAs through a contribution payment each year to the host, Doncaster. Annual contributions from the four LAs total c.£1.5m. There is a forecasted underspend at the end of 2022/23 which has committed costs of £325k for 2023/24 with the rest potentially being redistributed to the LAs in 2023/24 (there is to be a report to the board to consider this).
CYPF Total	1,582	
Corporate Resources		
PIC levelling up capacity	48	Received £125k at the end of January to support the bids made in 2022/23. Actually spent £76k on bid preparation so agreed with Debbie Hogg (via DLT discussion and email confirmation) that £49k can be carried forward to support bid preparation for round 3.
ICT Cyber Security grant	75	Ring fenced grant to enhance cyber security - received March 2022. The plan was to spend this money late in Q4 22/23, however the approach has changed to be risk based prioritisation, this impacted the timescale and consultancy requirements. This new approach has meant a delay and the spend will now occur early in Q1 23/24.
Corporate Resources total	123	
Overall Total	5,270	

WORKFORCE PROFILE

Full Time Equivalent (FTE) employees

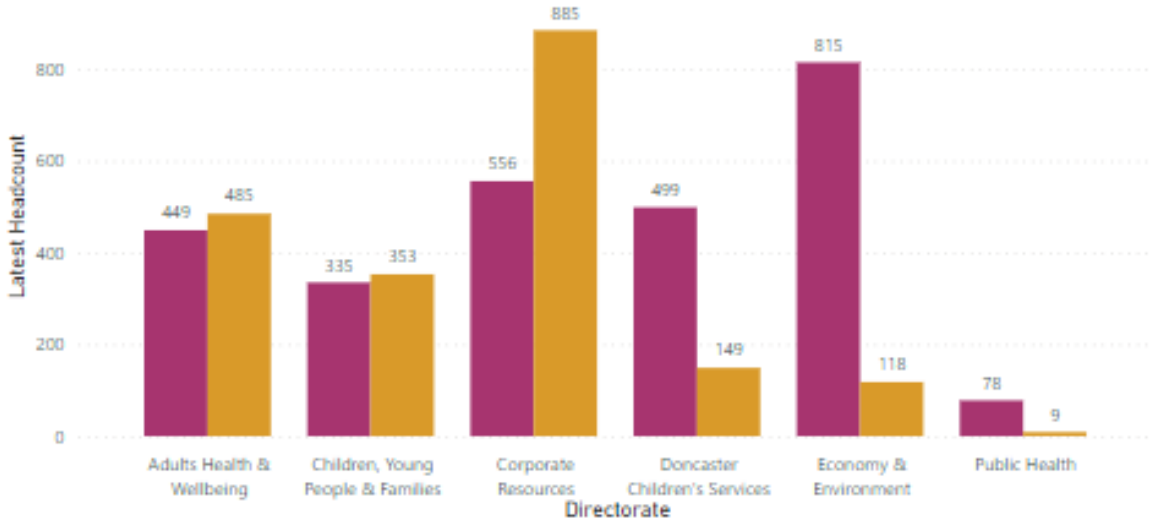
FTE by Directorate



Employment Term

Headcount by Directorate and Status

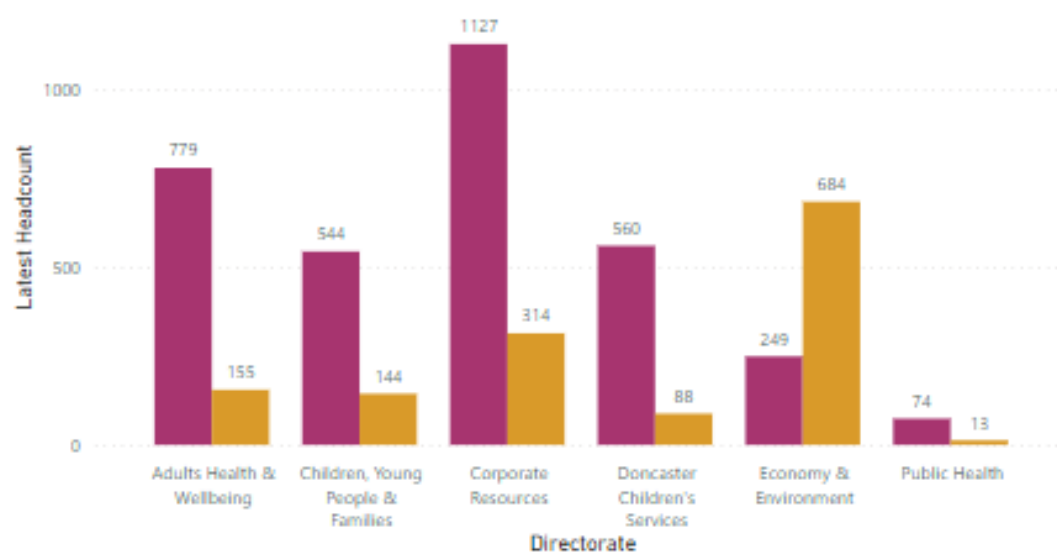
FT/PT ● Full Time ● Part Time



Gender

Headcount by Directorate and Gender

Sex ● Female ● Male



Ethnicity

EthnicCategory	Adults Health & Wellbeing	Children, Young People & Families	Corporate Resources	Doncaster Children's Services	Economy & Environment	Public Health
Asian or Asian British	10	10	20	8	5	2
Black or Black British	15	4	11	8	2	2
Multiple Heritage	2	6	3	8	4	1
Other Ethnic Group	4	1	8	1	1	
Unknown	91	111	251	143	153	5
White - British	801	538	1118	462	748	72
White - Other	18	18	30	15	18	5
Total	941	688	1441	645	931	87

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Date: 21 June 2023

To: Chair and Members of the Cabinet

Report Title: St. Leger Homes of Doncaster Limited (SLHD) performance and delivery update Quarter 4 and year ended 31 March 2023 (2022/23)

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 City of Doncaster Council (CDC) 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 City of Doncaster Council (CDC) 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**.
- 1.3. At the end of the 31 March 2023 financial year, ten of the seventeen KPIs measured were met or were within agreed tolerances of target. Commentary appears below.

2. EXEMPT REPORT

- 2.1. This report is not exempt

3. RECOMMENDATIONS

- 3.1. That Cabinet note the progress of SLHD performance outcomes and the contribution SLHD makes to supporting City of Doncaster Council's (CDC) 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 City of Doncaster Council (CDC).

6. 2022/23 QUARTER 4 (Q4) AND FINANCIAL YEAR ENDED PERFORMANCE SUMMARY

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

- two are measured quarterly;
- four measured annually - STAR survey (2), energy efficiency and Decent Homes Standard numbers; and
- two KPIs relating to Homelessness do not have targets.

6.2. The table below summarises the KPI dashboard as at 31 March 2023. Performance comparatives have been included from previous years. At the end of March 2023, ten KPIs were met or were within agreed tolerances of target. * Data for one annual KPI is not yet available (Property energy efficiency %).

KPIs	Q4 22/23	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)	6	7	5	6	7	7	6	6	8	5	6	6
Amber (within tolerance)	4	1	2	1	4	3	3	2	2	3	1	1
Red (not meeting target)	6	7	8	6	5	4	5	4	7	7	8	8
No target (homelessness)	2	2	2	2	3	3	3	3	0	0	0	0
Annual / data not available *	1	2	2	4	0	2	2	4	0	4	4	4
Total	19	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 nationally lower social housing performance as evidenced by national benchmarking.

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

6.5. We continue to benchmark our services nationally through Housemark, which provides timely information on how we are performing against other organisations. We have consistently compared favourably with our peers and nationally with the majority of indicators submitted above median, but some indicators have been in the lower quartiles.

6.6. The tolerances which determine the amber status are consistent with CDC 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. KPI DETAILED COMMENTARY

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

Profiled Target March 23 **2.75%**
March 23 Outturn Performance **2.74%**

BETTER THAN TARGET – GREEN

	Q4 22/23	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 %	2.74%	2.98%	2.80%	2.62%	2.55%	2.92%	2.57%	2.55%	2.75%	3.39%	3.05%	3.12%
Profiled target %	2.75%	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 March was 2.74% against a target of 2.75%. This is an exceptional performance given the economic environment we are operating in.

The cost of living impacts are increasingly being felt and we will need to continue the fine balance between support and enforcement in our rent collection activities - with enforcement only applicable where affordability is established or the tenant does not engage in support.

The cost of living and energy crisis continue to adversely affect our tenants, as does the managed migration of benefit claimants this year for all those claiming Tax Credits (and the subsequent loss of transitional protections).

We continue with our proactive Pension Credit claims work with pensionable aged customers and have achieved almost £147k financial gains for this cohort. Dedicated teams continue to work closely together to support tenants to maximise their income and address financial pressures. We work closely with the Council, Citizens Advice Doncaster and DWP to support tenants and families across the Borough and to ensure the take-up of Government and other support is maximised, this includes Discretionary Housing Payment (DHP), Sustainable Tenancy Fund (STF) and Vulnerable Renters Funding.

KPI 2: Void rent loss (lettable voids)

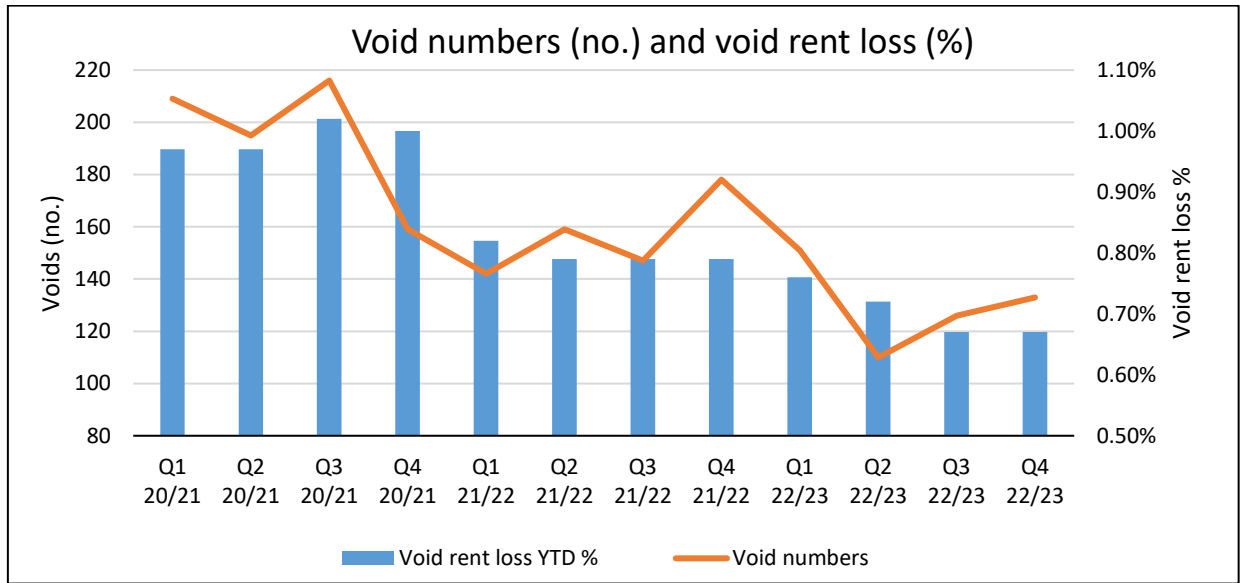
Target **0.50%**
March 23 Outturn Performance **0.67%**

WORSE THAN TARGET – RED

	Q4 22/23	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%	0.67%	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%	0.50%
Void numbers	133 *	126	110	151	178	147	159	142	159	216	195	209

* There were actually 143 voids as at 31 March, but ten of these were new build properties that were handed over on that day, so have been excluded here.

The KPI of 0.50% equates to approximately 110 void properties. This KPI is a very challenging target, but our existing current performance would still be a top quartile position when benchmarked nationally and with our peers. Improvements are being seen and the graph below plots data from the last three years reflects this.

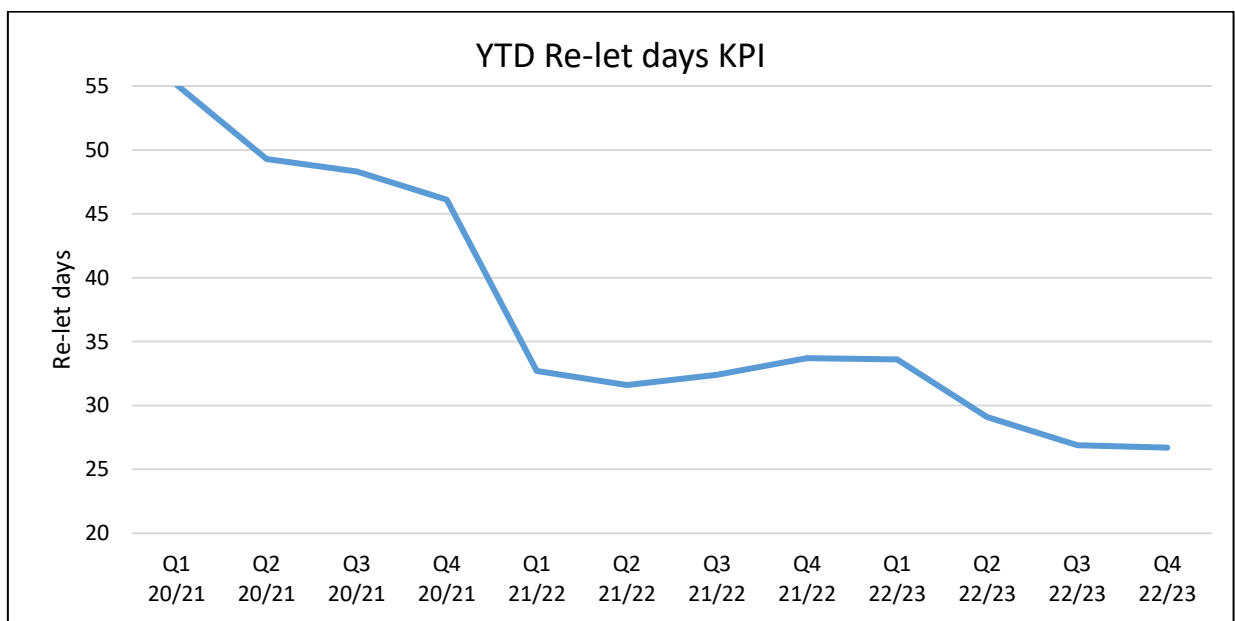


7.2. KPI 3 : Average Days to Re-let Standard Properties

Target 20.0 days
March 23 Outturn Performance 26.7 days **WORSE THAN TARGET – RED**

	Q4 22/23	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	26.7	26.9	29.1	33.6	33.7	32.4	31.6	32.7	46.1	48.3	49.3	55.1

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.



In-month re-let performance for March shows an improvement at 25.9 days when comparing to February's 26.4 and January's 28.0 days. Cumulative performance and year-end outturn is 26.7 days and is an improvement when comparing to the previous years' 2021/22 and 2020/21.

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.

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

Profiled Target March 23 30
March 23 Outturn Performance 16 BETTER THAN TARGET – GREEN

This was a new KPI for 2022/23 and measures the number of placements in Bed and Breakfast / Hotel accommodation at month end. The year-end target is 30 but had a profiled target throughout the year as shown below, with 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
January	69	50
February	39	40
March	16	30

Following tremendous work by the team the outturn for the year was 16 households in hotels and no children. The total number rooms occupied in March was the lowest figure since March 2020

7.4. KPI 5: Number of Full Duty Homelessness Acceptances

Target **No target for 2022/23**
March 23 Outturn Performance **518**

	22/23	21/22
	Actual	Actual
	no.	no.
April	25	31
May	30	45
June	35	36
July	37	23
August	21	43
September	42	47
October	43	18
November	65	28
December	41	21
January	73	58
February	34	9
March	72	25
Total	518	384

The number of main duty decisions increased to 72 in March from 34 in February as the team continue to more effectively manage cases and reflects the high volume of cases opened in January closing in March.

The total for Q4 is consistent with Q3 and should reduce in 2023/24 due to the case management backlog being cleared and greater opportunity for Prevention and/or Intervention being achieved prior to a Main Duty decision being required.

7.5. KPI 6: Number of homeless preventions

Target **No target for 2022/23**
March 23 Outturn Performance **850**

	22/23	21/22
	Actual	Actual
	no.	no.
April	71	50
May	44	41
June	47	63
July	66	47
August	51	33
September	49	75
October	71	38
November	121	56
December	82	36
January	84	48
February	69	29
March	95	50
Total	850	566

The number of successful Homelessness Preventions has increased to 850 in 2022/23 from 566 in 2021/22. This has been achieved by successful preventions and interventions to support customers to remain in their current accommodation, or secure alternative accommodation.

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

Target **0.070%**
*** Mar 23 outturn performance** **0.091%** **WORSE THAN TARGET – RED**

* Complaints are normally reported one month in arrears to ensure that the complaints are closed down within our service standard of 10 working days, but given the timing of the year-end reporting, March data is now available, has been included here and presents a full year of April 2022 to March 2023.

The table summarises interactions, complaints and upheld levels for the past five years, showing full 12 months' data for each year:

	Interactions	Complaints	Upheld	% upheld
22/23	370,732	1,303	339	0.091%
21/22	363,502	1,183	450	0.124%
20/21	367,122	1,047	240	0.065%
19/20	392,087	1,070	241	0.061%
18/19	350,964	1,139	251	0.072%

There are small variations in numbers throughout each month, but in general, complaint numbers have increased by around 13% for the past two years compared to 20/21 and before. The number of complaints upheld have also increased in the past two years, as shown in the table above.

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

The main theme for upheld complaints in Quarter 4 relate to time taken to complete a repair.

There has been increasing focus on dealing with complaints in recent months and the performance measure '% of complaints resolved within timescale in month' improved significantly in March (93%), compared to February (83%) and January (61%).

This can also be seen at **Appendix B** where SLHD is now top quartile compared to our peers for this measure.

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

Target **97.3%**
March 23 Outturn Performance **96.8%** **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%
Q4 22/23	1,040	1,007	96.8%	97.3%

Year end performance was marginally below the target for the proportion of tenancies sustained 6 months following their period of support ending. The year ended with an overall performance of 96.8% of tenants still in their tenancies, against a target of 97.3%.

Monthly performance has been improving steadily since the low of 91% in August.

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 year end. Caseload volumes are increasing, as the table shows, and analysis of these is ongoing to identify themes and actions required.

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

Target **92.0%**
March 23 Outturn Performance **94.8%** **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	7,758	7,308	94.2%	92.0%
Q2 22/23	14,243	13,426	94.3%	92.0%
Q3 22/23	23,093	21,824	94.5%	92.0%
Q4 22/23	32,067	30,406	94.8%	92.0%

Monthly performance continued to be above target with March's figure being 95.8%, which impacted positively on the cumulative year to date figure, with year end performance out-turning at 94.8%, well above the target of 92%

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

Target 100.00%
March 23 Outturn Performance 100.00% MEETING TARGET – GREEN

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

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

Profiled target 7.90 days
March 23 Outturn Performance 11.66 days WORSE THAN TARGET – RED

March saw 0.9 days absence per FTE against a monthly target of 0.72, slightly lower than February, which saw 0.91 days absence per FTE. This provides a year end figure of 11.66 days per FTE against a target of 7.90 days, marginally lower than the previous financial year which out turned at 11.88 days per FTE but also significantly above target.

At year end, stress, depression and anxiety remain the highest reason for absence accounting for 31% of all absence. March saw a reduction in the number of days for all forms of stress related absence compared to February and a continuing downward trend from the month before that. This is followed by Musculoskeletal (MSK) 17.6% and then infection and virus 14.1%.

Short Term sickness continues to drive up the number of sickness cases. All cases continue to be managed in line with the attendance management procedure. Changes to the attendance management policy have now been approved and will go live from 1 April introducing additional short term triggers for management of short term absence.

7.11. KPI 12 : Local expenditure

Target	70.0%	
March 23 Outturn Performance	67.6%	WITHIN TOLERANCES - AMBER

For the KPI, cumulative local (Doncaster) spend, both capital & revenue in nature, for the year ended 31 March 2023 totalled £16.2m out of total spend to all suppliers of £23.9m. KPI performance therefore outturned just below target at 67.6%.

This is a further slight reduction on January's YTD KPI of 71.8%, and February's 69.8% and is due to lower Doncaster spend in the month and increase in spend outside of the borough compared to recent months. This turned the KPI amber (within tolerance of target). The shortfall to target was just £570k.

Cumulative spend (capital & revenue) within Yorkshire & Humberside totalled £20.9m and equates to 87.2% of all YTD spend, also slightly down on previous months' figures which were around 89%.

There are a number of contributing factors to this KPI decrease. Total expenditure in March was £2.38m and the second highest monthly spend in the whole year, and significantly around £600k more than the previous three months. March spend included a number of increased payments to suppliers outside of Doncaster that when combined were more than £400k more than previous months. Some of this relates to timing and some relate to changes in supplier.

For example, March includes large payments to Capita (outside of Doncaster) and this was their first large payment for nearly a year. March also included payments to Wates, also currently outside but planning to open a Doncaster office, who are the contractors that replaced JTomlinson, who did have a Doncaster office. These, together with the timing of a number of increased payments to other suppliers who are 'outside', had an adverse impact on the cumulative KPI.

Local suppliers and contractors will always be targeted wherever possible as part of re-procurement exercises

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

Target	95.55%	
March 23 Outturn Performance	96.97%	BETTER THAN TARGET - GREEN

Performance continued to exceed target with 97.22% of cases resolved in March - 105 out of 108 cases closed. This gives a year end performance of 96.97%.

Over the whole year we opened 1,439 cases with 313 of these being noise, 170 harassment and threatening behaviour and 151 drugs related.

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

Profiled target	67	
March 23 Outturn Performance	58	WORSE THAN TARGET – RED

In Q4, we saw 23 people enter some form of training, the majority either signing up for the latest World of Work Cleaning course, or completing a period of unpaid work experience with St Leger Homes. For the cleaning course, there was a record number of participants, this now highlighting and confirming the benefits of widening the criteria for potential participants. Three of the new training stats came from partnership working with Doncaster College and SLHD, giving three of their T-Level students the opportunity to come and do their required placements.

Also included in the 23 placements are a small number of short periods of unpaid work experience, this has mainly been accommodated for relations of SLHD employees, however it is proving a useful way of testing our work experience offer before looking at rolling it out across the organisation and to a wider audience. Whilst we did not reach the target for this specific KPI 14, it was reached as a whole if combined with the related KPI 15 – Supported into employment – see below.

7.14. KPI 15 : Number of residents supported into employment

Profiled target	30	
March 23 Outturn Performance	39	BETTER THAN TARGET – GREEN

Whilst we only had five employment starts in Q4, this should have been higher. However, two of the expected WOW External Property Maintenance participants did not start work due to delays in their pre-employment checks.

We are therefore expecting two starters in Q1 of the 23/24 year with a further WOW participant having started employment elsewhere; we are currently ascertaining a start date.

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.

Overall, when combined, the related targets for KPIs 14 and 15 were met for the year.

8. ANNUAL KPIS

8.1. For 2022/23, there are four annual KPIS.

8.2. KPI 16 : Tenant satisfaction with overall service

Target	87.0%	
March 23 Outturn Performance	81.3%	WITHIN TOLERANCES - AMBER

This figure is from the July 2022 perception STAR survey.

The Overall Satisfaction scores remain strong with 81.3% of St Leger Homes tenants satisfied with the services provided however, we have seen a reduction in this feedback by 3.4% compared to the previous year.

Analysis of this question shows that people have moved from being satisfied to seeing an increase in both the 'dissatisfied' and 'neither' category. The largest decreases were seen in the 'Rent VFM' and 'Quality of home' questions.

Numerous actions were developed, including 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.

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

Target 2022/23	100.00%	
March 23 Outturn Performance	99.69%	WITHIN TOLERANCES - AMBER

99.69% of homes are currently identified as being decent. Conversely, 0.31% of homes are now categorised as non-decent. This equates to 62 properties where the roof is in a poor condition as identified through recent stock condition surveys. Where a major component, such as a roof, is in poor condition and requires replacement or major repair, this automatically makes the property non-decent.

The properties identified will now be pulled together into a dedicated external investment scheme, with the aim to carry out the necessary improvements during the 2023/24 programme.

8.4. KPI 18 : Tenant satisfaction with property condition %

Target	89.0%	
March 23 Outturn Performance	75.7%	WORSE THAN TARGET - RED

This figure has also been taken from the July 2022 perception STAR survey. 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.

8.5. KPI 19: Energy efficiency ANNUAL KPI :

Target 2022/23	71.0%	
March 23 Outturn Performance	Data not yet available	

The data for this KPI is not yet available.

9. BACKGROUND PAPERS

9.1. None





10. OPTIONS CONSIDERED





10.1. Not applicable

11. REASONS FOR RECOMMENDED OPTION

11.1. Not applicable

12. 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 was just below target at year end, although this is subject to change as efficiency data is currently being validated.</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 with previous quarter ends, one was exceeding target and one was below target. However, the two are closely linked and when combined performance overall would have exceeded the combined target.</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. As referred to in 'skills' above, this was meeting target overall if the two KPIs were combined. Local spend was just below target but within tolerance, essentially due to large payments in March 2023 to a new contractor who is currently just outside of the borough, and increased payments in the month to other suppliers just outside.</p>				
 Building opportunities for healthier, happier and longer lives for all		✓		

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.				
 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.				

13. Legal Implications [Scott Fawcus 25.05.23]

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

14. Financial Implications [JC, 31.05.23]

14.1. In 2022/23 SLHD received management fees of £38.0m from CDC. This is made up of £35.6m from the Housing Revenue Account and £2.4m from the General Fund to pay for the general fund services managed by SLHD.

15. Human Resources Implications [Ayesha Ahmed, Senior HR & OD Officer, 31.05.23.]

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

16. Technology Implications [Peter Ward, Technology Governance and Support Manager, 30/05/23]

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

RISKS AND ASSUMPTIONS

17. IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

18. CONSULTATION

Not applicable

19. BACKGROUND PAPERS

None

20. GLOSSARY OF ACRONYMS AND ABBREVIATIONS

See below

ADP	Annual Development Plan
ASB	Anti- Social Behaviour
DC	Doncaster Council
DHP	Discretionary Housing Payment
DWP	Department for Work and Pensions
EPM	External Property Maintenance
FTE	Full Time Equivalent
KPI	Key Performance Indicator
MSK	Musculo-Skeletal
SLHD	St Leger Homes of Doncaster
STAR	Survey of Tenants and Residents
STF	Sustainable Tenancy Fund
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 Q4 2022/23

Appendix B Benchmarking - Housemark monthly pulse survey – March 23 (**in month** performance)

Appendix A - St. Leger Homes Key Performance Indicator Summary Q4 2022/23

KPI	Indicator	21/22 Outturn	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4	22/23 Target	DoT
1	Percentage of current rent arrears against annual debit %	2.55%	2.62%	2.80%	2.98%	2.74%	2.75% y/e	↑
2	Void rent loss (lettable voids) %	0.79%	0.76%	0.72%	0.67%	0.67%	0.50%	↔
3	Average Days to Re-let Standard Properties ytd days	33.7	33.6	29.1	26.9	26.7	20.0	↑
4	Number of Households placed in B&B Accommodation at month end (new KPI 2022/23)	n/a	76	62	48	16	30 y/e	↑
5	Number of Full Duty Homelessness Acceptances ytd	384	96	193	364	518	no target	↑
6	Number of homeless preventions ytd	566	150	305	600	850	no target	↓
7	Complaints upheld as a % of customer interactions %	0.13%	0.122%	0.090%	0.103%	0.091%	0.070%	↑
8	Number of tenancies sustained post support	98.3%	98.5%	96.8%	96.6%	96.8%	97.3%	↑
9	Number of repairs first visit complete	90.2%	94.3%	94.3%	94.5%	94.8%	92.0%	↑
10	Gas servicing: % of properties with a valid gas certificate	100.00%	99.94%	99.94%	100.00%	100.00%	100.00%	↔
11	Days lost through sickness per FTE	11.90	2.35	5.01	8.41	11.66	7.90 y/e	↑
12	Percentage of Local Expenditure % Revenue and Capital	73.0%	74.6%	73.3%	72.1%	67.6%	70.0%	↓
13	ASB Cases Resolved as a % of All Cases Closed	97.6%	96.1%	96.4%	96.9%	97.0%	95.6%	↑
14	Number of residents undertaking training or education ytd	30	0	22	35	58	67 y/e	↑
15	Number of residents supported into employment ytd	51	7	30	34	39	30 y/e	↑
16	Tenant satisfaction levels overall % (STAR)	84.8%	Annual KPI	81.3%	81.3%	81.3%	87.0%	↓
17	Percentage of homes maintaining decent standard %	99.99%	Annual KPI	Annual KPI	Annual KPI	99.69%	100.00%	↓
18	Tenant satisfaction with property condition % (STAR)	86.5%	Annual KPI	75.7%	75.7%	75.7%	89.4%	↓
19	Energy efficiency. Target: achieve EPC Level C by 2030	70.32%	Annual KPI	Annual KPI	Annual KPI	Data not available	71.0%	

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. Key

Meeting / better than target	Within tolerances of target	Not meeting / worse than target
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Benchmarking - Housemark monthly pulse survey results – March 23

MARCH 23 Housemark pulse survey benchmarking							
	Measure	Q1	Median	Q3	SLHD	quartile	Polarity
Mar-23	Current tenant arrears at the end of the month (%)	3.00%	3.60%	5.70%	2.74%	Q1	Lower is Better
Mar-23	% of homes with a valid gas safety certificate	100.00%	100.00%	100.00%	100.00%	Q1	Higher is Better
Mar-23	No. of social housing lettings in the month as a % of units	0.40%	0.50%	0.60%	0.64%	Q1	Higher is Better
Mar-23	% of complaints resolved within timescale in month	73.0%	81.0%	89.0%	93.0%	Q1	Higher is Better
Mar-23	No. of dwellings vacant but available to let at m/end as % of units	0.52%	0.71%	1.07%	0.70%	Q2	Lower is Better
Mar-23	No. of new ASB cases reported per 1000 units	2.35	5.32	6.54	5.32	Q3	Lower is Better
Mar-23	% of working days lost to sickness absence in month	4.09%	4.69%	5.16%	4.54%	Q3	Lower is Better
Mar-23	No. of non-emergency repairs in month per 1,000 units	178.3	214.1	262.2	239.3	Q3	Lower is Better
Mar-23	No. of emergency repairs in month per 1,000 units	64.5	100.7	119.3	132.8	Q4	Lower is Better
Mar-23	No. of formal complaints received in month per 1,000 units	3.3	3.8	4.2	5.3	Q4	Lower is Better