



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, 6th December, 2023

Time: 10.00 am

BROADCASTING NOTICE

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**Damian Allen
Chief Executive**

Issued on: Tuesday, 28 November 2023

Governance Services Officer for this meeting:

Andrea Hedges
01302 736716

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, 1st December 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 8th November 2023 for noting (previously circulated).

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

Rule 15 Urgent Decisions

6. Investment Zone Designation and Business Rates Retention Opportunity. 1 - 38
7. South Yorkshire Airport City – Outline Business Case. 39 - 128
(The Appendices to the report are not for publication, because they contain exempt information by virtue of Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information) of Part 1 of Schedule 12a of the Local Government Act 1972, as amended).

Key Decision

8. 2023-24 Quarter 2 Finance and Performance Improvement Report. 129 - 192

Non-Key Decision

9. St. Leger Homes of Doncaster Limited (SLHD) performance and delivery update Quarter 2 ended 30 September 2023 (2023/24). 193 - 212

Key Decision

10. Housing Retrofit - Gainshare Funding Award. 213 - 224

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: 6th December 2023

To: The Chair and Members of Cabinet

Report Title: Investment Zone Designation and Business Rates Retention Opportunity

Relevant Cabinet Member(s)	Wards Affected	Key Decision?
Mayor Ros Jones	Benefit will be felt across city, however the following wards sit within the Investment Zone Opportunity Sites or Business Rate Retention Site: Town Ward, Hexthorpe and Balby North Ward, Balby South Ward, Bessacarr Ward, Finningley Ward, Thorne and Moorends Ward, Stainforth and Barnby Dun Ward, Hatfield Ward, Adwick le Street and Carcroft Ward, Bentley Ward	Yes

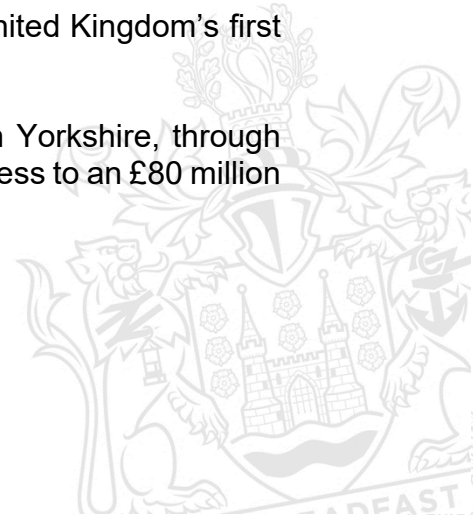
REASON FOR RULE 15 DECISION

The development of the Investment Zone has been through a number of Government Gateways. The timeline for submitting Business Rates Retention information to Government was the end of October, with a further gateway for submitting details of how Business Rate Retention money set for mid-November. Information required for the completion of this report, and therefore the information required by Cabinet to make an informed decision, has only recently been developed and made available. This has meant that it has not been possible to provide the usual 28 days' notice of this decision on the Council's Forward Plan.

The decision is therefore being taken in accordance with Rule 15 General Exception of the Access to Information Procedure Rules detailed at Part 4 of the Constitution. Taking this decision in accordance with urgency arrangements is required as providing the 28 days' notice would lead to a further delay in obtaining the approvals required to proceed with the development of the Investment Zone and Business Rate Retention opportunities before further government legislation announcements.

EXECUTIVE SUMMARY

1. On 14th July 2023, South Yorkshire was announced as the United Kingdom's first Investment Zone, focusing in on Advanced Manufacturing.
2. It was announced that by having an Investment Zone, South Yorkshire, through the South Yorkshire Mayoral Combined Authority, will gain access to an £80 million



pot of Capital and Revenue funding over a period of five financial years, commencing from 2024/2025.

3. However, on 20th November 2023, it was announced that the funding pot would be doubled to £160 million and the funding period would be extended to ten financial years. The financial breakdowns highlighted in this report are primarily in relation to the initial £80 million as proposals for the recently announced increase are still being developed with South Yorkshire Mayoral Combined Authority.
4. To support the targeting of Investment Zone interventions, sites where interventions can be applied were selected. Four 'Opportunity Sites' were selected for Doncaster, with a fifth potential site that may come online later, at Carcroft Common.
5. The four Opportunity Sites have been selected because they are large sites already outlined in the Local Plan as areas for development. In suggested order of priority, they are:
 - **GatewayEast** (subject to an agreement on the operational status of Doncaster Sheffield Airport and the South Yorkshire Airport City programme);
 - **Thorne North**;
 - **City Centre Corridor**;
 - i. **Waterfront**
 - ii. **Minster Canal**
 - iii. **Marshgate (Underdeveloped site & Existing Employment Policy Area)**
 - iv. **Waterdale**
 - v. **Balby Carr**
 - **Unity**;
 - **Carcroft Common** (optional 5th site)
6. GatewayEast has been proposed as a potential Business Rates Retention zone which would last 25 years from the point of designation. This is subject to an agreement on the operational status of Doncaster Sheffield Airport and the South Yorkshire Airport City programme. Only two sites are being proposed for business rate retention across South Yorkshire, with the other being in Sheffield. The Doncaster Zone is the largest of the two South Yorkshire business rate retention zones.

EXEMPT REPORT

7. This report is not exempt.

RECOMMENDATIONS

8. It is recommended that Cabinet formally:
 - designates the Doncaster Opportunity Sites as part of the South Yorkshire Investment Zone including the proposed prioritisation;

- designates GatewayEast, subject to the stipulated conditions, as Doncaster's preferred business rates retention zone, subject to an agreement on the operational status of Doncaster Sheffield Airport and the South Yorkshire Airport City programme.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

9. The South Yorkshire Investment Zone presents a significant opportunity to help scale up key employment sites and the Advanced Manufacturing sector.
10. The designation of Investment Zone Opportunity Sites, and the future designation of GatewayEast as a business rates retention zone, will help increase investment interventions into the borough that will have an impact on the economic opportunities for residents.
11. The sites identified for the Investment Zone are geographically spread across the borough with every Locality having at least one Investment Zone Opportunity Site. Therefore, whilst the geography of the Opportunity Sites are specifically defined (see Annex B), the positive impacts will be felt across the city, through business investment and job creation.

BACKGROUND

Investment Zones Overview

12. In the 2022 Autumn Statement, the Chancellor announced that the Government would launch a refocused Investment Zones programme, aimed at catalysing a small number of high-potential clusters in areas in need of levelling up to boost productivity and growth.
13. On the 14th July 2023, South Yorkshire was announced as the United Kingdom's first Investment Zone, focusing in on Advanced Manufacturing.
14. The Investment Zone programme will be working across the region and with the Government to ensure delivery can commence from 2024/2025.

£160m Flexible Investment Pot

15. The initial announcement in July 2023 suggested that by having an Investment Zone, South Yorkshire, through the South Yorkshire Mayoral Combined Authority, will gain access to an £80 million pot of Capital and Revenue funding over a period of five financial years, commencing from 2024/2025.
16. However, on 20th November 2023, Government announced that the funding pot would be doubled to £160 million and the funding period would be extended to ten financial years.
17. Given that this increase has only recently been announced, the financial breakdowns highlighted in this report are primarily in relation to the original £80 million. Proposals relating to the recently announced increase are still being developed with South Yorkshire Mayoral Combined Authority.

18. The original £80 million pot is split into £48m Capital (60%) and £32m Revenue (40%)

19. The [South Yorkshire Investment Zone Prospectus](#) (Annex A) outlines four investment themes which have been identified for the spending of the initial £80m pot.

20. The four themes are as follows:

- **Capital, Infrastructure and Feasibility**- to remove viability gaps that are restricting investment. It will support land remediation, small scale infrastructure improvements and co-investment in productivity, equipment, and resource efficiency measures. This fund will also support the expansion of incubation and wet lab space. It will support investors seeking time-limited specialist resource as well as capital investment.
- **Skills Support** – to attract and retain the right people and skills to unlock investor’s business potential
- **Ecosystem Development** – to support a more entrepreneurial environment, focussing Research and Development activity and innovation support to meet the needs of high growth start-up and scaling businesses. Additionally, this will support Supply Chain diversification and development to build capability and competitiveness of suppliers to access regional, national and global growth markets and Original Equipment Manufacturer supply. Activity will bring Small and Medium Enterprises together with businesses looking to diversify their supply base, to adapt their offer to respond to new growth opportunities and to diffuse knowledge and skills through the business base.
- **Operational Capacity** – To support the on-going operation of the Investment Zone will be put into place. Activity will include Comprehensive Marketing and engagement; Intelligence Website; Sector Specialist resource/development; Inward Investment; Future resource needs; and planning system capacity to speed up the administration of applications.

21. South Yorkshire Mayoral Combined Authority have set out a proposed spread of funding for each of these four themes. The proposed spread is as follows:

Theme	Capital	Revenue
Capital Infrastructure and Feasibility (Within IZ geography)	£40 million	
Skills Support (Horizontal intervention: pan-South Yorkshire)		c£10 million (+match)
Ecosystem Development (Horizontal intervention: pan-South Yorkshire)	£7 million (+match)	c£20 million
Operational Capacity (Horizontal intervention: pan-South Yorkshire)	c£1 million	c£2-3 million

22. The criteria for assessment of bids for the initial £80m pot is still being finalised through Government Gateways, but is proposed as follows:
- **Strategic fit:** Does this meet the vision set out in the IZ document? Is there a clear market failure case for investment?
 - **Value for money:** What are the benefits, as compared to the costs?
 - **Match funding:** (Investment Zone Prospectus stipulation) – Does it cross the threshold of at least 60% match funding? Note: 20% is acceptable in exceptional circumstances for horizontal intervention.
 - **Deliverability:** Will the project be delivered over the Investment Zone period? Will it lead to investment over the Investment Zone period? Are appropriate resources in place to secure delivery?
 - **Productivity growth:** Will the proposal deliver productivity growth?
 - **Affordability:** scale of the funding ask
 - **Innovation:** How innovative is the proposal and how does it differ and learn from previous attempts to intervene.
23. SYMCA will also establish a governance board to oversee and manage the utilisation of the £160m pot, with a view to this being operational from the New Year to enable some recommendations to be made to the MCA Board before April when the Investment Zone goes live.
24. To support the targeting of Investment Zone interventions, sites where interventions can be applied to were selected.
25. Four 'Opportunity Sites' were selected for Doncaster, with the opportunity to bring a fifth online in the future.
26. The four Opportunity Sites, in order of prioritisation are:
- **GatewayEast** (subject to an agreement on the operational status of Doncaster Sheffield Airport and the South Yorkshire Airport City programme)
 - **Thorne North**
 - **City Centre Corridor** (Including: Waterfront, Minster Canalside, Marshgate, Waterdale, Balby Carr)
 - **Unity**
27. A fifth site, **Carcroft Common**, has been selected as an optional site, with SYMCA keeping its inclusion in the Investment Zone flexible for the future.
28. Maps of each of these sites can be found in Annex B
- Business Rate Retention Site (GatewayEast)***
29. Currently, local governments retain half of the income from business rates, the other half is paid by councils to central government, which uses the income to fund grants to local authorities.
30. As part of the South Yorkshire Investment Zone, up to 600 hectares could be put forward as sites for business rates retention. This may be one up to 600-hectare site or two up to 300-hectare sites.

31. Chosen sites would benefit from this Business Rate Retention opportunity for 25 years from the point at which the site is designated.
32. GatewayEast has been put forward as a potential site for business rates retention, subject to an agreement on the operational status of Doncaster Sheffield Airport and the South Yorkshire Airport City programme.
33. If this were to come into effect at GatewayEast, a baseline figure would be taken on the business rates income currently collected from the site.
34. After the baseline figure is established, the usual business rate model would be applied to that figure, i.e., 50% of the income below the baseline would be retained locally, and 50% would be paid to central government (the model that has been in operation since 2013/14).
35. If the income generated by business rates at GatewayEast increases beyond that initial baseline, any income generated above that baseline would be 75% retained by Doncaster, 25% would go to South Yorkshire Mayoral Combined Authority.
36. The 75% Doncaster retained element has to be used to further the aims of the Investment Zone; providing for local economic growth within the region, supporting the priority sector within the Investment Zone.¹
37. The 25% retained by South Yorkshire Mayoral Combined Authority must also be used to further the aims of the Investment Zone, and the proposal is to align this with the skills and eco-system elements of the Investment Zone flexible pot. By the nature of the activity they will support, these pots are pan-South Yorkshire and not Investment Zone site specific. This proposal is being submitted to Government for assessment on Friday 17th of November, with Government assessing this into December. The package of proposals will be overseen by a SYMCA governance board (to be established) with approval remaining with the Mayoral Combined Authority Board.
38. So, having an Opportunity Site with Business Rate Retention means that Doncaster would be able to retain more of the income generated from Business Rates, however, it does mean that we are restricted in how we can spend it.
39. The modelling of the business rates is considered below within the financial implications.

OPTIONS CONSIDERED

40. The options for Investment Zone Designation and Business Rate Retention Opportunity are as follows:
 - A. To designate the Four Doncaster Opportunity Sites and agree their prioritisation, and to designate GatewayEast as Doncaster's preferred Business Rate Retention Site, subject to the stipulated conditions.
(Recommended option)

¹ [Investment Zone Policy Prospectus.pdf \(publishing.service.gov.uk\)](#)





- B. To reject the Investment Zone Opportunity Sites and potential share of a £80m (£160m following the Government announcement on the 20th of November) funding pot, and reject the Business Rate Retention opportunity at Gateway East.

REASONS FOR RECOMMENDED OPTION


41. It is recommended to access opportunities presented by the South Yorkshire Investment Zone. These opportunities will help to scale up key employment sites and the advanced manufacturing sector in Doncaster. This will help increase investment for Doncaster and increase economic opportunities for residents.

IMPACT ON THE COUNCIL'S KEY OUTCOMES


42.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change			✓	
<p>There is currently little to no mention of climate considerations in the South Yorkshire Investment Zone Prospectus. There is a potential to have a positive impact on Tackling Climate Change, for example if any capital developments are built sustainably. This also has the potential to drive the decarbonisation of the advanced manufacturing industry by attracting businesses that have climate positive business practices.</p>				
 Developing the skills to thrive in life and in work	✓			
<p>The £160 million funding pot is available for investment in initiatives that fall under 5 themes. One of those themes is 'Skills Support' to 'attract and retain the right people and skills to unlock your business potential'. The Investment Zone opportunity, therefore, has the potential to draw investment to deliver on this Great 8 Priority.</p>				
 Making Doncaster the best place to do business and create good jobs	✓			
<p>The primary aim of the Investment Zone programme is to drive investment and opportunities for businesses across South Yorkshire. The Investment Zones in Doncaster should create more opportunities for the advanced manufacturing industry to develop, which should in turn create more jobs in this sector.</p>				
 Building opportunities for healthier, happier and longer lives for all				✓


There may be some wider benefits of the scheme which could improve the health and wellbeing of residents in Doncaster, for example by increasing job opportunities. However, the overall impact is neutral for this Great 8 Priority.

 <p>Creating safer, stronger, greener and cleaner communities where everyone belongs</p>				✓
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There are neither positive nor negative implications for this Great 8 Priority.

 <p>Nurturing a child and family-friendly borough</p>				✓
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There are neither positive nor negative implications for this Great 8 Priority.

 <p>Building Transport and digital connections fit for the future</p>				✓
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It is possible that the projects developed as part of the Investment Zones programme will have a positive impact on transport and digital connections. However, it is not inevitable as part of the design of the Investment Zone programme that it will have an impact on this Great 8 Priority, it has therefore been listed as having neutral/no impacts. The full impact for this priority will emerge as projects are developed.

 <p>Promoting the borough and its cultural, sporting, and heritage opportunities</p>				✓
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There are neither positive nor negative implications for this Great 8 Priority.

<p>Fair & Inclusive</p>				✓
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An initial Due Regard Assessment has been completed in line with the corporate approach. Through this process it has been concluded that the overall Investment Zone programme has a neutral/no impact on Fairness an Inclusion in Doncaster. However, it provides a strong foundation from which fairness and well-being can be supported. As specific projects are developed as part of this programme, they will all go through a due regard process to understand the ways in which fairness and inclusion can be promoted.

Legal Implications [Officer Initials: PC | Date: 23/11/23]

43. Section 1 of the Localism Act 2011 gives the Council the power to do anything that individuals may generally do.
44. S111 Local Government Act 1972 states that a Council shall have power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.
45. By agreeing to the designation of the Opportunity Sites in Doncaster, the City is afforded the chance to bid for funding from the South Yorkshire Mayoral Combined Authority from the £160m pot as detailed within this report.
46. Should the Council be successful in bidding for funding in respect of any of the Opportunity Sites, it will need to enter into a funding agreement with SYMCA for the delivery of the relevant Investment Zone project.
47. The project manager must ensure that they are able to comply with the terms and conditions of any such funding agreement and that the outputs are achievable. Failure to do so could result in claw back of the funding.
48. When administering funding, if making grants to outside bodies the relevant Director must ensure that Financial Procedure Rules are complied with to ensure that the Council's interests are protected at all times and there should be appropriate pass down of relevant obligations to third party funding recipients in suitable funding agreements.
49. Goods and services being procured with the funding should be undertaken in accordance with the Council's Contract Procedure Rules and where applicable, the Public Contracts Regulations 2015.
50. In administering the funding, the Council must also ensure that it meets any applicable subsidy control requirements. Further legal advice can be provided upon this as the funding is administered.
51. This decision is being taken in accordance with the Council's Access to Information Rule 15, General Exception. The potential negative affect of any delay in taking this decision would mean that it would not be practical to provide the 28 clear days' notice normally required for a key decision.

Financial Implications [Officer Initials: MS | Date: 23/11/23]

52. By agreeing to the designation of the opportunity sites in Doncaster, the city gains access to the £160m pot of funding detailed above. Doncaster does not get a specific share of that funding, instead request will be assessed alongside others from the region.
53. As stated above designation as an Investment Zone enables business rates, above a baseline, to be retained regionally (75% retained by Doncaster, 25% would go to South Yorkshire Mayoral Combined Authority). This applies for 25 years from the point at which the area is designated.

54. Business rates income uplift generated above the baseline on Investment Zone business rate retention sites, will not be included in any rate resets and this will ensure any income above current baselines in Investment Zones will be disregarded for the purposes of calculating “cost neutrality” when devolving new responsibilities to Local Government and for the purposes of working out tariffs and top-ups. This approach means a Billing Authority with a Business Rate Retention area should be no worse off than under existing circumstances.
55. Modelling of the estimated business rates shows that up to £52m in total could potentially be generated over the next 10 years. That total would be split between the Council (75% = £39m) and SYMCA (25% = £13m). The modelling also shows that the annual income from the site could be £13m after 10 years (split £9.8m CDC and £3.2m SYMCA). However, it is worth noting that such development is dependent upon an operational airport being in place. These conditions are set out within the Local Plan – Policy 6 ([Local Plan - City of Doncaster Council](#)).
56. The table below shows the key assumptions underpinning the modelling:-

Undeveloped land	124 hectares (1.24m square metres)
Deflation factor (for infrastructure etc)	75%
Rateable value per square metre	£40
Multiplier	49.9p
Growth rate	10% per annum from year 4 onwards

57. It is possible that the business rates receivable could be significantly different to what the modelling shows, as growth may be slower (or faster) and rateable values may differ from the average used.
58. Designation as a Business Rate Retention Zone means the additional business rates must be spent on ‘providing local economic growth within the region, supporting the priority sector within the Investment Zone’.²
59. It should be noted, that under the current arrangements (i.e., without Business Rate Retention Zone designation) and modelling assumptions, the Council would benefit from 50% of the growth (£26m over 10 years) but that growth would probably be slower without the incentives created by the Investment Zone designation.
60. The Council’s medium-term financial strategy does not include any additional business rates in relation to the GatewayEast site.

Human Resources Implications [Officer Initials: KG | Date: 10/11/23]

61. There are no specific HR implications arising from this report however there may be Human Resource implications within specific projects arising from the strategy; these will be included in the appropriate individual reports

Technology Implications [Officer Initials: PW | Date: 08/11/23]

² [Investment Zone Policy Prospectus.pdf \(publishing.service.gov.uk\)](#)

62. It is assumed that the existing NEC Revenues and Benefits system will have some form of marker that will identify any proprieties that are within the proposed Business Rate Retention Site and therefore attract the higher retention rate. As such, there are no anticipated technology implications or system development work needed in relation to this report.

RISKS AND ASSUMPTIONS

63. Being the first Investment Zone announced by the Government was a real positive for South Yorkshire. This pace of development has been maintained to ensure the Investment Zone can go live in April 2024. The suggestion of Opportunity Sites outside of the spatial core was pushing beyond Government policy and has now been accepted by Government. The development of the criteria and approach for utilising the flexible £160m has intentionally been focussed on establishing a broad framework through which calls to action can be made. Risks and assumptions have therefore been actively managed and designed into the process to retain flexibility with checks and balances. Ultimately, the Investment Zone delivery sits with the South Yorkshire Mayoral Combined Authority Board.

CONSULTATION

64. The development and selection of the Investment Zone was led by the South Yorkshire Mayoral Combined Authority as the designated body by the Government. Consultation was undertaken with key members and senior leaders of the City of Doncaster.

65. Individual projects emerging from the Investment Zone programme will be subject to consultation. The nature and extent will be dependent on the projects in question.

BACKGROUND PAPERS

66. Background Papers in support of this report are:

- Annex A: South Yorkshire Investment Zone Prospectus
- Annex B: Investment Zone Opportunity Sites Maps

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

67. CDC = City of Doncaster Council

68. SYMCA = South Yorkshire Mayoral Combined Authority

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SOUTH YORKSHIRE
SYMCA



MAYORAL
COMBINED
AUTHORITY

SOUTH YORKSHIRE INVESTMENT ZONE



MANUFACTURING INTELLIGENCE
SMART CONNECTED FACTORY



City of
Doncaster
Council

Rotherham
Metropolitan
Borough Council



University of
Sheffield

AMRC
Advanced Manufacturing
Research Centre

Sheffield
Hallam
University



University of
Sheffield

Welcome to South Yorkshire.

FOREWORD



Oliver Coppard

**HOME TO WORLD-LEADING
BUSINESSES, UNIVERSITIES,
UNRIVALLED SKILLS & A WARM
WELCOME**

Today, South Yorkshire stands on the edge of a future transformed.

This document sets out how we plan to make the South Yorkshire Investment Zone the best place to start, scale or relocate your business. With a new economic model and a new plan for growth - underpinned by a new generation of public and private sector leaders - we are making something special happen here.

That change is long overdue. South Yorkshire has been a leader before: we were the centre of the steel and coal industries and a crucible of the Industrial Revolution; we're the birthplace of football and the host of world snooker. South Yorkshire is the place countless world leading musicians, artists and thinkers call home, with breathtaking landscapes and warm, welcoming, connected communities.

But it's fair to say that for too long our history, our economic assets, our relatively low costs of capital, land and labour, and our high quality of life have not been enough to attract sustained, meaningful investment.

And while our strengths have sometimes been overlooked by those from outside, what's perhaps worse is that all too often we have forgotten them ourselves.

Which is why I'm now determined we will finally make change happen. Our time is now.

I was elected on a promise to restore the pride, the purpose and the prosperity of South Yorkshire, and I meant it. As Mayor I have made it my most enduring goal to restore those most fundamental and vital tenets of a good society; wide-spread prosperity, built on a renewed sense of purpose, a confidence about our place in the world, and a pride in both our past and our future.

We are building from a place of strength. Perhaps most notably we are building on our status as the home of the world's first and best Advanced Manufacturing Innovation District, a partnership between our materials and manufacturing leaders and our universities. At the same time as the rest of the world is rediscovering a modern industrial strategy, here in South Yorkshire we have been demonstrating its potential for decades.

After twenty years of growth the District brings our historic strengths to bear on frontier engineering challenges – beyond metals and into IT systems,

health and wellbeing sciences, and energy production. We host Boeing's only manufacturing facility in Europe, sitting side-by-side with globally leading firms such as McLaren, ITM Power and Rolls-Royce.

Our Investment Zone is the next stage in that journey. We are expanding the Advanced Manufacturing Innovation District (AMID) to include Town and City Centres in Rotherham and Sheffield - reflecting the growing presence of urban start-ups and scale ups, and to provide space to grow for our booming digital and data service companies. We are expanding the AMID geography to include Opportunity Sites in Barnsley and Doncaster, where large allocated plots with low land costs and good transport connections are perfect for supply chains to develop and scale up.

We are also broadening out our sectoral focus. Our lead sector is advanced manufacturing. In South Yorkshire we see that as a core capability; an ability to produce practical solutions to big, globally defining problems: producing clean power, heat and flight; tackling health inequalities; and harnessing technology to produce good jobs.

The Investment Zone is your opportunity to gain a first-mover advantage as we begin to really scale our strengths. We start with around £1.2bn of planned private investment and we will match that ambition with a commitment of £80m Investment Zone funding designed to relieve real, practical constraints to further growth: to help businesses to start-up and scale-up: and provide smooth landings for those looking to relocate.

But no amount of money could tell the full story of our ambition.

This is about building a new future for South Yorkshire. A bigger, better economy and a brighter future for everyone who lives here, founded on a partnership between government, civic institutions and private enterprise, for the benefit of our communities.

Twenty first century prosperity, restoring civic pride, enabled by rediscovered public and private purpose. That is my offer to you.

Welcome to South Yorkshire. I look forward to working with you.

Mayor of South Yorkshire
Oliver Coppard



South Yorkshire's know-how is about engineering practical solutions to big challenges.



SOUTH YORKSHIRE: AT THE HEART OF THE UK'S GEOGRAPHY, MARKETS & INFRASTRUCTURE

At the centre of the UK's landmass, its power and its fibre networks, the South Yorkshire Investment Zone will be the best place to start, scale or relocate your business.

By connecting, supporting and accelerating growth, research and innovation in the spatial core between Rotherham and Sheffield and on key Opportunity Sites in Barnsley and Doncaster, South Yorkshire is engineering a cleaner, healthier and bigger economy for all. The Investment Zone extends the world's first Advanced Manufacturing Innovation District geography to include large, well-connected, low cost, allocated sites to allow businesses to scale up and to develop their supply chains.

The lead sector for the Investment Zone will be advanced manufacturing. But in South Yorkshire advanced manufacturing is more of a core capability. From Bessemer's converter, facilitating mass production of steel, through to Opteran, harnessing algorithms from insect brains for industrial processes, South Yorkshire's know-how is about engineering practical solutions to big challenges.

Our interventions will be mission-driven. Our advanced manufacturing know-how will be deployed to solve society's biggest challenges: producing clean, green heat, power and flight; tackling ill-health; and, harnessing robotics, AI and frontier technology to create more good jobs and fulfilling careers in South Yorkshire.

Our interventions will be based on best practice and bespoke, supporting investment in capital, infrastructure, skills, supply chain diversification, ecosystem development and planning capacity. These will build on our unique strength of blending advanced manufacturing know-how, high value service operations and tech talent.

We have assets that give us a comparative advantage on each of our three big challenges, and expertise in industrial policy that, alongside a skills and research system to provide the people, a convenient geography to provide the space and a long-term vision to provide the certainty, together provide the commitment your business needs.

The Opportunity.

The Opportunity.



THE INVESTIBLE VALUE

Building on the region's strengths, we estimate that the Investment Zone will help leverage more than £1.2bn of private funding and help support more than 8,000 jobs by 2030. This builds on the Boeing research announcement, and includes the expansion plans of Hybrid Air Vehicles, E.On and many others.

WHY INVESTORS AND EMPLOYERS ARE CHOOSING SOUTH YORKSHIRE

01

South Yorkshire has developed an innovation growth model that works.

Twenty years ago, Orgreave was a disused open-cast mine. It is now home to McLaren, Boeing, Rolls-Royce and many other cutting-edge companies. We know how to build an ecosystem: by committing to investing in a clustering of resources we made the Advanced Manufacturing Innovation District the place for manufacturers to go for research, skills, technology transfer, production, networking and industrial collaboration. What we did for advanced manufacturing, we are now applying to clean energy production, health and well-being, and digital.

02

South Yorkshire lies at the heart of the United Kingdom's geography, markets and infrastructure.

At the centre of the UK power and fibre grids, as well as 2 hours from London, and on the M1, A1(M) and the M18, it is an infrastructure gateway to the North and a gateway to the South. South Yorkshire is a logistics hub, too, with good connections to the Humber Ports by road and rail. iPort in Doncaster has a first-class rail freight facility that handles deep sea containers.

03

South Yorkshire is green, clean and safe, with a low cost of living and a high quality of life.

Low rates of crime, pollution and congestion are a reality. As is ready access to green space and national parks, affordable and aspirational housing, and land for your business and suppliers. Sheffield's two heat networks make it a leader in decarbonising heating, and experiments with mine water are testing how clean heat can be applied to agriculture as well as the built environment.

04

South Yorkshire has two outstanding universities.

The University of Sheffield is ranked 11th in the UK for research 'power', which is a combined measure of quality and size according to the UK's national assessment of research excellence (REF2021). It also ranked in the top 10 nationally for Physics, Engineering, Computer Science, Public Health, Allied Health Professions, Biological Sciences, Built Environment and Business and Management. Sheffield Hallam shares research excellence in architecture, built environment and planning, public health, biological sciences and aeronautical engineering and is a leader in work-based learning offering a wide range of Degree Apprenticeships and technical education. Both provide a tight linkage between higher and technical skills and the business base and support the South Yorkshire Institute of Technology.

05

South Yorkshire has deep pools of talent and digital disruptors.

South Yorkshire has deep pools of talent and digital disruptors. With tens of thousands of jobs in tech, service operations, and students that are keen to stay, there is a ready supply of digital and data skills. South Yorkshire is home to cutting-edge businesses working in areas including artificial intelligence (AI), the Internet of Things (IoT) and technologies to enable net-zero supply chains and industrial operations. The success of companies like Sumo Digital, Twinkl, Powerstar, The Floop, LabLogic Systems and Iceotope demonstrates this is an environment where your business can collaborate with globally competitive tech companies and their employees.

South Yorkshire Strength.

THE ESTABLISHED INNOVATION ECOSYSTEM



SOUTH YORKSHIRE HAS GENUINE COMPARATIVE ADVANTAGES IN GROWTH AREAS

Our research assets put us ahead in accelerating the global roll-out of gene therapy vaccines, designing Small Modular Reactors, testing new Carbon Capture systems, working on technology applications for nuclear fusion, using AI to reduce waste in industrial processes, reducing energy use and automating shopfloor manufacturing, and testing new sustainable aviation fuels. There are many opportunities in these sectors and in the supply chains. The table sets out our unique assets and companies.

Comparative Strength	Assets	Companies
Clean energy production	<ul style="list-style-type: none"> UKAEA Fusion Technology Facility TERC - Translational Energy Research Centre* Nuclear AMRC* 2 heat networks, ready for expansion SMR Centre of Excellence 	<ul style="list-style-type: none"> ITM Power EPSRC Hydrogen Hub 40 MW Battery Energy Storage System in Barnsley Clean Power Hydrogen Group Ltd Faradion Ultimate Battery Company Therco - Serck
Sustainable production – stripping carbon out of manufacturing	<ul style="list-style-type: none"> AMRC - Advanced Manufacturing Research Centre* Royce Discovery Centre* Royce Translational Centre* South Yorkshire Sustainability Centre 	<ul style="list-style-type: none"> FourJaw Ansys Magnomatics
Jet Zero	<ul style="list-style-type: none"> SAF-IC - Sustainable Aviation Fuels Innovation Centre* AMRC - Advanced Manufacturing Research Centre* Boeing 	<ul style="list-style-type: none"> Boeing A3 Advanced Aerospace Howmet Aerospace Rolls-Royce
Health-tech and wellbeing	<ul style="list-style-type: none"> AWRC** NCEFE** NCHTC Health Innovation Campus Digital Health Hub 	<ul style="list-style-type: none"> Canon Medical Abingdon Health B. Braun Medical Ltd Orchid Orthopedic Solutions Swann-Morton Ltd JRI Orthopaedics

Comparative Strength	Assets	Companies
Digitalisation, AI, Robotics	<ul style="list-style-type: none"> Centre for Machine Intelligence* Sheffield Robotics Hub AMRC - Advanced Manufacturing Research Centre* 	<ul style="list-style-type: none"> Amazon Pryor Marking Technology Tribosonics
Engineering	<ul style="list-style-type: none"> The Integrated Civil and Infrastructure Research Centre (ICAIR)* Structural Dynamics Laboratory for Verification and Validation (LVV)* 	<ul style="list-style-type: none"> AGEMASPARK Lontra Alberts Pegler X-Cel Superturn Ltd Doncasters Firth Rixson Metals Mayflower Engineering Ltd Hitachi Rail Geartronics Ltd CW Fletcher
Defence		<ul style="list-style-type: none"> Forgemasters AML Chesterfield Special Cylinders Ltd
Manufacturing – metals and alloys	<ul style="list-style-type: none"> Nuclear AMRC* Royce Discovery Centre* Royce Translational Centre* Focus on forging (Royce, AFRC) 	<ul style="list-style-type: none"> Forgemasters, Forged Solutions Group, Howmet, Liberty, James Durrans & Sons,W Hallam Casting Ltd Gripple, Footprint....
Manufacturing - composites	<ul style="list-style-type: none"> AMRC* 	<ul style="list-style-type: none"> McLaren HAV

*University of Sheffield Research Assets

**Sheffield Hallam University Research Assets



SHI

SHI is a \$14 billion Global IT Solutions & Services provider, including infrastructure, end user computing, cyber security and IT optimisation products and services. Founded in 1989 by Thai Lee, who is still the owner and CEO, SHI has almost 6500 employees across more than 36 locations in the US, Canada, Europe, and Asia Pac. With over 30 years of experience, SHI is uniquely positioned, with the help of unrivalled partner and vendor relationships, to help customers select, deploy and manage technology. SHI's flagship and state of the art configuration & integration centre, recently opened in Barnsley in November 2022.

“It was clear to see that Barnsley had and continues to invest in transforming the area, transforming the lives of both the people who already live and work there, but attracting new investment from organisations, large and small”

In Brief.

WHY YOU SHOULD START, SCALE OR RELOCATE YOUR BUSINESS IN THE SOUTH YORKSHIRE INVESTMENT ZONE



POWER

South Yorkshire is at the centre of the UK power and fibre networks. Our rich industrial history means we have a dense grid, with significant capacity and numerous connections. The Fusion Technology Facility is here for a reason...



TERTIARY SKILLS

63,000 work-ready students, of which over 20,000 are studying STEM. Both universities offer Years in Industry to all undergraduates. Sheffield Hallam requires a minimum of 24 weeks on placement and applied real-world learning for every undergraduate programme.



TECHNICAL SKILLS

A unique mix of skills providers, including the universities, FE Colleges, University Technical Colleges, Sector Based Work Academies and Independent Providers. The Skills Bank programme is a first-in-class skills intervention, co-funding the training your business needs.



ESTABLISHED BUSINESS ECOSYSTEM

Active networks, mentoring, incubation and acceleration space, angel investors, venture capitalists, PE firms. Barnsley has award-winning start-up and support services. Doncaster was voted one of the top five destinations for investment amongst small cities in Europe.



AFFORDABLE PLACES TO LIVE, WORK & LOCATE

Aspirational housing is available, in city centre flats, period blocks, riverside wharfs and the cultural quarter. Family homes are available on the region's rolling hills. All are affordable - the affordability ratio is nearly half the national average, 4.9 compared to 8.3.



THE QUALITY OF LIFE

One third of Sheffield is National Park; three quarters of South Yorkshire is green. Nature, hills and valleys are as accessible as music, bars and bistros. The Crucible, CAST, Glassworks, Forge Island - all urban, all lively, all walkable.



LAND SUPPLY

Between Rotherham and Sheffield, the current land supply has a capacity for 5 years of growth at the present rate and density of development. Our Opportunity Sites in Barnsley and Doncaster are all permitted and ready for development.



TRANSPORT AND ACCESSIBILITY

The Investment Zone is in the centre of the country, with ready access to the road and rail network, and to international gateways. Sheffield is two hours to London, with two trains an hour and Doncaster is 1hr40min with two trains an hour.



SUPPORTIVE POLITICAL AND PLANNING ENVIRONMENT

International investors praise the supportive local environment, with its stable politics and long-term plan. The application for the now renowned McLaren facility took only 5 weeks from submission to determination.



Barnsley College

One of only 14 Further Education Colleges rated by Ofsted as Outstanding. Barnsley College offers learning opportunities to over 5,000 16-18 year olds, 2,500 adults, 650 Higher Education and over 1,600 apprentices. The College lives and breathes its mission of 'Transforming Lives'.

The College benefits from recent capital investment around the Digital Innovation Hub and the soon to open Automotive Technology Centre.

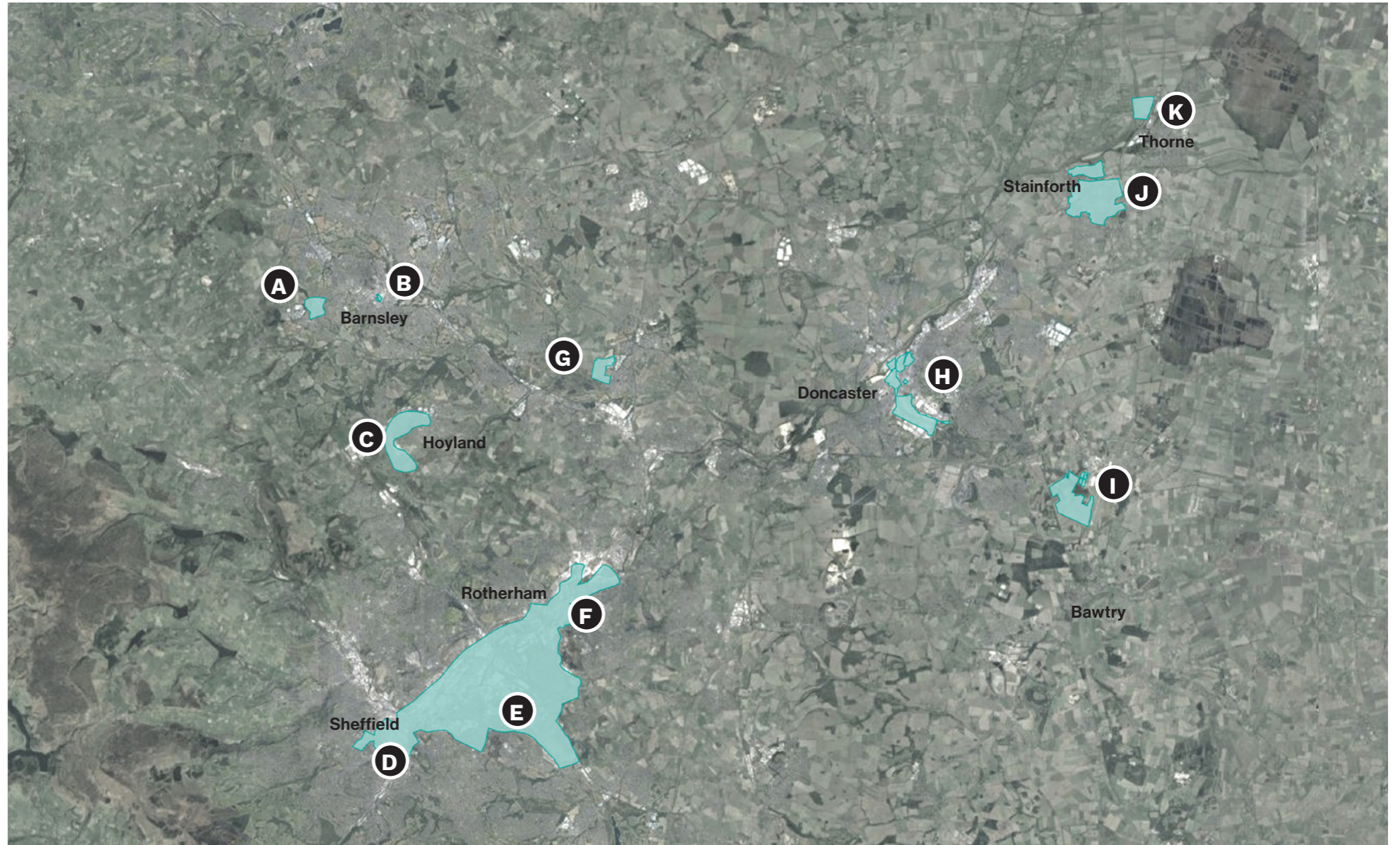
“The partnership working between SYMCA and Barnsley College has led to innovative solutions in delivery of skills for adults across the region and lays the foundation for future innovation around skills, employment and productivity”

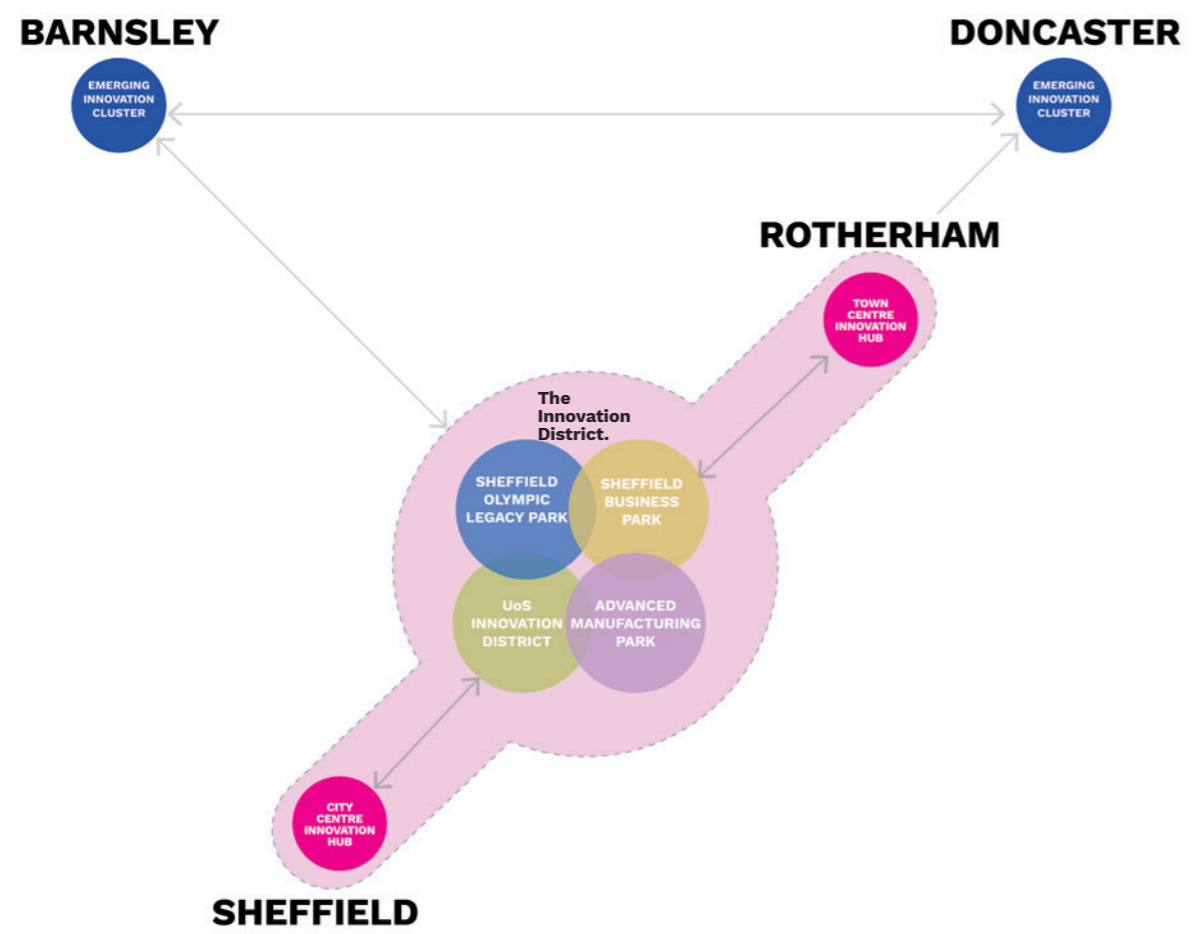
Principal and Chief Executive
David Akeroyd

Projects & Geography.

SOUTH YORKSHIRE INVESTMENT ZONE SITES

- A** M1 J37
- B** THE SEAM
- C** M1 J36
- D** SHEFFIELD CITY CENTRE
- E** THE INNOVATION DISTRICT, SOUTH YORKSHIRE
- F** ROTHERHAM TOWN CENTRE
- G** GOLDTHORPE
- H** DONCASTER CITY CENTRE
- I** GATEWAY EAST
- J** UNITY
- K** DONCASTER NORTH





The South Yorkshire Innovation Ecosystem

The spatial core is situated between Rotherham and Sheffield. The innovation assets that make the cluster and local ecosystem are book-ended by the Town and City Centres, with four innovation campuses between the two. This corridor was the world's first Advanced Manufacturing Innovation District (AMID), with many now seeking to follow the example.

Independent analysis by the Global Institute on Innovation Districts (GIID) in 2020 highlighted the unique nature and high critical mass of the assets in this corridor. The report estimated it was home to 244 private sector organisations directly employing over 3,500 people of which approximately 123 companies were 'knowledge-intensive' and represented 70% of the corridor's job base. They concluded that collaboration between research institutions and industry partners is amongst the strongest that GIID has seen across its membership.

One campus, the Advanced Manufacturing Park, features the clustering and inter-connection of economic assets such as world-class manufacturing brands McLaren and Rolls-Royce, alongside the University of Sheffield Advanced Manufacturing Research Centre (AMRC), the University of Sheffield Nuclear-AMRC and the AMRC Training Centre. This model of research-industry collaboration has driven the agglomeration of technology firms.

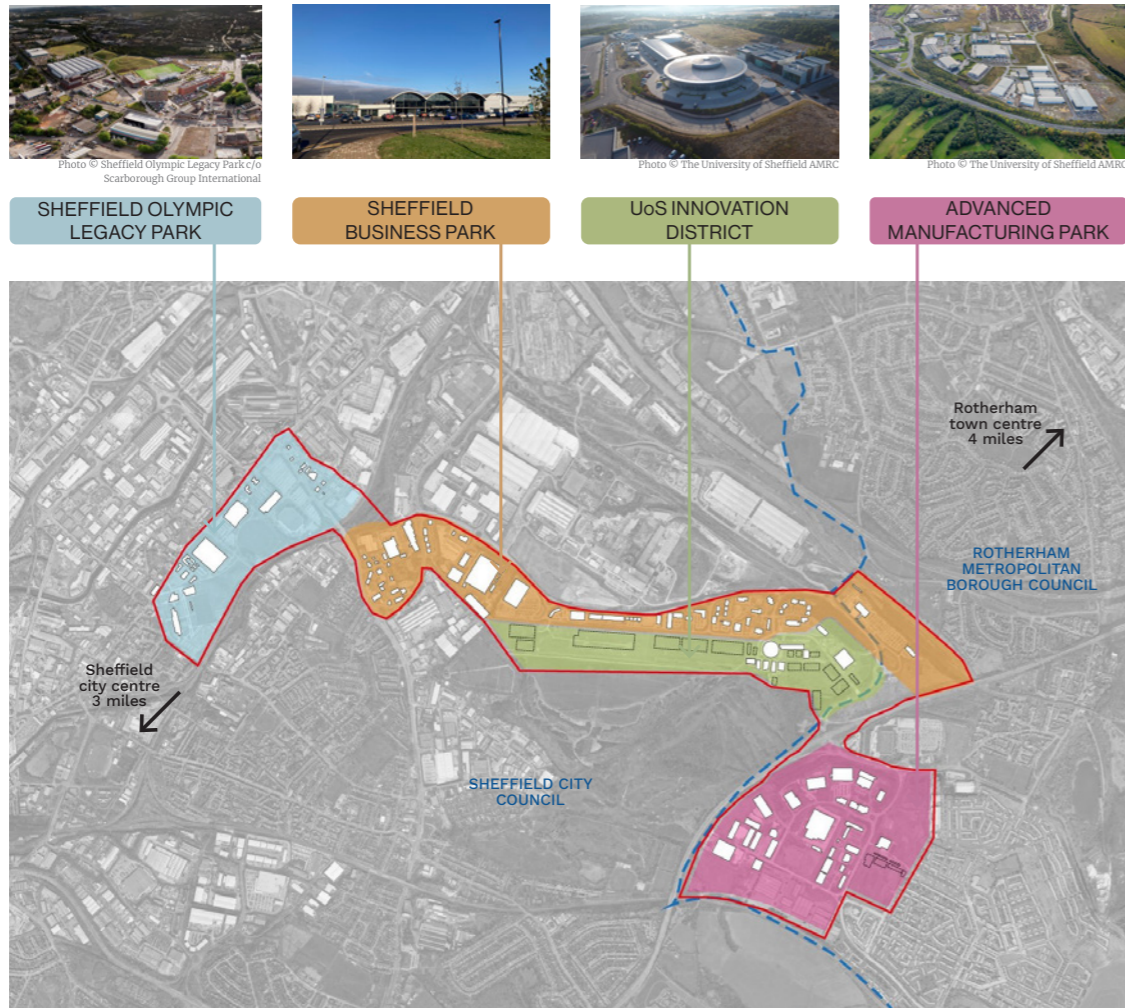


TERC

The Translational Energy Research Centre (TERC) is a unique, world-leading pilot-scale research centre, working with industry to test and develop green energy solutions for a decarbonised future. TERC is one of the largest and best-equipped zero-carbon energy research and development facilities in Europe, with expertise and next-generation equipment for research into hydrogen, bioenergy, carbon capture, utilisation and storage and sustainable aviation fuels, as well as renewables and the wider energy system.

TERC helps industrial and academic partners, from start-ups and spin-outs to multi-national organisations, accelerate decarbonisation

The Spatial Core.



The Four Campuses of The Innovation District

A second campus, the Sheffield Olympic Legacy Park with the Advanced Wellbeing Research Centre as its central node, attracting businesses to co-locate and collaborate with academic researchers taking the insights from elite sport generated at the English Institute of Sport and applying them to preventative health care. The creation of an international centre of excellence for child health technology (NCCHT) will focus upon taking services and products from concept to market, using the intellectual property, products and knowledge developed in the centre to generate wealth and employment opportunities and revolutionising children's healthcare, placing the UK as a global leader in child health technology.

When fully delivered, the new OLP development will support a range of research and innovation activities, commercial office, retail and leisure. The OLP has already attracted the co-location of Canon Medical, alongside many other smaller firms and NHS bodies. The National Centre for Food Engineering is located here, providing a critical link between health, nutrition and industry-focused engineering solutions. Both campuses have training centres, providing a pipeline of relevant vocational skills, alongside the degree skills provided by the universities.

A third campus the University of Sheffield Innovation District (USID) development began with the creation of the landmark Factory 2050 in 2015 - a customisable factory using robotics and automation, integrated large volume metrology, digitally assisted assembly and manufacturing informatics. UoS has then used the campus to develop and build a further nine specialist innovation facilities of over 14,500 sq m, including the Translational Energy Research Centre (TERC), a world leading research centre working with industry to test and develop green energy solutions for a decarbonised future, the new Gene Therapy Innovation and Manufacturing Centre (GTIMC), the first of its kind in the north of England, as well as the delivery of Boeing's first manufacturing facility in Europe. UoS has master planned a further 50,000 sq m of development for its own future use for the site and over 83,000 sq m for external organisations and investors to locate.

The Spatial Core.



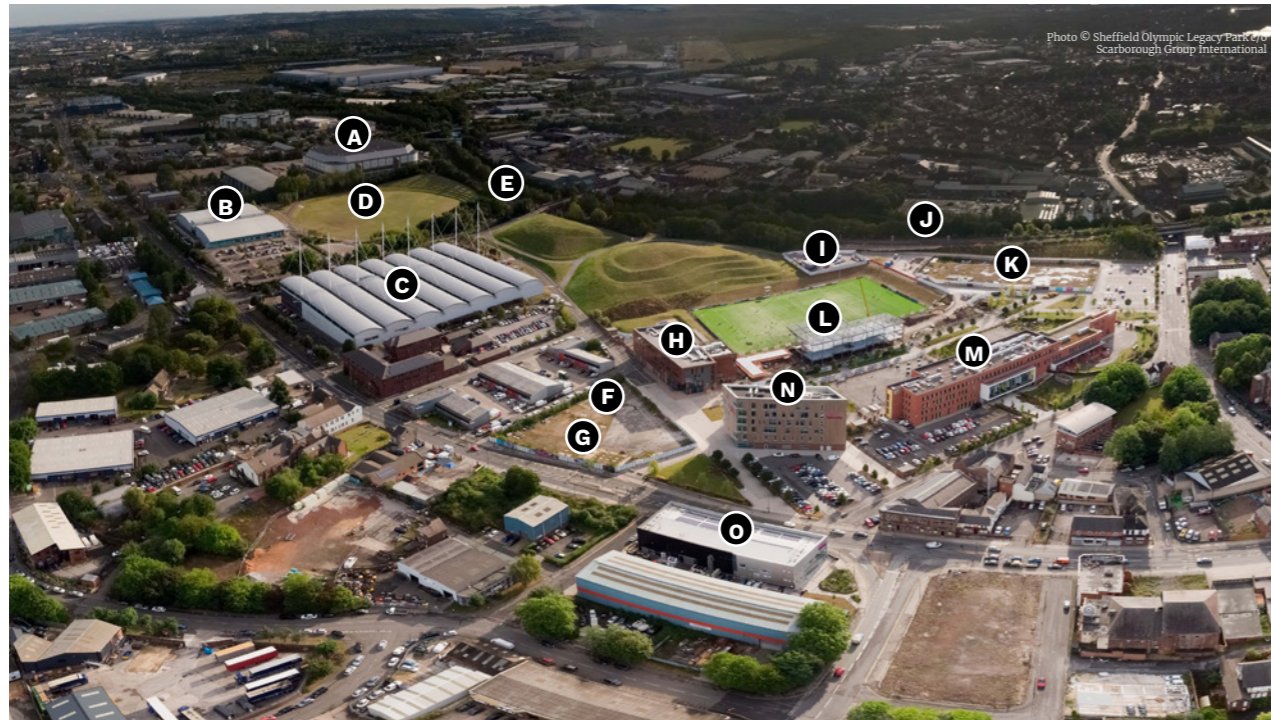
ITM Power

ITM Power is a British manufacturer of polymer electrolyte membrane electrolyzers for hydrogen production via electro-chemical splitting of water into hydrogen and oxygen. It opened its first publicly accessible hydrogen filling station at the Advanced Manufacturing Park (AMP) in September 2015. In 2021, ITM Power moved into a 1GW-per-year electrolyser plant.

“We actually bring the presidents of American universities to Sheffield to show them how it should be done. Sheffield is up there in the top strata of relationships which we cherish”

Former President Boeing UK, now Chair of ITM Power
Sir Roger Bone

Sheffield Olympic Legacy Park.



- | | |
|---|---|
| A Sheffield Arena | K Park Community Arena & Canon Medical Diagnosis Centre (Now Operational) |
| B Ice Sheffield | L Landing Pad & Community Stadium (Now Operational) |
| C English Institute Of Sport Sheffield | M Oasis Academy School |
| D Community Cricket Pitch | N Sheffield Hallam University Advanced Wellbeing Research Centre (AWRC) |
| E Arena / Olympic Legacy Park Tram Stop | <ul style="list-style-type: none"> • AWRC Wellbeing Accelerator • National Centre For Sport & Exercise Medicine |
| F 'Move On' Office Building (Proposed) | O Sheffield Hallam University National Centre Of Excellence For Food Engineering |
| G National Centre For Child Health Technology (NCCHT) (Under Construction) | |
| H University Technical College (UTC) | |
| I Labs (Under Construction) | |
| J Sheffield & Tinsley Canal | |

INNOVATION CAMPUS IN FOCUS

The Sheffield Olympic Legacy Park campus is focused on health and wellbeing and life sciences innovation. The innovation assets are set around a high quality landscaped campus environment. The park is known for its range of sporting facilities such as the English Institute

of Sport Sheffield, Ice Sheffield ice rink and the Utilita Arena. The available plots around these facilities are intended to be developed as innovation-led business facilities alongside Sheffield Hallam University Research and Development centres.

NOW.

CAMPUS AREA:

60_{ha}

R&D Translational Research Centres and Institutions:

- Sheffield Hallam University Advanced Wellbeing Research Centre (AWRC)
- Sheffield Hallam University AWRC Wellbeing Accelerator
- Sheffield Hallam University National Centre for Sport & Exercise Medicine
- Sheffield Hallam University National Centre Of Excellence For Food Engineering

INNOVATION FLOOR SPACE:

52,600_{m²}

- National Centre for Child Health Technology (NCCHT) (under construction)
- English Institute Of Sport
- Canon Medical Diagnosis Centre

THE FUTURE.

PROPOSED ADDITIONAL INNOVATION SPACE:

26,600_{m²}

There are well established plans to further enrich the area, focussed around the innovation hub and community cricket ground. The plans contain ambitious architectural interventions, and some mixed use areas to diversify the offering.

Park Community Arena will be the UK's first sustainable and affordable community based

multi-purpose arena with an integrated Sports Diagnostic and Medical Suite. The project is being led by Canon Medical Systems, a world player in the medical industry, in collaboration with key strategic partners. The project will deliver over 100 direct jobs as well as proving a catalyst for future innovation including AI based medical diagnosis.

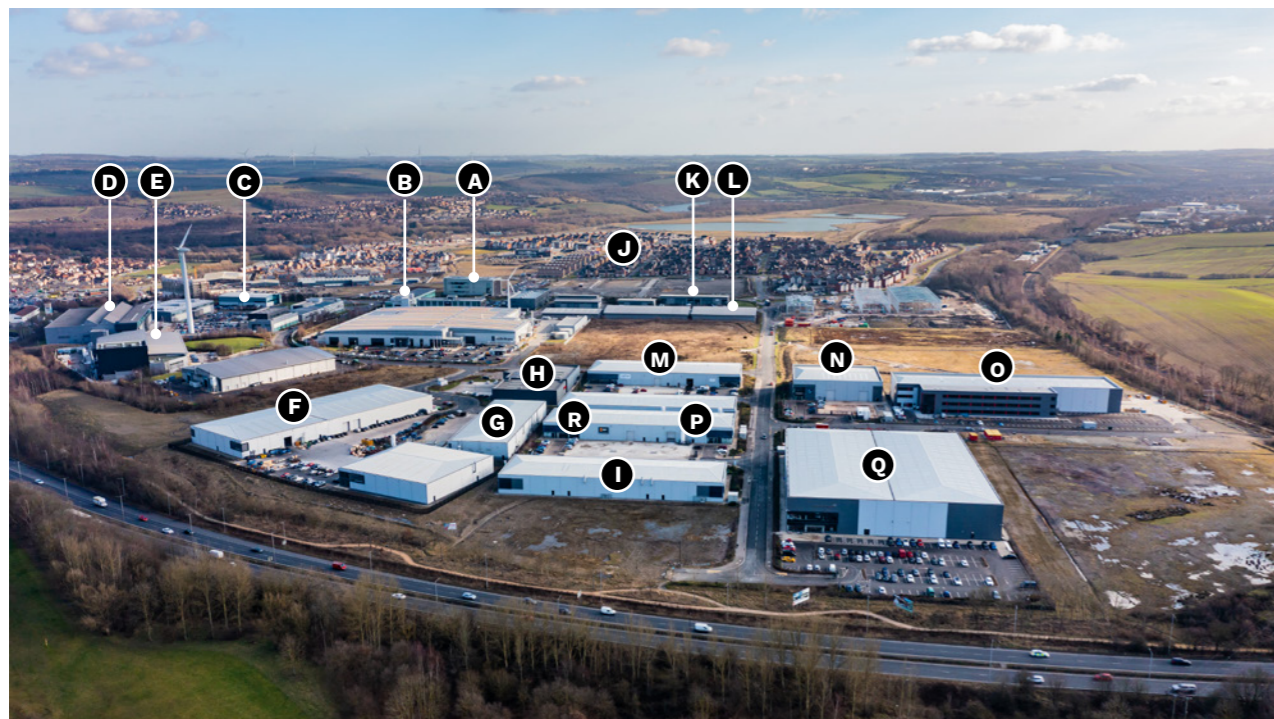
Proposed Innovation-Led Facilities:

- Innovation Centre
- Innovation workspaces
- Labs
- 'Move On' Offices

Proposed facilities to support the innovation ecosystem:

- Active travel hub
- Hotel
- Cafe / Leisure

Advanced Manufacturing Park.



- A** AMRC Training Centre
- B** AMP Technology Centre
- C** TWI
- D** University Of Sheffield / AMRC
- E** Nuclear AMRC
- F** X-Cel Superturn
- G** Metalysis
- H** Nikken
- I** Spendor
- J** Waverley Residential Development
- K** Xeros Technology Group
- L** Sarclad
- M** Calibre Scientific
- N** UK Atomic Energy Authority
- O** SBD
- P** Bodycote
- Q** McLaren
- R** British Steel

INNOVATION CAMPUS IN FOCUS

The Advanced Manufacturing Park (AMP) is home to some of the World's biggest manufacturers including Rolls-Royce and McLaren Automotive. Technology developed at the AMP is already being used in leading edge applications including Formula One, defence and commercial aircraft.

The highly successful AMP site has been developed on 150-acres of space that forms part of the wider 740-acre Waverley neighbourhood. Backed by materials research expertise at the University of Sheffield, and other independent research organisations, the AMP has been built on South Yorkshire's established skills, expertise and heritage in advanced manufacturing.

NOW.

CAMPUS AREA:
60_{ha}

AMP Business Community:

- AMP Technology Centre
- X-Cel Group
- Metalysis Ltd
- Nikken Innovation Central Europe
- Spendor Audio Systems
- British Steel
- Bodycote Heat Treatments
- McLaren Automotive
- Sarclad
- Rolls-Royce Advanced Blade Casting Facility
- Xeros Technology Group
- Sandvik Coromant

INNOVATION FLOOR SPACE:

148,500_{m²}

- Calibre Scientific
- SBD Apparel

Translational Research Centres and Institutions:

- AMRC Factory Of The Future
- Nuclear AMRC
- AMRC Castings & Casting Technology International
- TWI Technology Centre
- AMRC Design & Prototyping Centre
- AMRC Knowledge Transfer Centre
- UK Atomic Energy Authority
- AMRC Training Centre

THE FUTURE.

PROPOSED ADDITIONAL INNOVATION SPACE:

46,500_{m²}

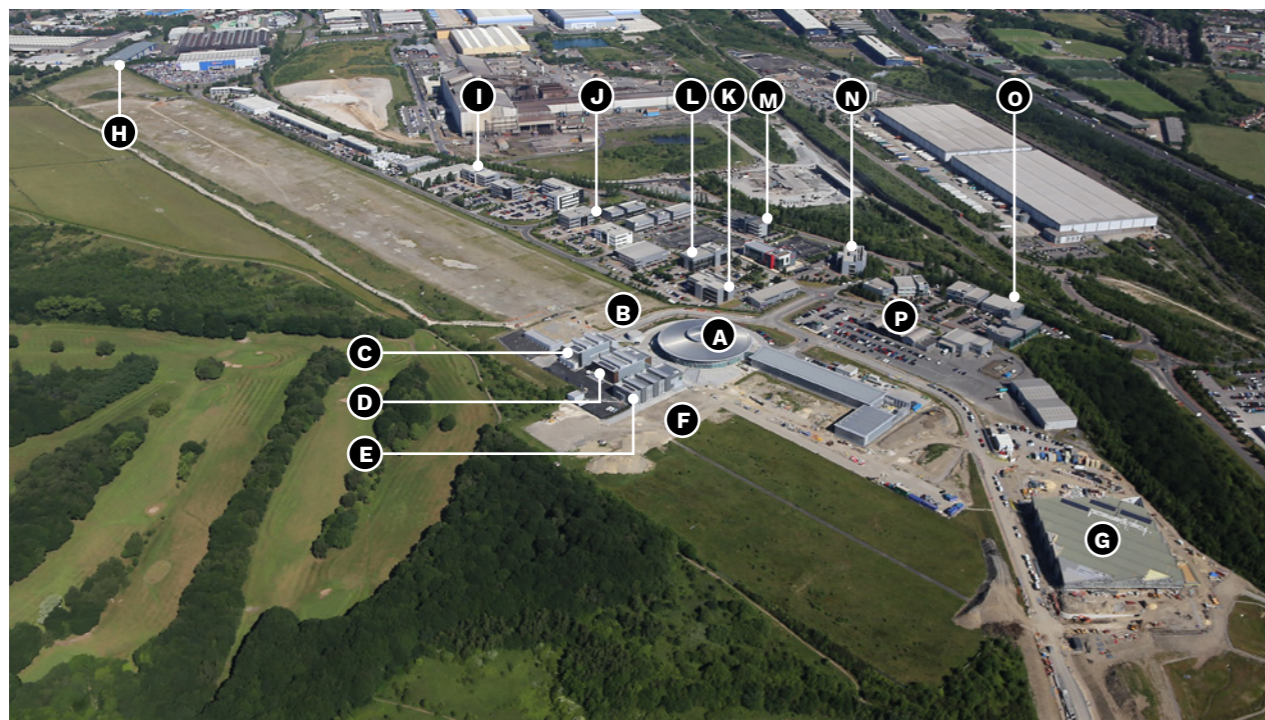
Already established as the heart of Advanced Manufacturing in the UK, it is important that the opportunity to consolidate and support the innovation ecosystem on the campus with strong placemaking is capitalised upon.

HIGH VALUE JOBS TO BE CREATED:

4,000

Publicly accessible shared spaces and communal facilities are under-provided on the campus. The opportunity exists to re-purpose areas of the AMP technology centre into flexible communal facilities.

Sheffield Business Park & University of Sheffield Innovation District.



- | | |
|---|---|
| A AMRC Factory 2050 | H Protec Polycorr |
| B Gene Therapy Innovation Manufacturing Centre (now operational) | I Primetals Technologies |
| C Laboratory for Verification & Validation | J Lablogic Systems |
| D Royce Translational Centre | K Fulcrum |
| E ICAIR: The Integrated Civil & Infrastructure Research Centre | L Ansys |
| F Translational Energy Research Centre (now operational) | M Realise Learning & Employment |
| G Boeing | N Sig Technical Insulation Manufacturing & Building Solutions (National) Ltd |
| | O Gleeson |
| | P Sheffield Business Centre |

INNOVATION CAMPUS IN FOCUS

The USID campus development began with the creation of the landmark Factory 2050 in 2015 - a customisable factory using robotics and automation, integrated large volume metrology, digitally assisted assembly and manufacturing informatics. UoS has then used the campus to develop and build a further nine specialist innovation facilities of over 14,500 sq m, including the Translational Energy Research Centre (TERC), a world leading research centre

working with industry to test and develop green energy solutions for a decarbonised future, the new Gene Therapy Innovation and Manufacturing Centre (GTIMC), the first of its kind in the north of England, as well as the delivery of Boeing's first manufacturing facility in Europe. UoS has master planned a further 50,000 sq m of development for its own future use for the site and over 83,000 sq m for external organisations/investors to locate.

NOW.

CAMPUS AREA:
60_{ha}

INNOVATION FLOOR SPACE:
35,000_{m²}

USID R&D Translational Research Centres and Institutions:

- Factory 2050
- Gene Therapy Innovation Manufacturing Centre
- Laboratory For Verification And Validation
- Royce Translational Centre
- Integrated Civil And Infrastructure Research Centre (ICAIR)
- Translational Energy Research Centre

Sheffield Business Park Business Community:

- Sheffield Business Centre
- Protec Polycorr
- Lablogic Systems
- Primetals Technologies
- Fulcrum
- Gleeson
- Realise Learning And Employment
- Sig Headquarters
- Ansys Uk Ltd
- Building Solutions (National) Ltd

THE FUTURE.

PROPOSED ADDITIONAL INNOVATION SPACE:
83,000_{m²}

The cleared runway site represents an area of great potential for immediate growth, which could be focussed along the proposed active travel spine - an area that could focus the ambitions and ideals of the innovation district,

with people centred design, active frontages and shared spaces.

Illustrative layouts for the SBP & USID campus are shown for available sites as no formal planning proposals have been produced by land owners.



Sheffield City Centre.

INNOVATION IN THE CITY

As England's 5th largest, the Outdoor City is the perfect place to start, scale and relocate your business. Recent announcements about Civil Service relocation and housing catalyst sites underline its ambition to grow. Its seven hills, period stock, vibrant and diverse neighbourhoods such as Kelham Island, are a magnet for talent. With its National Park, its music venues, theatres, restaurants, university campuses and affordable housing, there is no better place to live, work, learn and play.

The city centre is a digital hub with a growing demand for incubation space for Life Science and Deep Tech businesses. The incubators, accelerators, mentors and networks have created an open innovation system which, alongside an expanding venture capital deal flow, has generated the scale-up successes of PlusNet, Sumo, The Floop, Twinkl and others besides.

The UoS is now establishing multiple high-quality spin-out businesses a year in sectors ranging from Life Sciences to Engineering. UoS supports Founders to develop scalable businesses using the outputs from their academic research

and invests £1.5 million a year directly into these opportunities. Additionally, the UoS is one of the three founding universities behind Northern Gritstone, a new venture capital vehicle that has raised £300 million. Northern Gritstone investments are now regularly flowing into South Yorkshire-based firms (including Opteran, Phlux and Iceotope).

Sheffield Hallam is in the top ten of all universities in the country for the overall number of graduates in highly skilled employment or further study. All 350 undergraduate programmes educating 24,000 students have real-world learning embedded at every level, including work experience and placements for every student. Sheffield Hallam also educates more students from low participation neighbourhoods than any other UK university. The University was recognised for being the 2022 Educate North University of the Year, 2021 UK Social Mobility Awards University of the Year, and 2021 Times Higher Education Outstanding Entrepreneurial University of the Year and is currently the Chair of the Civic University Network.

Rotherham Town Centre.

TOWN CENTRE OPPORTUNITY

Rotherham town centre presents a corridor of realised and future growth potential, traditionally geared toward industry and manufacturing that is now unlocking an enhanced and accelerated opportunity to invest and scale a business in an established advanced manufacturing technology hub. Adjacent to the economic assets clustered around the AMP, the zone offers openings for co-location in a rich industry ecosystem of national significance, comprising innovative, successful businesses who are world leaders in their field. A new integrated mainline station will provide strategic rail connections and support the development of a new business district adjacent to the station.

This location includes key advanced manufacturing businesses (such as AESSEAL, AMG Superalloys, MLT advanced, Vector X-Cel Ltd, Trelleborg and Liberty Speciality Steels). Supported through both the Future High Streets Fund, Town Deal and Levelling Up Fund, over a £100m of new investment will revitalise the town. Through this the traditional retail offer is diversifying into complementary leisure and residential uses. A new market, cinema, hotel and restaurants alongside new homes and outstanding public realm will contribute to this vibrant new community.

Opportunity Sites.

We understand that business growth is as much about scale-up and innovation as it is about start-up and invention. That is why the South Yorkshire Investment Zone includes 'Opportunity Sites' – large, allocated sites for business expansion and supply chain development. There are four in Barnsley and four in Doncaster.



Barnsley.

Barnsley is the place of possibilities. For business this means the possibility to grow, invest and innovate in a place where business success is already happening – with award winning business and investment support in place.

Sites at M1 junctions 36 and 37 in Barnsley provide immediate access to the national strategic highway network and have already attracted multi-million pound investments from national and global companies such as Lucy & Yak, Euramax, Evri and SHI International; as well as hosting existing advanced manufacturing and tech companies such as Osborne Technologies and Pitstop Productions.

The development site at Goldthorpe is one of the larger undeveloped allocated sites in the region and is located with fast access to both the M1 and A1(M).

Barnsley's digital cluster has been established

for over fifteen years as a national hub for digital technology and creative businesses. It is a national destination for tech events and business support. Egress – a business which started in 2007 and scaled up in Barnsley – is now a global leader in cybersecurity software. There is a growing value chain which is delivering specialist training to support growth in the sector and a thriving network of over 400 companies, incubators and organisations; all of which make up our digital media and technology ecosystem.

The Seam is Barnsley's Digital Campus, an extension to Barnsley's town centre, creating an urban village on the County Way car park areas. It will transform a network, extending the two DMC buildings and Barnsley College Sci-Tech Digital Hub. It will be a testbed for innovative ideas, supporting the Barnsley economy to grow, with digital and smart tech at the heart of it.



A M1 JUNCTION 37

- Capitol Park & MU1
- Employment floorspace capacity: 114,000m²
- Floorspace in planning (B2&B8): 64,000m²
- Active developer-investor pursuing planning permissions



B M1 JUNCTION 36

- Allocated employment land (undeveloped and in developed): 69ha
- Available commercial property (B2 Manufacturing and B8 Warehousing): 38,000m²
- Further capacity (B2 Manufacturing & B8 Warehousing): 79,500m²
- Further capacity with planning permission (B2 & B8): 34,200m²
- Numerous active developer investors - with developments on site and in planning, including speculative commercial development



C THE SEAM DIGITAL CAMPUS

- Mixed-use innovation campus consisting of active travel hub, high-quality urban housing, commercial floorspace opportunities linked to existing digital innovation assets, new urban public realm, hotel opportunity.
- Outline planning application submitted: 136 dwellings, 1,990m² commercial floorspace



D GOLDTHORPE (ES10)

- Allocated employment land: 73ha
- Active developer-investor
- Towns Fund Commercial Property

Opportunity Sites.



Doncaster.

A HERITAGE OF SPEED

Doncaster, the UK's newest City, is focussed on developing its industry specialisms including Engineering and Manufacturing with specialised areas of rail, future mobility and advanced materials further supporting its economic ambitions. Doncaster has four opportunity sites, including the City Centre with key sites including Waterfront and City Gateway, Unity, Gateway East and Thorne North. Doncaster has a fifth site, Carcroft Common, where Hybrid Air Vehicles will locate their production of the Airship 10 – a breakthrough in clean flight technology.

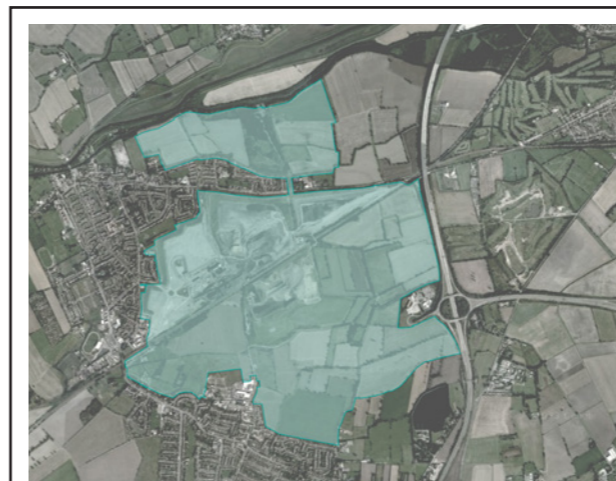
Doncaster has strong existing clusters across various sectors such as Rail including firms such as Hitachi Rail, Unipart Rail and Volker Rail, Advanced Materials, and engineering, attracting exciting new establishment such as Hybrid Air Vehicles. Multiple underdeveloped sites across Doncaster provide potential for acceleration of development through the IZ opportunity.



- A CITY CENTRE CORRIDOR**
- Various Sites: 50ha
 - The City Centre is a recipient of a £24.8m Towns Deal and £18.6m Levelling Up Fund.
 - A proposed Film Studios application is being considered to be located on the Waterfront site.



- B GATEWAY EAST**
- Allocated employment land: 242ha
 - Privately owned but ownership subject to the South Yorkshire Airport City Programme



- C UNITY (M18, J5)**
- Allocated employment land: 428ha
 - Privately owned but support from Business Doncaster on inward investment opportunities.
 - A £21.4m Town Deal was allocated to Stainforth nearby Unity



- D THORNE NORTH (M18, J6)**
- Allocated employment land: 74ha
 - Privately owned but support from Business Doncaster on inward investment opportunities.

The Support Package.

INITIATIVES AVAILABLE FOR INVESTORS

SYIZ will offer you as investors, developers, and partners an extensive and flexible support package. Our region's research specialisms underpin our industrial strengths. You will have a single point of contact in the MCA, with support alongside from a dedicated specialist. They will support your business with local intelligence and insight enabling you to navigate the business ecosystem operating between public, private and research sectors and the social ecosystem of where to live, school and eat out.

Businesses seeking to start, scale and locate in the South Yorkshire Investment Zone will benefit from a mix of interventions in the areas below. Our focus is on building a medium-term strategic relationship.



CAPITAL, INFRASTRUCTURE AND FEASIBILITY

This fund is designed to remove viability gaps that are restricting investment. We will support land remediation, small scale infrastructure improvements and co-investment in productivity, equipment, and resource efficiency measures. This fund will also support the expansion of incubation and wet lab space. It will support investors seeking time-limited specialist resource as well as capital investment.

The feasibility element will support future sector development around SY strengths, such as Small Modular Reactors, and build the case for transport, grid and digital connectivity, where necessary.



PLANNING SYSTEM CAPACITY

South Yorkshire will offer you a fast, supportive and business-minded planning environment that accelerates decision making, unlocks barriers, and provides investor certainty.

- The offer includes:
- A dedicated team of IZ planning officers will provide one-to-one support throughout the planning process.
- Development briefs for all key sites.

Our research capabilities are broad, and our established support packages will create a network for knowledge diffusion and dissemination across various sectors to deliver responses to national challenges.



SKILLS SUPPORT

This will attract and retain the right people and skills to unlock your business potential:

- Co-investment for training programmes through the extension of the South Yorkshire Skills Bank programme.
- Funding to tackle economic inactivity region wide.
- Graduate placements connecting the universities and businesses to transfer the knowledge acquired through the University's R&D activities into the local economy.



SUPPLY CHAIN

This will build the capability and competitiveness of suppliers to access regional, national and global growth markets and OEM supply chains by delivering a regionally intensive, multi-sector programme that raises the performance and output of the established SME base. Activity will bring SMEs together with businesses looking to diversify their supply base, to adapt their offer to respond to new growth opportunities and to diffuse knowledge and skills through the business base.

We will help firms move further up the value chain through provision including:

- Capabilities assessment and innovation readiness review
- Sector specialist diagnostics support.
- Consultancy support to embed changes to working practices and operating processes
- Supporting the development of capacity to exploit of innovative technologies and processes that increase efficiency and move firms up the value chain
- Training grants and small-scale capital investment.



ECOSYSTEM DEVELOPMENT

This will support a more entrepreneurial environment, focussing R&D activity and innovation support to meet the needs of high growth start-up and scaling businesses:

- Building collaborative networks which encourage industrially relevant research and reinforce productive growth through the diffusion of new technologies, the sharing of capital and the pooling of resources to enhance the innovative intensity of firms and supply and value chains
- Scale up support: programme for entrepreneurs and leaders who want to deliver immediate growth into their business.
- Sector specific acceleration, Pre-accelerator / accelerator / business growth programmes focussed on key capabilities, including extending existing accelerator support in key capability areas (advanced wellbeing, Internet of Things, health tech, sports technologies) and introducing new accelerators in areas such as child health, digital manufacturing, forging and forming, sustainable food.

Government will continue to work with SYMCA, the University of Sheffield, Sheffield Hallam University and other local partners to co-develop the plans for their advanced manufacturing-focussed Investment Zone, including agreeing priority development sites and specific interventions to drive cluster growth, over the summer ahead of final confirmation of plans.

Get in Touch.



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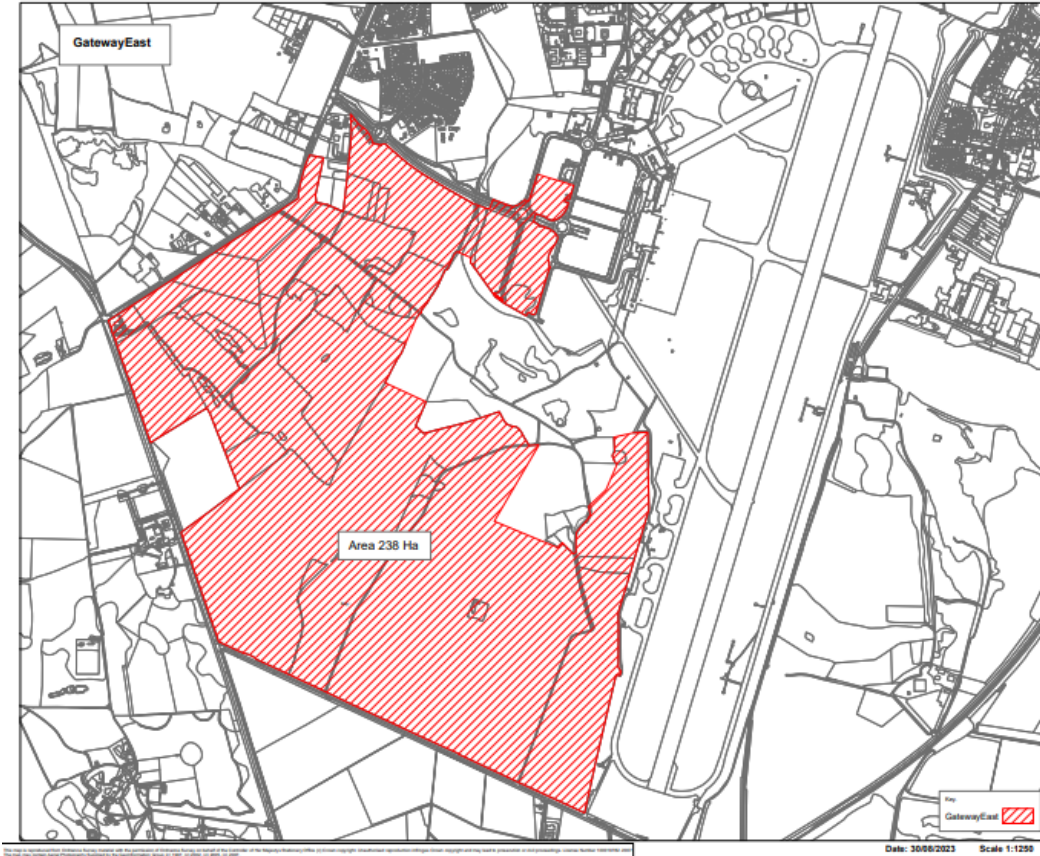
WEB

southyorkshire-ca.gov.uk

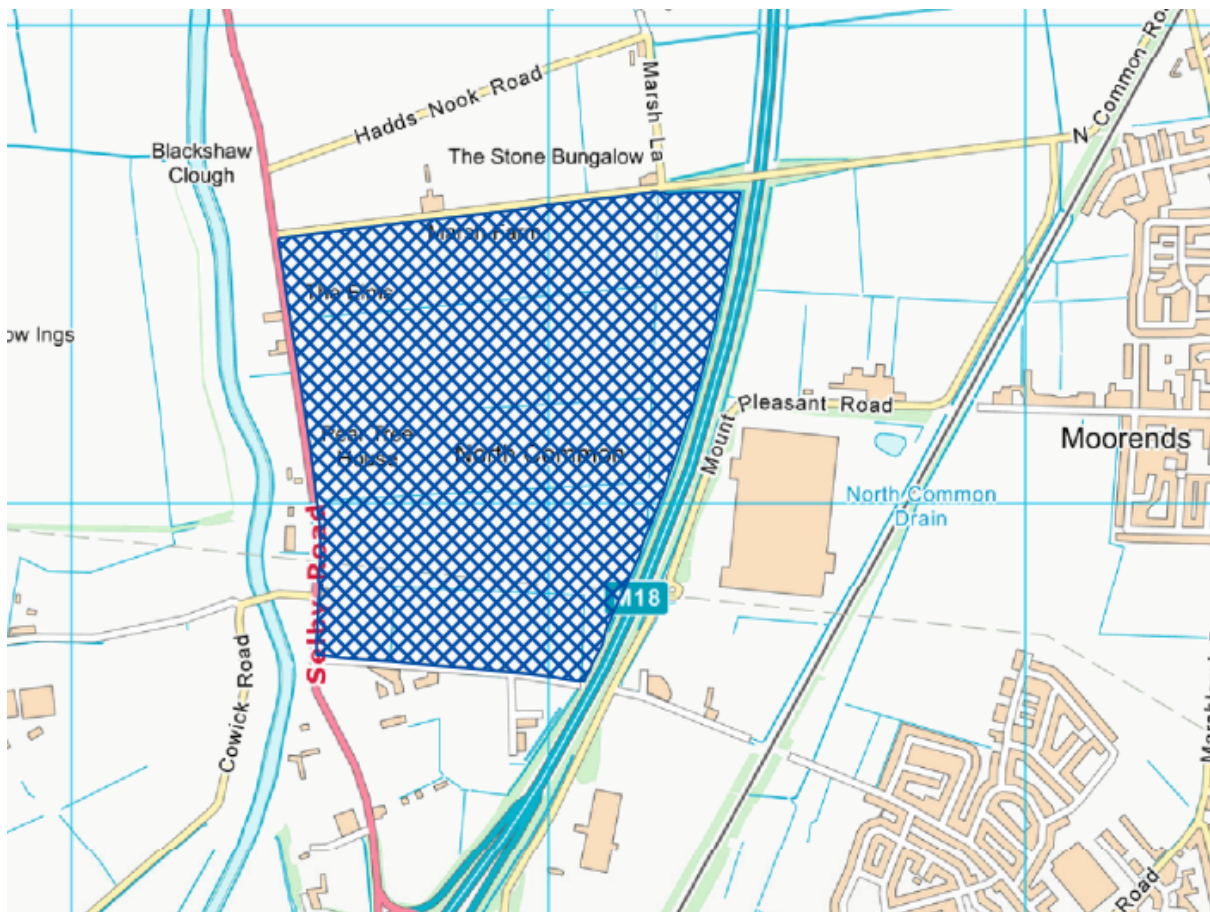
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Annex B – Investment Zone Opportunity Sites Maps

1. GatewayEast (238 Ha) (IZ / BRR site)

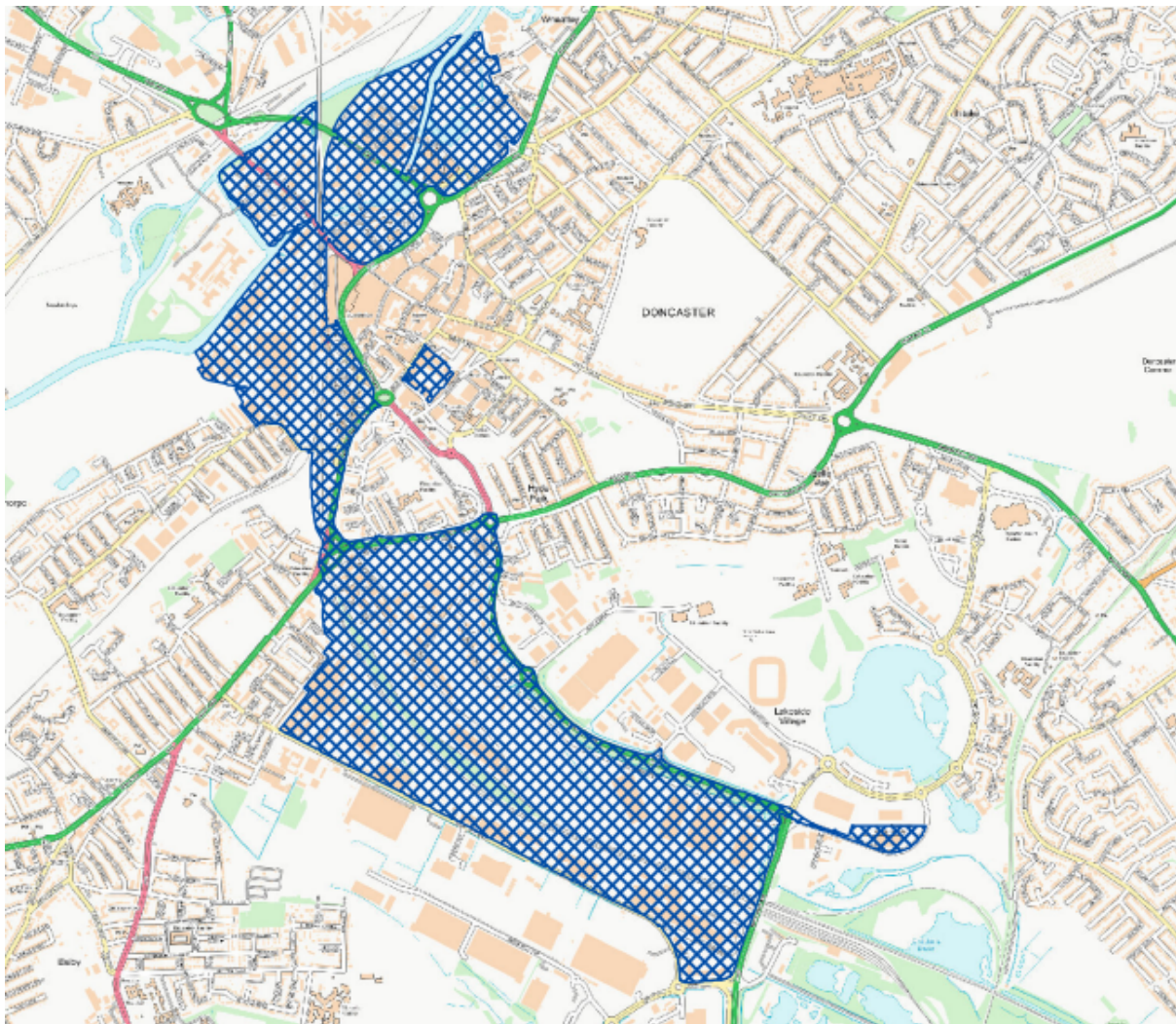


2. Thorne North



Total Ha	73.63Ha
Developed Employment Land	0.00Ha
Undeveloped Employment Land	73.63Ha (has planning permission)

3. City Centre Corridor

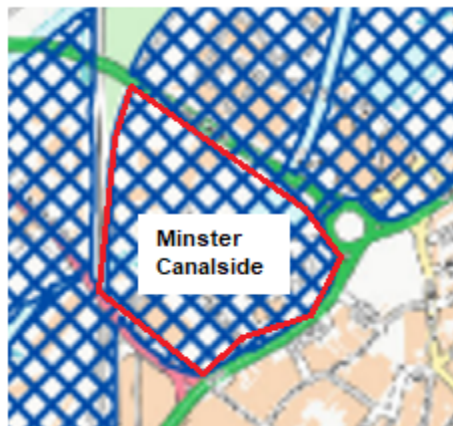


Total Ha (boundary as drawn)	200Ha
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3.1. Waterfront (13.3 Ha)



3.2. Minster Canal (12.9 Ha)



3.3. Marshgate - Underdeveloped Site (6 Ha)

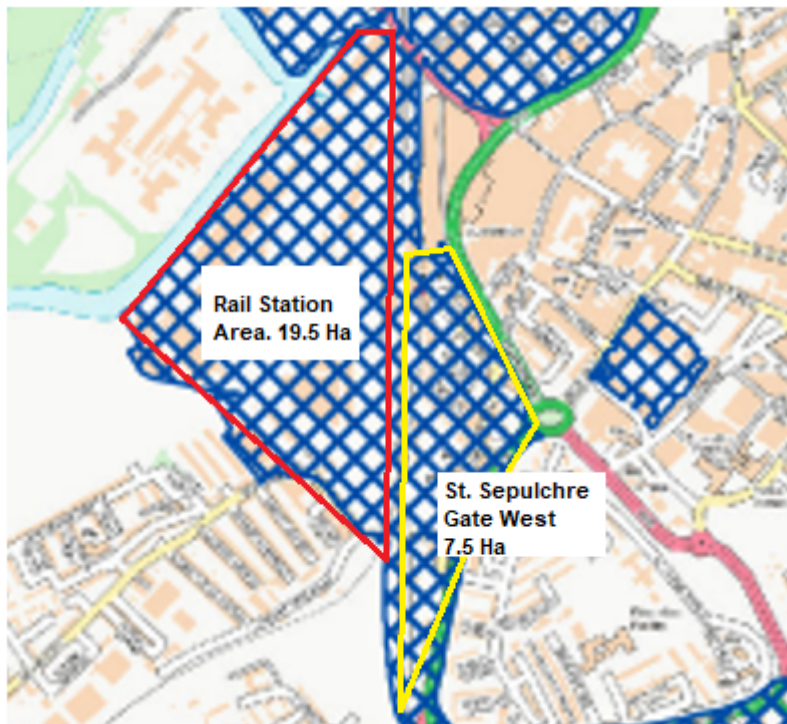


3.4. Marshgate – Existing Employment Policy Area (Total 15 Ha)

Network Rail Offices built here in 2020.



Rail Station and St Sepulchre Gate West – Total 27 Ha

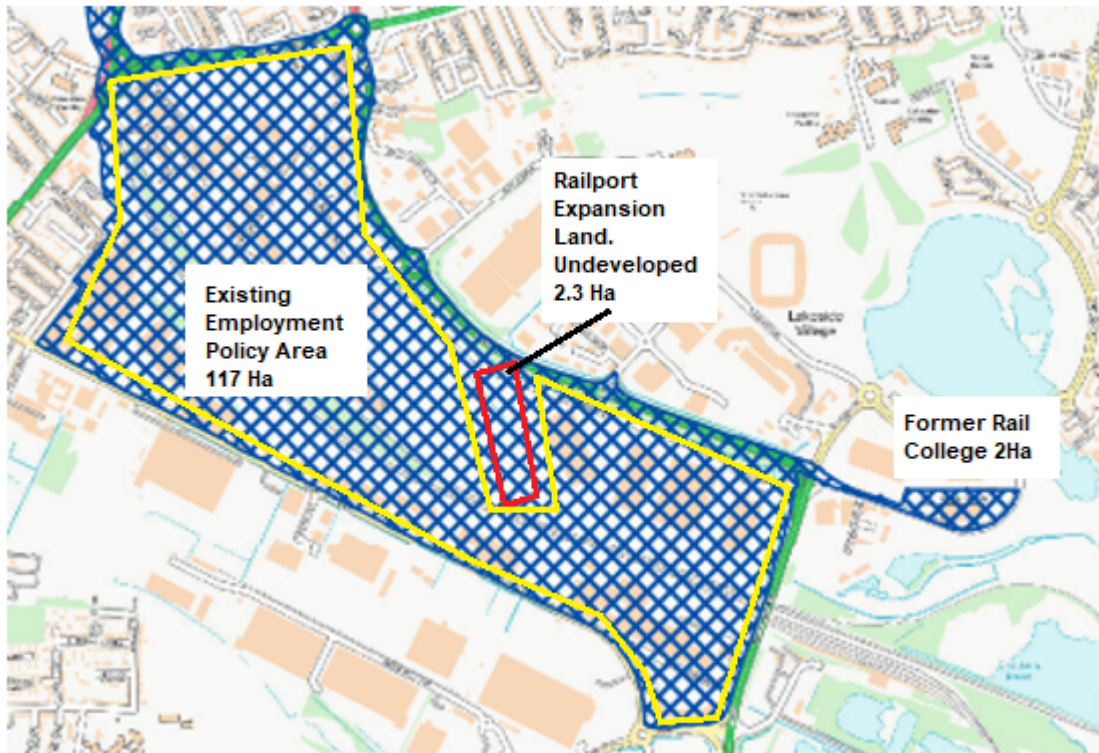


3.5. Waterdale (2.5 Ha)

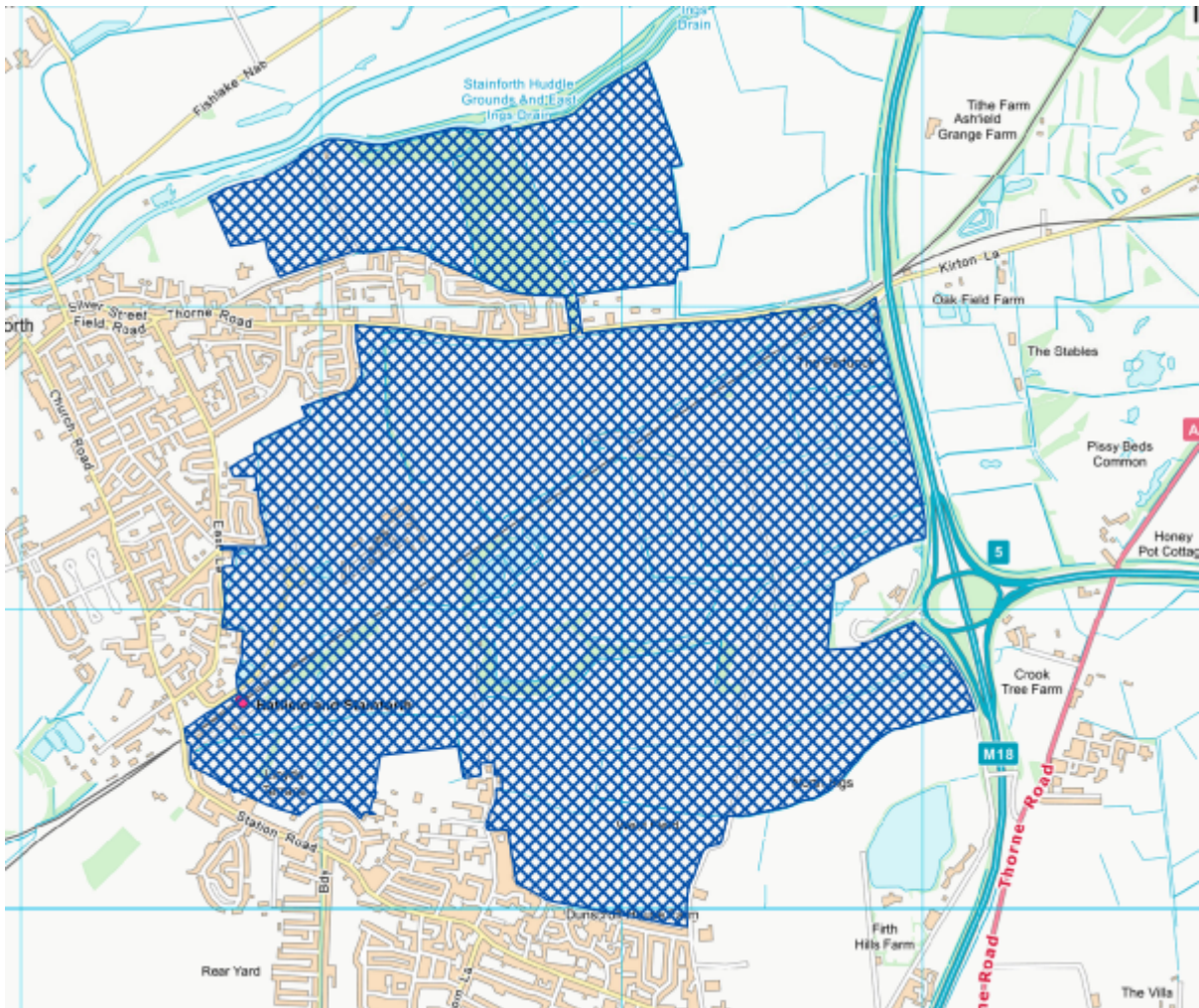


3.6. Balby Carr (Total 121 Ha)

Various plots developed in recent years. Several sites have current permissions.



4. Unity



Total Ha	428Ha
Developed Employment Land	0.00Ha
Undeveloped Employment Land	92.70Ha (all with planning permission). There is the potential for more employment land to come forward.

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City of Doncaster Council

Report

Date: 6th December 2023

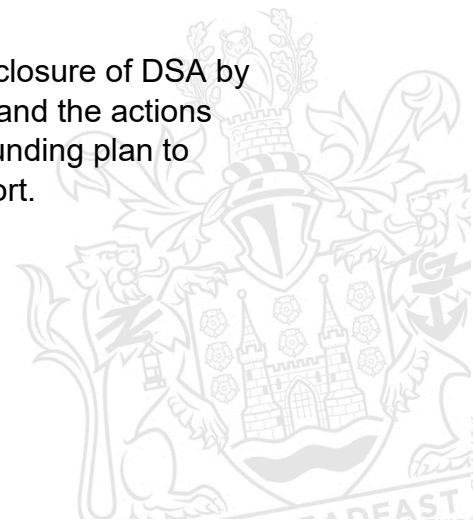
To: The Chair and Members of Cabinet being taken under Rule 15 of the Constitution

Report Title: South Yorkshire Airport City – Outline Business Case

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Mayor Ros Jones	Finningley Rossington and Bawtry All	Yes

EXECUTIVE SUMMARY

1. South Yorkshire Airport City (SYAC) is the programme to reopen Doncaster Sheffield Airport (DSA) and develop a cluster of high value economic activity which complements traditional aerospace functions, including logistics. SYAC would incorporate employment, retail, leisure and residential opportunities with excellent transport links, supporting new inward investment into Doncaster and South Yorkshire.
2. Prior to its closure, DSA was a major economic asset and a key element of the South Yorkshire region's economic growth and spatial development strategies. The airport is a strategically important piece of infrastructure for passengers and businesses within South Yorkshire and beyond and is an asset of national significance. We have highlighted previously the extensive support from the public and business community to reopen the airport, with around 130,000 signatures calling for the airport to be reopened. Given its strategic importance, economic value and significant growth potential, a plan to reopen the airport is being vigorously pursued.
3. Full Council and Cabinet have already been appraised of the closure of DSA by its current owners, the economic impact of closing the airport and the actions taken to secure its future. In April 2023, Cabinet approved a funding plan to progress the steps necessary to acquire and re-open the airport.



4. In September 2023, Cabinet considered an update report, which outlined progress and key findings from the work undertaken to date. This included an update on the Controlled Airspace, Safeguarding Activities, Financial Viability Assessment, Strategic Outline Business Case (SOBC), Land and Property Valuation and Market Engagement exercise. It also highlighted the extent of the re-instatement costs, which are significant due to the full closure of the airport by the current DSA owner and the ceasing of all aviation operations, and that this is an impediment to attracting a prospective investor. Therefore, securing an investor/operator is likely to require the Council to de-risk the investment to an appropriate level and to enable an attractive Internal Rate of Return to be achieved, particularly given the large reinstatement costs and the risks associated with reopening the airport and growing aviation operations from a standing start.
5. Whilst there remains, multiple risks associated with restarting the airport, the work undertaken to date suggests that reopening DSA is feasible and would bring significant economic benefits to Doncaster and the wider region. Since September, further work has been undertaken to produce an Outline Business Case (OBC). The latest economic assessment of options suggests gross benefits in the range £1.0 billion to £2.3 billion attributed to re-opening DSA (2023 prices and net present values), with a primary forecast of £2.0 billion. If the forecast 30-year benefits and passenger numbers and freight expansion are realised, we estimate that almost 5,000 gross direct jobs will be supported under a Central scenario, as well as c. 6,000 gross indirect and induced jobs and c. 4,400 catalytic jobs in surrounding aviation-related development.
6. The OBC has identified that re-opening the airport offers the most favourable balance between benefit and cost and is therefore the preferred option.
7. The overall objective of progressing the funding is to de-risk the project sufficiently to secure an airport operator, that can successfully reopen, operate and develop the airport over the 50-year period, subject to the satisfactory outcome of the procurement. Therefore, this report is requesting approval to submit the OBC to SYMCA as a necessary step in the multi-stage process to access the Gainshare funding earmarked to the delivery of Doncaster's Place Investment Plan.
8. SYMCA will, in accordance with Government funding rules, independently review the business case as it stands at the OBC stage. Subject to this review the SYMCA Board will then be asked to consider progressing the scheme to an in-principal approval and advancement to the Full Business Case (FBC) stage. Any SYMCA commitment to funding will follow on the consideration of an FBC informed by the conclusion of the procurement exercise.
9. The report recommendations build upon those outlined in September 2023 and the outcome of the first phase of the procurement process, with the second

phase about to commence. The overall timescales remain challenging, linked to the implications in relation to the controlled airspace which if removed would significantly delay the programme. This report is considered urgent to maintain the significant project progress thus far and provide confidence to prospective operators, in order to reinstate aviation operations as soon as possible.

10. Given the pace at which multiple activity streams are running it has not been possible to allow the statutory 28 days publication requirements. As such this report is being considered under Rule 15 of the Constitution.

EXEMPT REPORT

11. Whilst this report is not exempt it does contain exempt appendices ref A and B. The appendices are not for publication, because they contain exempt information by virtue of Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information) of Part 1 of Schedule 12a of the Local Government Act 1972, as amended.

RECOMMENDATIONS

12. It is recommended that the Mayor and Cabinet:
 - a. Approve the submission of the Outline Business Case (OBC) to SYMCA (Appendices A and B – confidential) and subject to approval of the OBC by SYMCA, delegate authority to the Director of Corporate Resources and Section 151 Officer, in consultation with the Mayor to:
 - i) Submit Full Business Case (FBC) submissions to SYMCA, as required to draw down the funding, in accordance with the OBC.
 - ii) Enter into funding agreement(s) with SYMCA, to agree the specific funding terms and conditions.
 - b. Subject to approval of the OBC by SYMCA, include the funding in the Council's capital programme.

REASON FOR URGENCY – RULE 15 DECISION

13. The pace of the ongoing discussions and negotiations and the need to establish a way forward with some certainty has meant it has not been practical to provide the 28 days' notice of the decision on the Forward Plan and the forthcoming Christmas and New Year holidays would affect the timescales for implementation if this decision were delayed to a later date. There are specific risks relating to the controlled airspace which if removed could significantly delay the programme. There is also a need to ensure the approval of the submission of the OBC to SYMCA for the relevant funding approvals, be agreed quickly to ensure progress continues to be made to achieve our ambition of opening the airport. This decision is therefore being taken in accordance with Access to Information Rule 15 General Exception detailed within Part 4 of the Council's Constitution.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

14. Securing the future of DSA as an operational airport is predicted to bring significant benefits to Doncaster and the wider region in the form of skilled employment, inward investment, tourism, economic growth and increased economic resilience. The report highlights economic benefits expected to be more than £1.0 billion in addition to the significant level of direct and indirect jobs that will be created from the presence of an operational airport.

BACKGROUND

15. Within the Cabinet Report dated 20th September 2023, we highlighted how CDC had commissioned a range of independent experts to advise on the potential to reopen DSA including undertaking a financial viability assessment (Ernst & Young) and producing both an Outline and Strategic Outline Business Case (Jacobs UK Ltd).
16. The project brief for the above considered whether market failures exist in relation to DSA, if there is a rationale for public sector intervention, the costs and benefits of different intervention options, and their future deliverability. Utilising this key evidence has assisted in the production of an SYMCA Outline Business Case for the reopening, operation and development of DSA.
17. The findings from the OBC describing the economic rationale for public intervention are strong. The economic assessment of options aligned with HM Treasury guidance suggest gross benefits in the range £1.0 billion to £2.3 billion attributed to the preferred option (2023 prices and net present values), with a primary forecast of £2.0 billion. These relate to the place-based impacts of increased employment and resulting welfare gain, plus land value uplift, journey time savings for airport users and regeneration uplift for nearby residential communities. Applying a net additionality rate of 75% to these gross benefits generates net additional benefits in the range £0.7 billion to £1.7 billion (2023 prices and values), with a primary forecast of £1.5 billion. If the forecast 30-year benefits and passenger numbers and freight expansion are realised, we estimate that almost 5,000 gross direct jobs will be supported by the do something / preferred option under a Central scenario, as well as c. 6,000 gross indirect and induced jobs and c. 4,400 catalytic jobs in surrounding aviation-related development.
18. The economic appraisal demonstrates that the preferred option (re-opening the airport) represents excellent value for money. Combining the Benefit Cost Ratio (BCR) of 11:1 in the Central scenario, and the wide range of significant wider and qualitative economic impacts, the project has the potential to transform Doncaster's economy, support the levelling up agenda and underpin enhancements to societal well-being.

19. Therefore, reopening of DSA, underpinned by long term sustainable growth, is a key lever that CDC can utilise to ameliorate the prevailing socio-economic frailties, supporting enhanced well-being as a result. The rationale for intervention in the OBC documents failures over the long term in the local labour market exacerbated by the loss of jobs at the airport, long-standing weakness in labour demand, out commuting for better paid jobs, and low levels of qualifications and therefore wages among the local population.

Funding

20. The Gainshare (grant-based investment funding) allocation for South Yorkshire through the Devolution Deal is £30m per annum for a period of 30 years. This consists of 60% capital and 40% revenue funding and is to be invested in the delivery of the MCA and LEP's strategic and economic priorities. On the 3 March 2022, a decision was approved to allocate 80% of the funding on a population basis, this resulted in an £83m capital allocation (£3.2m per year) and £55m (£2.1m per year) revenue allocation for Doncaster.

21. To access Gainshare funding a detailed Outline/ Full Business Case needs to be produced, assessed and then approved by SYMCA; attached within this report (Appendices A, B and C) is Doncaster's Gainshare funding application which describes the requirement to access both revenue, and capital expenditure for the development of land, buildings and supporting infrastructure on the DSA site, it is the intention, post Cabinet approval, that this application will be submitted to SYMCA. A summary of the headline estimated costs included in the SYMCA OBC are provided in Appendix A.

22. To note - recognising the pressing needs re: Controlled Airspace (detailed below) and providing greater certainty to the market through the detailed procurement stages, it is imperative we secure the Gainshare resources at the earliest opportunity to assist in the expedient re-operation of the Airport. The funding required outlined in Appendix A is fully dependent on the outcome of the condition survey and procurement process.

23. SYMCA will assess the appended business case in the manner prescribed by Government funding rules. Subject to this process the SYMCA Board will then be asked to consider approving the project in-principle. This in-principal approval allows for progression of an FBC that can be concluded on completion of the procurement exercise and the finalisation of funding requirements.

24. SYMCA will continue to be kept apprised of the position and the Full Business Case submitted at the appropriate time to obtain the required funding, post the closure of the procurement and informed by the contract agreement.

25. If the procurement process is unsuccessful and indicates that the airport will not be viable, Doncaster will not proceed to submitting an FBC to SYMCA.

Managed Controlled Airspace

26. On the 14th September 2023, the Rt Hon Mark Harper (Secretary of State for Transport) wrote to both Ros Jones (Mayor of Doncaster) and Oliver Coppard (Mayor of South Yorkshire) specifically on the issue of DSA unmanaged airspace; the correspondence highlights the Civil Aviation Authority's (CAA) proposal to reclassify DSA's controlled airspace has been requested to be called in for determination and that Department for Transport (DfT) appreciate CDC/ SYMCA collective view that the current DSA airspace arrangements should remain as they are until the future of DSA is better clarified. Currently recognising the key pivotal point in the programme; (negotiations with the current landowner, the live procurement process and approval sought for access to Doncaster gainshare allocation), CAA had been informed by DfT to delay responding to the call-in request, this stance by Government is extremely helpful, however we recognise the temporary nature of this decision, given un-managed airspace is usually removed thus securing the gainshare funds in the most expedient manner to support in part the management of the airspace is a key and a deliverable action within the SYAC programme.

Investment Zones

27. In parallel with this report, Cabinet are considering a report on Investment Zones (IZs) (6th December 2023); the report highlights the role SYMCA are undertaking in leading the activation of IZ's amongst South Yorkshire, in addition to describing in greater detail how the four opportunity sites have been selected within Doncaster, of importance to note, Gateway East is the number one priority site (subject to an agreement on the operational status of Doncaster Sheffield Airport and the South Yorkshire Airport City programme).

28. In addition to the above, Gateway East has been proposed as a potential Business Rates Retention zone which would last 25 years from the point of designation. This is subject to an agreement on the operational status of Doncaster Sheffield Airport and the South Yorkshire Airport City programme. Only two sites are being proposed for business rate retention across South Yorkshire, with the other being in Sheffield. The Doncaster zone is the largest of the two South Yorkshire business rate retention zones.

OPTIONS CONSIDERED

29. The scale of the endeavour required to acquire and reopen the airport is considerable, thus the options considered in relation to this report are set out below:

30. Do Nothing: The City of Doncaster Council could determine to do nothing and not pursue funding; this is not recommended based on rationale contained within this report.



31. Progress Outline Business Case and submit to SYMCA: This is the preferred option for the reasons detailed in the report, to deliver the benefits outlined in the Outline Business Case (OBC).







REASONS FOR RECOMMENDED OPTION

32. The report highlights the strategic importance of DSA and the major economic development potential associated with the airport. Prior to its closure DSA made a very significant direct and indirect contribution to the local economy and local communities. Successful delivery of SYAC programme has the potential to dramatically increase the economic impacts associated with DSA and secure catalytic economic change. Given the weight of public support for reopening the airport, the scale of the economic opportunity it presents, and the outcomes of the work undertaken to date, it is recommended that Cabinet support the report recommendations.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

33.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change		✓		
<p>Comments: Airports are a significant contributor to global carbon emissions with a negative overall impact on climate change. However, the airline industry is undergoing significant transformation in carbon neutral practices and, on a number of levels, airports can exploit opportunities which impact positively on the environment. Re-opening DSA is also likely to reduce the number of journeys from the region to other airports therefore reducing associated emissions. It is the intention of CDC to undertake an environmental assessment to ensure we maximise every opportunity to have a green city airport.</p>				
 Developing the skills to thrive in life and in work	✓			
<p>Comments: Reopening DSA and delivering the associated economic development opportunities would support our plans to improve skills levels and continue the trajectory of upskilling residents of Doncaster.</p>				

 Making Doncaster the best place to do business and create good jobs	✓			
Comments: The presence of a successful international airport coupled with Doncaster's city status and existing economic assets will be a significant benefit in attracting new inward investment opportunities and foreign direct investment.				
 Building opportunities for healthier, happier and longer lives for all				✓
Comments: No direct impact.				
 Creating safer, stronger, greener and cleaner communities where everyone belongs	✓			
Comments: Development of the Local Plan residential allocation of up to 1200 new homes adjacent to DSA is dependent on the presence and growth of an operational airport. If the airport remains closed there is no policy support for this development				
 Nurturing a child and family-friendly borough				✓
Comments: No direct impact.				
 Building Transport and digital connections fit for the future	✓			
Comments: A new railway station is proposed to deliver rail access to the airport. This would also benefit existing residents and businesses as well as new developments, but is unlikely to come forward as envisaged and may not ultimately be deliverable if the airport remains closed.				
 Promoting the borough and its cultural, sporting, and heritage opportunities	✓			

Comments: Since the 1940's Doncaster has had a strong aviation presence. Retaining the aviation operation at DSA continues this rich heritage link to Doncaster and provides international access to local and regional cultural and sporting opportunities.

Fair & Inclusive



Comments: DSA and the supply chain opportunities associated with SYAC will provide wide ranging workforce opportunities that will be particularly valuable as we seek to grow a fair and inclusive economy.

Legal Implications [Officer Initials: SRF | Date: 22.11.23]

- 34. Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do. Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services.
- 35. A procurement process is being carried out by the Council to identify an airport operator with the ability and resources to restore commercial aviation operations at the airport. The Council recognises the challenges associated with restarting operational activities after an extended period of airport closure including the requirement to recruit new staff, restore essential infrastructure and invest in new operations. In the event that the appointed operator requires financial assistance from the Council or other public bodies to reopen the airport, either by way of loans or capital contributions, these may give rise to Public Subsidy considerations and further detailed and bespoke legal advice will be required as the commercial arrangements are developed with bidders in order that the Council fully understands the limits of any possible interventions.
- 36. Further detailed legal advice will be required in relation to any funding terms and conditions which may be required by SYMCA.

Financial Implications [Officer Initials: MS | Date: 22 November 2023]

- 37. As stated above the Council's uncommitted gainshare allocations are £83m capital (£3.2m per year) and £55m revenue (£2.1m per year).
- 38. The OBC requests a significant sum from the Council's gainshare allocations. The OBC also includes £3.1m for development costs that will be funded from Local Growth Fund rather than Doncaster's gainshare allocation. Allocating a significant sum to the SYAC project means it will not be available for other Doncaster projects.
- 39. The OBC includes a small amount of match funding which will only be needed if the full amount of gainshare and Local Growth Fund is required. It is possible

that this could be funded from other funding received from SYMCA and these options will be explored if it looks likely that this funding will be needed. Any further request to SYMCA for funding would be subject to the usual SYMCA business case and governance processes, with approval required by the SYMCA Board.

40. As stated above, the FBC will be produced after the procurement of an operator and will include updated estimated costs.
41. All funding from SYMCA is subject to a funding agreement which will include terms and conditions that the Council will need to comply with to avoid clawback. These will need to be reviewed and understood before the funding agreement is signed. The recommendations above include a delegation to the Director of Corporate Resources and Section 151 Officer, in consultation with the Mayor to sign-off the funding agreement.
42. More detailed financial implications are included in Appendices A to C.

Human Resources Implications [Officer Initials: RH | Date: 21/11/23]

43. There are no immediate HR issues in relation to this cabinet report, however further discussions and due diligence work will be needed prior to lease negotiations to understand current staffing working at DSA and any potential impact this may have.

Technology Implications [Officer Initials: _CF_ | Date: 21/11/23]

44. Given the context and nature of this report technological implications have not been sought.

RISKS AND ASSUMPTIONS

45. The process to re-open DSA carries substantial risks which will need to be appropriately monitored and mitigated where possible.
46. Given the current stage of project development and the level of uncertainty, risks are heightened. It is therefore of paramount importance that CDC engage in risk transfer strategies to ensure that risks are borne primarily by the private sector.
47. CDC has high level ambitions to secure a lease with the current owners of DSA and secure an operator that is willing and able to deliver a viable airport. In the context of historical losses this is a significant challenge. We have sought to secure aviation expertise to minimise the process risk but there is risk that a lease may not be secured with the current owners of DSA or that the market may not view this positively. The ultimate deal with a bidder may be unaffordable or unpalatable given the other priorities of CDC.

48. There is a risk from the procurement process that the contract offered does not attract interest and that the market fails to tender resulting in a failure to award.
49. All risks related to contracting with a third party to operate/develop the airport will be mitigated via robust contracting practices and terms.
50. There are risks in relation to the forecast operating assumptions that have been developed and provide the current basis of the Financial Viability Assessment. Given the airport has been closed for several months, there is a risk that market conditions (demand from consumers; supply from airlines) may have altered.
51. There is a risk that there is insufficient funding to meet the costs arising from the procurement process.
52. There is a risk that the existing controlled airspace arrangements could be lost, which may have an impact on the ability to attract investors/operators.
53. There is a risk that should an Airspace Change Proposal (ACP) be required upon losing the current airspace arrangements, the lead in time to reopening the airport will be increased, as well as incurring additional costs and the possibility of the airspace not being granted in the previous form.

CONSULTATION

54. On 13th July 2022, the Board of Doncaster Sheffield Airport Limited (DSAL) publicly announced a review of strategic options for the airport, after concluding that aviation activity on the site may no longer be commercially viable. On 26th September 2022 following a period of consultation, the current landowners announced that the strategic review had ended and that it would begin winding down the provision of aviation services at DSA. Both during and following this period, representations have been received from the public, businesses and other bodies via petitions, questionnaires, public meetings and through direct representations.
55. A consultation on the principle of making an Article 4 Direction was undertaken in April and May 2023, which received 271 responses, the majority of which being from members of the public. Of these, 261 (96.3%) were supportive of the actions proposed, with just 4 (1.5%) opposed, and the remainder neutral. A further consultation was also undertaken to confirm the Direction.
56. In addition, the CAA has consulted on proposed changes to the airspace at DSA which elicited a significant number of responses from the public with a majority supportive of the need to reopen the airport and retain the airspace.

BACKGROUND PAPERS

57. Previous reports and relevant background papers include:

- Doncaster Sheffield Airport, report to Council, 17th November 2022 (partially exempt).
- South Yorkshire Airport City: Programme update and financial approvals, report to Cabinet, 12th April 2023 (partially exempt)
- The making of an immediate Article 4 Direction removing permitted development rights related to the demolition of buildings at Doncaster Sheffield Airport. Report to Councillor Nigel Ball, Cabinet Member for Public Health, Leisure, Culture and Planning, 19th May 2023.
- South Yorkshire Airport City Update, report to Cabinet, 20th September 2023 (partially exempt)
- [South Yorkshire Renewal Fund Investment Strategy.pdf \(southyorkshire-ca.gov.uk\)](#), 3rd March 2022.

58. The following background papers are not for publication, because they contain exempt information by virtue of Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information) of Part 1 of Schedule 12a of the Local Government Act 1972, as amended.

- Property Cost Estimate report, CBRE, March 2023.
- Doncaster Sheffield Airport Financial Viability Report, Ernst & Young LLP, June 2023
- Doncaster Sheffield Airport – Strategic Outline Business Case, Jacobs UK Ltd, June 2023
- Gainshare funding a detailed Outline/ Full Business Case (Appendices A, B and C)

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

59. Below are the acronyms and abbreviations used in this report:

- ACP – Airspace Change Proposal
- ANSP – Air Navigation Service Provider
- BCR – Benefit Cost Ratio
- CDC – City of Doncaster Council
- CAA – Civil Aviation Authority
- CPN – Competitive Procedure by Negotiation
- CPO – Compulsory Purchase Order
- CRSTS – City Region Sustainable Transport Settlement
- CTA – Control Area
- DfT – Department for Transport

- DSA – Doncaster Sheffield Airport
- DSAL – Doncaster Sheffield Airport Limited
- EBITDA – Earnings Before Interest, Taxation, Depreciation and Amortisation
- EY – Ernst & Young LLP
- FBC – Full Business Case
- FVA – Financial Viability Assessment
- GVA – Gross Value Added
- IRR – Internal Rate of Return
- NOTAM – Notices to Aviation
- OBC – Outline Business Case
- PCE – Property Cost Estimate
- SYAC – South Yorkshire Airport City
- SYMCA – South Yorkshire Mayoral Combined Authority

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City of Doncaster Council

Report

Date: 6th December 2023

To the Mayor and Members of the Cabinet

2023-24 Quarter 2 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 through the summer and into the autumn period key national and international issues continue to impact how we operate locally. Continued conflict in Ukraine and now in the middle east contribute to how people are feeling in the UK and will have an impact on world prices in the medium term. Inflation is falling but relatively slowly - levels remain at 6.7% (CPI September 23), the 'Cost of Living', pressures continue to be compounded by higher interest rates and the cost of borrowing. The next quarter will see winter challenges come to the fore and we are prepared but as ever our resilience plans will be tested as we support people and businesses through difficult times.
2. The Employment rate is relatively stable and close to the regional 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 at similar rates to incomes. Although inflation is reducing, the pressure it has caused is already 'priced into' the system so it will take time for any changes to feed through and, the impact it has created is likely to continue throughout winter 2023-24.
3. The Council continues to be impacted by these inflationary pressures and this is reflected in the £1.7m overspend position forecast on the revenue budget, at quarter 2. The key pressures include overspends on both adults and children's social care costs significantly exceeding budgets, full details on the main variances are provided in paragraphs 123 to 145. It is through the use of £3m non recurrent underspends that the overspend has been able to reduce. As such the Council will continue to review and update the projections, alongside actively seek mitigations to reduce the pressures or identify offsetting underspends to reduce the forecast year-end overspend.

4. The position has improved since quarter 1 (when a £4.2m overspend was projected) largely through the continued efforts to identify savings to offset the in-year pressures. Also, in previous years the position has improved further as the year has progressed as cautious projections are gradually reduced. Should this not be the case specific actions will need to be identified.
5. We continue to explore all options to reinstate a functioning airport in Doncaster and a key report was taken to Cabinet 20th September 2023 outlining the latest approach and information. This is an ongoing piece of work and key information and updates will be released at the appropriate time and in line with key developments.
6. Our Budget and Corporate Plan outlines the significant efficiencies the Council needs to find whilst also delivering against our 'Great 8 Priorities'. 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.
7. We have undertaken a review of strategic risks, service standards and their targets and incorporated changes into this report.

EXEMPT REPORT

8. This report is not exempt

RECOMMENDATIONS

9. The Mayor and Members of Cabinet are asked to approve and comment on the quarter 2 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.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?



TACKLING CLIMATE CHANGE

Service Standard	Quarter 1 23-24	Quarter 2 23-24	Target	RAG	D.O.T (long)
(PLA) Area (m2) of Local Authority Land Allowed to Naturalise / Wildflower	1,555,737	1,555,737	1,500,000	✓	↓
(PLA) Successful household waste and recycling collections	99.95%	99.95%	99.9%	✓	↑
(PLA) Number of homes retrofitted to improve energy efficiency (cumulative)	73	154	640	✗	↑

What is going well?

10. The authority is now in the third year of the five-year naturalisation trial, where previous mown grass areas are being left to naturalise or have been prepared and sown as wildflower meadows. There are currently 117 of these sites (including 44 wildflower areas), which is slightly less than previous years, but this has been changed following annual consultation with ward members and feedback from residents. Three of the sites have attracted Biodiversity net-gain monies, and work on these sites will be undertaken during quarter 3. These sites will be cut with arisings removed, scarified, and sown with a variety seed mixes.
11. There are 4 Housing retrofit schemes in place. The current position is that there are 640 homes identified, based on the following contributors:
 - Social Housing Decarbonisation Fund. SLHD thermal improvement programme – 250 homes target, 94 complete to date, 54 in quarter 2.
 - The Great British Insulation Scheme (ECO Plus). In quarter 1 it was reported that this would start in August, with 300 homes, however this has started in Mid-September.
 - ECO4 – 50 homes target, 49 complete to date, 24 in quarter 2.
 - Boiler on Prescription – 40 homes target, 11 completed to date, 3 in quarter 2
12. 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%. 99.95% in this quarter (which is the same as that in quarter 1). The figure remains consistently high and has done so since the contract with SUEZ started in 2018.

What needs further improvement?

13. In 2021 the Council developed the Environment & Sustainability Strategy and a Net Zero Masterplan for the portfolio assets. In this, there was a list of 111 actions which reflected both the need for business-as-usual activity to maintain the built and natural environment in Doncaster, but also the need for development-related

activity to meet the ambitious emissions reduction targets. These 111 actions were split into the following four themes - Built Environment; Natural Environment; Green Economy; and Consumption, Behaviour and Education. Whilst there has been good progress against parts of the strategy for example the electrification of our fleet and the continued programme of asset rationalisation linked to our buildings there is a need to undertake a refresh, to identify those actions that enhance and develop new and existing activity which delivers the greatest impact. The main objectives being to both adapt and mitigate against the impact of climate change events, to deliver improvements in communities in a way that is inclusive and wide-reaching, and to develop an infrastructure that allows for a move to net-zero.



DEVELOPING THE SKILLS TO THRIVE IN LIFE & WORK

Service Standard	Quarter 1 23-24	Quarter 2 23-24	Target	RAG	D.O.T (long)
(CYP&F) % of Children with First Choice School Placement in Secondary	87% Academic figures for 2023-24	Annual Figure in Q1 Only	85%	✓	↓
(CYP&F) % of Children with First Choice School Placement in Primary	95.9% Academic figures for 2023-24	Annual Figure in Q1 Only	95%	✓	↓
(CYP&F) The number of children in Elective Home Education	586	571	575	✓	↑
(CEX) Number of Refugees (both asylum and resettlement) supported into ESOL and/or Employment	64	123	35	✓	↑
(CYP&F) % of 16/17 year olds not meeting the duty to participate	4.3%	-	5%	✓	↑
(CYP&F) Secondary schools' persistent absent rate (10% Absenteeism)	32%	29%	26%	✗	↑
(CYP&F) Special Educational Needs Team - Education, Health and Care Plans Issued Within 20 Weeks EXCLUDING Exception Cases	48.25%	36.51%	50.70%	✗	↑
(CYP&F) % of Children missing in education where referrals are closed following case work.	-	52.61%	70%	✗	-

What is going well?

- The figures for refugees supported into ESOL/Employment has doubled on last quarter due to the sheer increase in volume of decisions coming through, due to the new Streamlined Asylum Processing (SAP) process being set up and the home office moving to recruit more decision makers to clear the national backlog. In august for example we had more cases come through to the team than in the whole of the quarter before. We continue to support new cases not already

enrolled on ESOL to find suitable courses. We also now have the Refugee Employment Programme which started in Doncaster at the beginning of September and have started referring into this service.

15. The number of children who are electively home educated has been effectively managed this quarter and is a reduction on the previous quarter and better than target. Where young people are not receiving a good enough education (outside of a school setting), the attendance and pupil welfare service has worked with parents to secure a place back in school and have facilitated the move back to full time education. Sometimes this has included a period of time at Big Picture Learning to transition the child back into school setting.
16. The Participation & Transition Service continues to carry out robust destination tracking and monitoring of the Year 12 and 13 cohort in line with statutory requirements. The cohort for August 2023 was 7,206 an increase of 233 young people (16-18) from August 2022. Doncaster's average of 16/17 year olds not meeting the duty to participate in education, employment or training (NEET) is 6.5% for quarter 2 (National: 34.6%; Yorkshire and Humber: 29.7%).
17. The Children in Care cohort, Year 12 and 13 caseload currently stands at 165. Of this quarters Year 13 cohort, 39% are out of area and 40% are Unaccompanied Asylum Seeking Children (UASC). There has recently been an influx of UASC mainly in this year group who require English for speakers of other languages (ESOL) support either locally or in the area they are placed. The virtual school are effectively supporting this by sourcing appropriate provision and working with social care. Virtual School collaborate with the professionals and training providers to support young people with future planning and progression however if they do not meet the duty to participate in education, employment or training (NEET) a referral to careers support is made to help them with their next steps. The current NEET rate for Year 12 is 12% and Year 13 at 25%. College course starts have contributed to the rise in these figures this month.
18. As part of the Education and Skills 2030 programme, work to develop a Doncaster Skills Profile continues at pace: we have now held the first Continuing Professional Development session with school and college leaders. This was really positive, and future sessions are planned for November, January and February, with an outline profile which we will develop further with schools and employers. An additional strand of activity which will be delivered in partnership with Hitachi Rail will offer a pre-apprenticeship programme for those who are furthest from the labour market and will offer wrap-around support to develop a skills profile for each learner, with support on applications and interviews. We are currently planning for our second Remake Learning Days Festival, which is scheduled to take place between 22nd and 31st May 2024, as well as an additional 'pop up' event to take place in the new year. Additional workstreams have focussed on developing a new Higher Education offer, a recruitment and retention programme, and an All-Age Careers Hub. Also of note:
 - A 5% increase in the total number of L3 qualifications taken this year

- Second UTC to open with a focus on Health & Care and Green Tech
- Doncaster to host a Lifelong Education Institute on 1st December 2023
- Work continued at pace to secure a future purpose for the former National College for Advances Transport and Infrastructure (NCATI) with an update report considered at Cabinet in July 2023

19. In the capital programme the post 16 centre at Stone Hill is now open following investment of more than £0.5m.

What needs further improvement?

20. There were 616 cases already open to Children Missing in Education at the beginning of the quarter 2. An additional 190 cases were referred into the service during quarter. The team closed 424 (52.61%) of the open cases during quarter 2, leaving 257 Children Missing in Education. The attendance and pupil welfare team work hard to close cases in the shortest timeframe possible by phoning parents, doing home visits and benefit checks.

21. The number of young people with an Education, Health and Care Plan (EHCP) and a recorded destination of not meeting the duty to participate in education, employment or training (NEET) increased to 97 (3.78%) in October (from 77 (2.96%) in July 23). A small number of Year 11 leavers (21) have caused this increase. We are actively engaged with all 21 and a number of these already have post 16 places confirmed.









22. Quarter 2 includes the summer holidays, therefore EHCPs cannot progress fully over this period. This means that there is limited completion at this time. Completion begins again at the start of the school term in September. The proportion of EHCPs undertaken during the Q2 period is therefore limited and not representative due to access to all lead practitioners and specialist in school settings. Additional QA panels are held during the summer period to enable completion begins again in September.

23. In the capital programme there has been slippage of £2.5m due to delays to the places schemes at Hatchell Grange, Armthorpe and Dunsville academies.



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

Service Standard	Quarter 1 23-24	Quarter 2 23-24	Target	RAG	D.O.T (long)
(CR) Percentage of Non-domestic Rates Collected	97.51%	97.97%	97.30%	✓	↑
(PLA) Overall Investment Gained (into and within Doncaster)	£15.3m	£44.83m	£30m	✓	↑
(PLA) Overall new inward investment gained into Doncaster with the support of Business Doncaster	£0.45m	£19.68m	£15m	✓	↓
(PLA) Processing of Planning Applications: Major Applications	93.1%	91.49%	94.00%	⚠	↑

Service Standard	Quarter 1 23-24	Quarter 2 23-24	Target	RAG	D.O.T (long)
(PLA) Increase in city centre footfall figures through the economic recovery plan work	3,744,004	3,615,173	3,000,000		
(CR) % of Local Authority Spend with Doncaster Companies/ Suppliers	64	64	70		
(PLA) 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)	80	115	100		
(AWC) Number of People with a Learning Disability Helped into Work	4.26%	4.13%	5.1%		

What is going well?

24. In the first half of the year 54.01% of the total business rates debit has been collected. This compares with 53.29%. Despite a backlog of work that has accrued from focussing on other work collection remains on track and it is hoped that this improved collection will continue for the remainder of the year.
25. Performance remains static regarding the number of people with a Learning Disability helped into work who are in receipt of paid employment, at 4.13%, we remain just slightly behind both the regional 4.9% average and the national level. This performance equates to 35 people.
26. This quarter we have strengthened governance arrangements working alongside Children, Young People and Families Directorate and Human Resources (HR) in the Council which will drive forward partnership working and shared accountability linked to supporting people with a Learning disability into Work. A Pathways to Employment Group has been established, which includes individuals with lived experience to help us identify work needed to remove the barriers faced by people with a LD to gaining employment. A local employability audit has been undertaken. The actions from this audit will be developed into a clear action plan and be the focus of quarter 3.
27. Representatives from both Adults and Children's services are working together to increase targeted focus and activity to support more people with a learning disability into employment, this includes work through the skills and Council's Advance programme, the SEND Transformation programme and Preparing for adulthood board. When considering Post 16 opportunities in the SEND and Inclusion Quality Assurance panel, impact is measured specifically in relation to destination and success rates for employability and independent living in preparation for transition to adults. Other work includes an employer forum to support internships and apprenticeships in line with the Education and Skills Strategy. Since April this year we have also had a dedicated post in the Community Adult Learning Disability Team whose role it is to work with people to achieve their goal of gaining employment. The target is to support 28 people to gain paid employment over a 2 year period. To date 17 people are enrolled on the programme.

28. This quarter we have strengthened governance working alongside HR and Children, Young People and Families which will drive forward partnership working and shared accountability linked to supporting people with a Learning disability into Work. A Pathways to Employment Group has been established and completed a local area employability audit. The actions from this audit will be the focus of quarter 3; the pathways to employment group alongside people with lived experience will develop these into a clear action plan. Performance remains static regarding the number of people with a Learning Disability helped into work who are in receipt of paid employment, at 4.13%, we remain behind both the regional 4.9% average and the national level. This performance equates to 35 people.
29. Representatives from both adults and Children's services are working across the transition pathways to support people into employment, including work through the skills and Council's Advance programme, the SEND Transformation programme and Preparing for Adulthood Board. When considering Post 16 opportunities in the SEND and Inclusion Quality Assurance panel, impact is measured specifically in relation to destination and success rates for employability and independent living in preparation for transition to adults. Other work includes an employer forum to support internships and apprenticeships in line with the Education and Skills Strategy.
30. Overall recorded investment into Doncaster at the end of quarter 2 stands at £60.1million, which is above the annual target of £50million. Major investment for the period was from new capital builds at Mexborough Hospital, Rose Learning Trust in Sprotbrough, and ESH Construction at Askern. After being below target at the end of quarter 1 we have seen a recovery. A split of the £60.1 million is 44% assisted investment by Business Doncaster and 56% unassisted. The pipeline of investment, which includes property development, remains strong and target is still expected to be reached at the end of the year.
31. At the end of quarter 2 the figure for new inward investment into Doncaster stands at £20.13 million. Although this figure is below the set target for the period, there has been a significant improvement since the last quarter. Major investment during this quarter was from Business Doncaster supporting ESH construction on a new housing scheme at Askern and Mayfair, the first occupier of the new Civic and Cultural Quarter (CCQ) Savoy Restaurants. With the pipeline of potential new investment remaining strong, and a number of speculative property developments underway, it is expected that the annual target will be at least achieved, if not exceeded.
32. At the end of quarter 2 there were 115 new jobs created over £31,000 salary per annum facilitated by Business Doncaster; this is well above the annual target of 100. Of the new jobs created, 21 are in the manufacturing sector, 43 in green technology, 13 in CDI, 20 in logistics, 15 in the leisure sector and 3 in construction. During this quarter, the major jobs created were from LWC drinks, a new inward investor opening a distribution facility at Balby Carr, and the Leisure sector with

management jobs created at the opening of a new restaurant at Lakeside, and a new bar and restaurant in the City Centre Civic Centre Quarter.

What needs further improvement?

33. At the end of quarter 2, footfall figures into the city centre are still 8% above target, despite the footfall in September and October being below target, pointing to continued weakened consumer demand, unsurprisingly given interest rate rises, ongoing high level of inflation, cost of living crisis, and weather conditions. This is shown through location data for September where typical retail streets with discretionary spending retail (St Sepulchre Gate and Baxter Gate) have performed poorly and essential spending areas have performed well, such as in the Market area. We continue to promote the City Centre and facilitate events such as DN1 live to increase footfall and access to the City Centre services. For the remainder of the year footfall is expected to be on track, and it is anticipated that quarter 3 activity around Christmas will bring footfall into the centre, despite not having a traditional Christmas lights switch on.

34. At the end of quarter 2 the determination rate for the processing of planning applications was 91.5%, which is slightly below the 94% internal stretch target. This is due to 4 applications not hitting the determination date. However, this figure is in excess of the 60% national target but has a large reliance on successfully negotiating extension of times (EOT) with the applicant. The need to agree an EOT on major applications is not unusual, as many of these are complex in their very nature, and commonly require on-going negotiations, for example Section 106 agreements and committee approvals, in order to seek a positive resolution on the proposals. It is important that officers continue to work with our customers, by agreeing EOTs where needed for the more major, transformational projects, to achieve a positive outcome. It is well recognised that not all applications are equally complex to deal with and unforeseen issues or the need for amendments may arise through the course of considering an application, which may result in an application taking longer to determine. The Government allows extensions of time for these eventualities. If extensions of time were not taken into consideration our performance for major applications would be 15%, which is a 5% improvement on last quarter.



BUILDING OPPORTUNITIES FOR HEALTHIER, HAPPIER & LONGER LIVES FOR ALL

Service Standard	Quarter 1 23-24	Quarter 2 23-24	Target	RAG	D.O.T (long)
(AWC) Permanent admissions to residential and nursing care homes, per 100,000 population (18-64 Only)	2.16	7.02	9.70	✓	↑
(AWC) Percentage of Adult Social Care provision rated as Good or Outstanding by the Care Quality Commission	75.34%	75.17%	75%	✓	↓

Service Standard	Quarter 1 23-24	Quarter 2 23-24	Target	RAG	D.O.T (long)
(CEX) Sexual Health Service: Percentage of contraception that is LARC (Long Acting Reversible Contraceptives)	30%	-	28%	✓	↓
(CEX) Health Visiting: percentage of new birth visits completed within 14 days (Universal Partnership Plus families)	95.8%	-	90%	✓	↓
(CEX) Substance misuse service: Percentage of alcohol treatment successful completions residents	37.3%	-	37%	✓	↓
(AWC) Duration to complete Adult Social Care Needs Assessment (days) MEDIAN AVERAGE	37	42	42	✓	↑
(CEX) Tobacco Control: Percentage 4 week quit rate recorded by the Yorkshire Smoke-free service for Doncaster residents	69.9%	71.1%	50%	✓	↑
(AWC) Proportion of Adults with Learning Disabilities Who Live in Their Own Home or With Their Family	78%	81%	81%	✓	↑
(AWC) Duration to complete OT assessment (days) MEDIAN	4	2	TBC	-	↑
(AWC) We will ensure you have an annual review of your care	78%	75%	75%	⚠	↓
(AWC) % of people who are still at home 91 days after their period of re-enablement	71.7	75.6	81.0	⚠	↑
(AWC) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	192	153.6	55.6	✖	↑
(AWC) EDI Percentage of Adult Social Care request for where ethnicity recorded	82%	83.5%	100%	✖	↑
(CEX) The % mothers quit Smoking during pregnancy	62%	-	85%	✖	↓
(AWC) Number of Carers Assessments Completed	121	104		📊	↑
(AWC) Average number of days from request to adaptation completed (MEDIAN)	41	52	TBC	-	↓

What is going well?

35. New Birth Visits' is a significant core element of the Healthy Child Programme, with the ambition of a Health Worker visit taking place 10-14 days post-delivery, enabling a midwife and health visitor the opportunity to work in partnership to assess health needs. By local agreement, multiple (2nd+ child) families on universal pathway are not included in this figure. The percentage of new birth visit is 97.1% in quarter 1 (latest data), compared to 99.2% in the previous quarter, and this figure continues to exceed target (which is 95%).

36. The Yorkshire Smoke Free service provides smoking cessation services to people in Doncaster. The service can be accessed directly, or people can 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. The target for this performance indicator is 50%, and latest data shows that the current success rate is 71.1%, compared to 69.9% in the previous quarter, exceeding the target level.
37. The alcohol early interventions team in Aspire works preventatively with people who have identified themselves as being at increasing/harmful alcohol risk. Successful completion of an alcohol treatment programme and freedom from dependence is used as a performance indicator for alcohol treatment services. In quarter 2, the success rate is at 37.3%, compared to 39.4% in quarter 1, which is still above the national target of 37%.
38. There has been a slight increase in assessment waiting times for adult social care needs assessments during quarter 2 but this is because of successful work closing down historical outliers with long wait times that therefore increased our average. We are meeting our target. Quarter 2 saw the new approach to access implemented, disbanding the centralised Integrated Support and Assessment Team (ISAT) and moving the team's core functions into the four Locality Social Care Teams, the Community Adult Learning Disability Team and the Occupational Therapy Team. This is already indicating increased connection of people to support more quickly, reducing hand-offs and leading to a better experience for people and staff. The new approach is being closely monitored and an evaluation will be completed during quarter 3.
39. We maintain a consistent performance regarding the number of people who have received an annual review of their care and support arrangements, with performance standing at 75% in quarter 2. This equates to 2,790 people. Team action plans are now in place along with monthly improvement clinics to sustain this performance.
40. Review of the Occupational Therapy (OT) service, innovation site focus, recruitment and additional capacity have all aided the reduction in the OT waiting list. There has been a significant improvement in OT waits during the quarter. The median average time for an OT assessment to be completed is now two days, in line with the new service target for all new referrals to be assessed within 48 hours. The number of people on the historical waiting list has also significantly reduced, bringing the mean average time for an assessment down from 109 days to 15.78 days within the quarter.
41. The percentage of Doncaster's 145 care services registered by the Care Quality Commission rated "Good" or "Outstanding" continues to exceed target. If new care services that CQC have not yet inspected are disregarded from the figures, the percentage rated "Good" or "Outstanding" rises to 87.9%. Doncaster's performance is amongst the very best in the region. Thirteen care services are rated as "Requires Improvement" and have action plans in place to address

highlighted issues. Two care services are rated “Inadequate” and are within escalation procedures to keep people safe while improvements are urgently sought.

42. The number of admissions to residential care for working age adults (aged 18-64 years) remains on track although it has slightly increased in quarter 2. Practice change in relation to how we support people in a crisis is planned to reduce this further so that a greater number of Doncaster adults of working age can stay living at home rather than moving into residential care. The financial section of this report addresses two further issues for Doncaster in relation to adults of working age in residential care: the total numbers of people in this provision and the high average cost, even in relation to other comparable Councils.
43. In the capital programme the adaptations for the disabled scheme forecast overspend have reduced to £472k for quarter 2 as the level of referrals from the Occupational Therapy service has reduced. This is to be funded by re-profiling budget from future years as after clearing the backlog spend is expected to be lower than usual.

What needs further improvement?

44. The % of Mothers who quit smoking has seen a decline in quarter 1 to 62% against a target of 85%, Providers attribute this to clients in the period showing without CO2 verification which has been attributed to patient choice (declined face to face visits and no access visit) The commissioner will continue to work with the service to ensure a more consistent approach to following up quit attempts and ensure that families receive the support they need to quit during a pregnancy and refrain from smoking beyond the birth of the baby.
45. It is estimated that about 30% of pregnancies are unplanned, with the effectiveness of some contraceptive methods being 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 decrease the value still being above the target of 28% (currently 30%). Commissioners have recently completed an audit of LARC with GP practices across Doncaster, and it is hoped that findings from this audit, and an accompanying Contraception Confidence Mapping Questionnaire will help to identify possible gaps in staff training, knowledge, and awareness with community subcontractors. Once analysis is completed, the provider will design and deliver appropriate training. Commissioners are also working with the provider to understand if prescribed self-administered injections are having an impact on these figures.
46. The number of admissions to residential care for older people (aged 65 years and over) is significantly below the target reduction of 5% compared to last year. However there has been improvement since quarter 1. A plan is in place with targeted activity following analysis of previous admissions including a weekly practice forum which enables discussions as to why placements are proposed and if alternative support options have been considered.

47. The number of people supported by Council Reablement Services who are still at home 91 days after discharge from hospital has seen an increase in the last quarter rising from 71.7% to 75.6%. Significant work has been completed to improve data quality, however there are still ongoing issues around collection of data from external organisations commissioned to deliver reablement services. Current Doncaster performance is below our local target but is in line with the national average.

48. Regarding waiting times linked to adaptations, the median average stands at 52 days from request to adaptation completed. Our breakdown of the data shows that for the median number of days taken from referral to order is 26 days (a reduction from 32 days in quarter 1) and the median number of days taken from ordering of the adaptation to completion, has increased to 19 days from 7 days in quarter 1. Both data sets currently include local and private only, during quarter 3 disabled facility grants (DFG) will be included. Data reporting has been challenging as this process currently sits outside of the mosaic system. Due to the new service delivery model in occupational therapy, referrals into the adaptations team have seen an increase in demand to process and complete recommended works. Therefore, the adaptations team expect to see a return to the previous volume of work received, and timescale to deliver, prior to the new way of working.

49. An additional £243k Disabled Facilities Grant has been received this quarter but is not expected to be spent within this financial year. A plan is to be developed to spend the significant underspend that is currently profiled into 2024/25 and 2025/26.



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

Service Standard	Quarter 1 23-24	Quarter 2 23-24	Target	RAG	D.O.T (long)
(PLA) Percentage of Fly Tips Investigated and Removed Within 7 Days from Public Areas	97%	96%	80%	✓	↑
(PLA & SLHD) Number of affordable homes provided (Council, and private sector provider/build)	125	182	80	✓	↑
(PLA) Recycling Rate for Household Domestic Waste	38.5%	50%	50%	✓	↑
(PLA) No. of Parks With 'Green Flag' Status Across the Borough	6 Annual Figure (2022-23)	6 Annual Figure (2023-24)	4	✓	↑
(PLA) Percentage of redeploy able cameras installed within 28 day timescale	100%	0%	0%	✓	▬
(AWC) Percentage of Safeguarding concerns and enquiries that are repeats in a 12 month period	34.3%	36.2%	35%	✓	↓

Service Standard	Quarter 1 23-24	Quarter 2 23-24	Target	RAG	D.O.T (long)
(CEX) Number of Veterans identified and supported within the Communities service (standalone casework and cases within existing themes)	115	97	70		
(PLA) Play Areas - Percentage of Quarterly Mechanical Playground Inspections Carried Out	98%	100%	90%		
(PLA) Complete all Environmental Permitting regs permit visits within DEFRA required timescales. - Climate control regime	100% Annual Figure (2021-22)	-	100%		
(PLA) % Licensing Act 2003 Applications Processed Within Statutory Timescales	99.45%	100%	100%		
(AWC) Percentage Feeling Safer After Safeguarding Intervention	69.54%	78.50%	75.00%		
(AWC) Number of identified rough sleepers within the month	34	25	25		
(AWC) Safeguarding: Duration (Average days - Referral to Completed S42)	144.28	144.90	130		
(AWC) Number of High-Risk Cases Referred to MARAC	223	265	-		
(PLA) Net additional homes provided (Council and private sector provider/build)	372	311	-		
(AWC) No of Referrals to the Domestic Abuse Hub	454	419	-		
(CEX) 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	152	281	-		
(CEX) 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.	6,316	6,412	-		
(PLA) Total number of Fixed Penalty Notices (FPNs) and Community Protection Notices (CPN's) issued by the Neighbourhood Response Team	58	218	-		
(PLA) Total number of incidents attended by the Neighbourhood Response Team	4,799	5,730	-		

What is going well?

50. During quarter 2, our Stronger Communities Area Teams responded to 6,412 early intervention and prevention issues to tackle anti-social behaviour, hate crime and low-level crime. This figure has increased from last quarter and continues to be

higher from our pre pandemic level. We are starting to see average case work figures stabilise to a new 'higher norm' due to the number of newly appointed officers now being fully trained and working proactively to deal with issues in a locality at the earliest opportunity. However, this trend needs to be balanced with the fact that the teams are undertaking dedicated and targeted work in some of the hotspot demand locations, where positive partnership working has had the desired outcome and success. This has in turn increased incidents reported to the Communities Service.

51. The number of victims who have experienced ongoing or multiple instances of anti-social behaviour has increased from 152 to 281 this quarter, (which is comparable to similar periods) due to targeted work in hotspot locations and focussed work at Neighbourhood Action Group and Joint Action Group (NAG/JAG) meetings. Due to the nature of the work and actions carried out to manage meaningful targeted engagement, we can identify more victims, and this should be viewed as a positive as we are identifying early and proactively before escalation of issues in many cases. All areas where significant engagement work and CIS work has been ongoing to tackle anti-social behaviour, and issues linked to organised crime group activity, are being managed by South Yorkshire Police. There have been a number of reported success stories during this quarter across a number of areas, where Stronger Communities officers have supported residents and enabled positive outcomes.

52. We have seen a decrease in the number of Veterans identified and supported (97 compared to 115 in quarter 1); however, in quarter 1 Doncaster celebrated Armed Forces Week. This figure is still above the target of 70. A number of significant achievements have been made, including:

- Doncaster Armed Forces Covenant Board now embedded with Terms of Reference and Data Sharing Agreement in place
- Highest number of attendees and engagement at the Board
- Health Sub-Group now in place with plans for the other priority sub-groups to develop
- St Leger Homes have agreed that Veterans leaving Doncaster for long term treatment, such as mental health support, will no longer lose their 'local connection'
- Dedicated Veteran CLS took place in collaboration with the Victoria Cross Trust
- Veteran Forum continues monthly and in September saw its highest attendance numbers to date
- Veteran Co-ordinator support for individuals is now being recorded from October, so these numbers will be reflected in quarter 3's figures.

53. In quarter 2 the 100% target for Licensing Act 2003 applications processed within the statutory timescale was met, compared to 99.45% in quarter 1. This success was following a service standard review and safeguards being put in place to ensure this did not reoccur.

54. Collaborative working between the CCTV suite and Neighbourhood Response Team has resulted in an upsurge of fixed penalty notices being issued by the Neighbourhood Response Team. This is related to the CCTV suite proactively monitoring several key areas of the Borough, including the City Centre, where it is has been especially problematic; Hallgate has been identified as a problematic area. Other contributor to increased fixed penalty notices has been the changed layout of the City Centre and the introduction of cycle lanes, which has led to an increased level of parking infringements and inappropriate parking in the City Centre after 6pm. There is also an 'evening economy' upsurge, particularly relating to people visiting takeaway establishments and delivery drivers parking outside takeaways to collect home deliveries. In addition to the 218 fixed penalty notices, the Neighbourhood Response Team have given 124 verbal warnings in relation to parking, 20 Community Protection Warning letters for noise, and 2 Community Protection notices, again for noise. The Neighbourhood Response Team has attended a total of 5,730 incidents in quarter 2, compared to 4,799 in quarter 1, including 3318 incidents from live patrolling/tasks.
55. The indicator for Recycling Rate for Household Domestic Waste reports one quarter in arrears. The latest figure is 50% and on target. This sees not only an increase from the last quarter (38.5%), but also sees an increase compared to the same period in 2022-23 (48.5%). More composting collected has resulted in a higher recycling rate during this period.
56. During quarter 2 the 80% target for removing fly tip waste within 7 days of cases being reported has been exceeded, as 96% of reported cases were closed within timeframe. 2,070 reports of fly tipped waste were cleared, which is a slight increase on the quarter 1 figure (2,005). The additional resources allocated to the service in 2021, combined with changes to operational service delivery, have reduced the backlog. The fly tip team are currently carrying one vacancy this will be filled by agency within the next couple of weeks. Specialist cases, including asbestos removal, require us to use an external contractor or specialist equipment and can sometimes take more time to deal with which accounts for the small number of cases not closed within the agreed timeframe.
57. There were 236 operational play inspections carried out, which has exceeded the 90% target. The play inspectors are carrying out play value assessments at all our sites to gather baseline information to enable informed decisions to be made in line with the recently adopted Play Policy. Operational and routine inspections will continue throughout the year.
58. Quarter 2 sees the completion of 182 affordable homes provided, compared to 125 in quarter 1. These include:
- 33 Section 106 units across 4 Private Developer sites
 - 81 Homes England funded units across 2 Housing Association sites
 - 53 Direct Purchase (Homes England funded) units across 3 Private Developer sites

- 3 additional purchased units across 2 Private Developer sites (not funded by Homes England)
- 12 St Leger Acquisitions.

59. There has been a decrease in the number of referrals into the Domestic Abuse Hub in quarter two, this is following a decision implemented at the end of August that South Yorkshire Police referrals without consent are not being processed in the Domestic Abuse Hub.

60. The number of people who reported they felt unsafe prior to safeguarding intervention and said they felt safer afterwards continues to improve and has increased to 78.5% during quarter 2. Numbers of repeat safeguarding referrals remain stable and close to the target.

61. The number of rough sleepers has reduced in quarter 2. September identified 24 rough sleepers compared to 34 seen in June. The ten-point rough sleeper action plan put in place at the start of quarter 2 incorporates analysis of every rough sleeper to identify their routes to the street and generate actions in response to identified themes. For example, a key theme in September was limited accommodation options for couples which has been addressed in a recent bid to national government for single homelessness accommodation.

What needs further improvement?

62. The council has several re-deployable CCTV cameras that are installed in hot spot locations across the Borough with the aim to combat crime and anti-social behaviour. As these cameras are not permanent fixtures, they need to be attached to existing street furniture, such as lighting columns, which includes connection to the electrical supply. These works need to be undertaken by colleagues in street lighting prior to installation of any cameras, which involves structural testing of lighting columns, installation of electrical commando sockets and confirmation of lighting head configuration for Smartwatch cameras. Additionally, for the cameras to be installed, the lighting column must undergo a structural test to ensure it is able to sustain the weight of the camera/s and any associated equipment such as WIFI antennas. In relation to the Smartwatch cameras (those within lighting heads), we must secure confirmation from street lighting of the lighting configuration to ensure the camera lighting head matches all the other lighting heads on the same street/road as any deviation could lead to a road traffic accident. There are several re-deployable CCTV cameras funded through SS4 which have encountered installation delays; however, these are now due to be installed in Quarter 3 (November 2023).

63. In 2023, we have applied for Green Flag status across 7 sites across the Borough. In quarter 2 we saw the retention of the 6 existing Green Flag awards, with Town Field narrowly missing out. 4 sites were fully judged in person and 3 sites were 'mystery shopped'. Feedback from the judges on Town Field will enable us to address certain areas of weakness (this is a Future Parks site so will have targeted

investment) with a view to achieving a Green Flag Award next year. Feedback from judging at the other sites has enabled an action plan to be developed, considering areas of weakness and areas of strength so that resources can be targeted where most needed.

64. Quarter 2 performance for Safeguarding: Duration (Average days - Referral to Completed S42) is relatively static and still above the target of 130 days. Lengthy court proceedings of 740 days for one case have impacted on this quarters performance. Work is being progressed to ensure the narrative is clear around cases which progress to court, which can be for a number of reasons such as Court of Protection, Criminal or the Coroners Court.

65. The level of high-risk domestic abuse cases referred to MARAC also remain consistent. Of the 265 cases discussed during quarter 2, 75 were repeat high risk incidents (28.3%). Safe-lives recommendation is that between 28% and 40% of cases discussed at MARAC are repeat incidents.

66. In the capital programme the future parks scheme has slipped £1.1m as the next 5 parks in the programme are now unlikely to be completed in the current financial year.

67. The housing capital programme is projecting an overspend of £1.7m due to an increase in the cost of various schemes including a significant increase in the remedial works to high rises.



NURTURING A CHILD & FAMILY-FRIENDLY BOROUGH EVERYONE BELONGS

Service Standard	Quarter 1 23-24	Quarter 2 23-24	Target	RAG	D.O.T (long)
(CYP&F) Percentage of Children Accessing Their Entitlement for Free Childcare (3 & 4 Year Olds)	97.8%	99.6%	95%	✓	↑
(CYP&F) Number of Referrals into 'Your Family' Teams	285	400	280	✓	↑
(CEX) School Nursing: Number of schools with a Health Profile	99	-	75	✓	↑
(CEX) 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	429	456	400	✓	↑
(CYP&F CSC) Number of Referrals processed in 24hrs	89.8%	93.9%	85%	✓	↑
(CYP&F CSC) Rate of Children in Care - Number per 10,000 Population	81.43	82.84	80.00	✓	↓

Service Standard	Quarter 1 23-24	Quarter 2 23-24	Target	RAG	D.O.T (long)
(CYP&F CSC) Children with a Child Protection Plan per 10,000 pop aged U18	55.07	50.08	51.00		
(CY&F) Increase in confidence and ability of parents / carers to support and provide for their family evidenced through the Outcome Star - FAMILY Star	-	77.26%	65%		-
(CYP&F CSC) Number of External Residential Placements	52	39	48		
(CYP&F) Percentage of Children Accessing Their Entitlement to Free Childcare (2 years olds)	79.7%	79.7%	82%		
(CYP&F CSC) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years)	64.2%	61.9%	68.0%		
(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.	71.4%	78.7%	80%		
(CYP&F CSC) Rate of Children in Need	361	348	385		
(CYP&F CSC) Percentage of Single Assessments Completed Within 45 Days (YTD Cumulative)	75.2%	76.3%	85.0%		
(CYP&F CSC) Referrals to Children's Services that are repeat referrals within 12 mths	28.68%	32.21%	22.00%		
(CY&F) Children receiving a Multi-Service Early Help support - rate per 10,000 population	-	287	326		-
(CYP&F CSC) Referrals - Number per 10,000 Population	237	231	154		
(CEX) Deliver a wellbeing offer - Number of wellbeing cases handled by Wellbeing Team within the Communities Service	776	650	-		
(CY&F) PLACEHOLDER % of CiC who achieve legal permanence via adoption, SGO or CAO	TBC	TBC	TBC	TBC	TBC

What is going well?

68. The number of schools with a health profile (school nursing) figure remains unchanged, as the School Health Profile meetings for the current year have just begun and data has not yet been received. In preparation for year 2 of the school health profile meetings, a review of what worked well and some of the challenges experienced have been noted. Positive relationships have been established between school and the Zone 5-19 service, as well as schools welcoming support around areas such as puberty, safe touch, birth, and conception. The service has offered support in these areas for many years and some school staff feel this is more of a health-related subject and may not feel comfortable/confident delivering

these topics. Dental education has created a lot of discussion this year, as some schools have reported high numbers of school absence linked to dental concern. There is recognition that whilst other services may also deliver similar work, the statutory role of the service offers a trustworthy approach and longevity of follow up work and offers a link to community projects, supporting ongoing discussion and collaboration. There have been some challenges arranging the School Health Profile meeting, with occasional sessions covering curriculum work as opposed to public health data.

69. There has been an increase in the number of early intervention stronger families supported by the Stronger Communities' teams during this period with 456 in quarter 2, compared to 429 in quarter 1. This increase in new families being identified by Stronger Communities Officers (SCO) when carrying out duties across our core themes of work, as well as the established process to step cases down to Stronger Communities Support Officers (SCSO's) for monitoring, thus increasing the overall number of families engaged and supported. The breakdown of cases managed at super light (these are stronger families cases the service manages end to end) and cases where one off intervention are carried out at a higher threshold (cases where SCO support another lead practitioner with 1 or 2 strands) within the case is broken down below across each area. The Superlight total is 362 and higher threshold total is 94.
70. Doncaster continues to be above the national trend for 2 Years olds accessing their 15 hours entitlement to funded childcare, performing 5.7% above the national average at 79.7% (976/1225) the same as quarter 1. In comparison with our regional neighbours Doncaster has the second highest take up rate with more children compared to Barnsley and Rotherham. Doncaster continues to exceed the national average take up of the funded entitlement to childcare for 3–4-year olds. This quarter 99.6% (6589/6615) have taken up their entitlement compared to national rate of 94%.
71. Demand into the Your Families Teams continues to increase, providing wrap around support from services locally to meet the needs of families. From the 400 contacts in quarter 2, 121 (North), 114 (East), 88 (Central) and 77 (South) the top 3 presenting issues are Housing, Finance and Benefits. 93% of these contacts are processed within 24hrs through the see and solve model, meaning families get quick resolutions.
72. The proportion of social care referrals with a decision within 24hrs has continued to perform higher than the target currently set. Focused performance oversight has resulted in almost 90% for the past three months based on over 2000 contacts per month (this is an increase on the number of contacts coming into the front door). A review is being undertaken of the Early Help process and partnership pathways, and it is hoped that this will reduce the volume of contacts into the Front Door. Discussions with South Yorkshire Police is underway to avoid duplication of contacts, which should alleviate some of the pressure on the service. The

impact of this work is expected in quarter 3. This will also support assistance to families at the correct level in a timely manner.

73. The number of children in care per 10,000 per population has shown a slight increase this quarter. The number of children entering care has remained static however we have seen an increase in the number of Unaccompanied Asylum Seeking Children (UASC). These children either present in the area or are part of the national transfer scheme and so this increase is beyond our control, however we have ensured that they have had a timely age assessment and have been offered safe and suitable accommodation and support. The recent increase in the children in care numbers is linked to greater numbers of Unaccompanied Asylum seeking children via Hotels which had been previously age assessed as adults, which seems to be a wider regional and national theme over the summer period.
74. The children in care system continues to progress, ensuring children are only cared for by local authority when all other options have been carefully considered. Decisions are reassessed reflecting the children and family's situation change, the decision to care is reviewed considering current need. This will also ensure that parents care for their children wherever it is safe for them to do so.
75. There has been a positive improvement in the number of the children approved for adoption and a positive level of matching with adopters over the past 12 months. However, given the small numbers of children who leave care via adoption the numbers vary from month to month and can seem low on a monthly and even quarterly basis. Therefore, this measure has been amended this quarter to reflect this.
76. Placement sufficiency: the number of children placed in external placements has decreased to 39. This is a significant improvement from the previous quarter and as a direct result of targeted work to ensure we have clear trajectories for the children we care for and their future. This means bringing children back into Doncaster via our fostering initiative, supporting a positive step into semi-independence and by returning them to the care of parents or wider family where it is safe to do so.

What needs further improvement?

77. This quarter has seen a reduction in the number of cases managed by the Wellbeing Team within the Communities Service, with the figure at 650 cases, compared to 776 in quarter 1. There has been an increase in the number of waiting cases compared to this same point at the end of quarter 1 (61 compared to 46). This is attributed to staff absence and the time required to complete induction of newly appointed staff. However, all staff have now returned to work and have been fully trained, with an additional temporary full-time member, meaning that we should start to see the positive impact in quarter 3.
78. The percentage of children subject to Child Protection plans visited within agreed timescales (every 10 working days) has shown some improvement for quarter 2.

Further investigation into this performance confirmed that the actual timeliness of visits to children on a child protection plan is around 90% as per performance clinics with Team Managers. This offers real time assurance, and this grip is consistent across the service. The discrepancy between real time assurance and reported performance are linked to data capture and the time of the month that performance is recorded. To support a more accurate reflection of visits completed in timescale a new process has been agreed whereby this performance is re-run 4 weeks later, this will better reflect the performance against this service standard.

79. The percentage of Care leavers in Employment, Training and Education in quarter 2 has dropped slightly to 61.9%. It is envisaged that this will increase as we enter into the new academic year. This is an area we continue to target working with placement, carers, and education colleagues to ensure they have access to opportunities local to their home.
80. The measure linked to the number of children achieving permanence has been changed this quarter to reflect the other ways we secure legal permanence and a safe positive exit from care. This data is currently being collated, but we can offer the current overview of success in this area. Over the past quarter 20 children were made subject to Special Guardianship Order and 6 were adopted. This reflects that we are securing legal permanence via the best route for the child. We want this numbers to continue on this trajectory with the timescale it takes to achieve this reduced.
81. Adopter data shows improving performance in respect of enquiries received and the number of adopters in assessment. We are not yet seeing this translating into the number of adopters being approved. There remains a national issue linked to the pandemic and the ongoing cost-of-living crisis with fewer adults feeling in a position to start a family.



BUILDING TRANSPORT & DIGITAL CONNECTIONS FIT FOR THE FUTURE

Service Standard	Quarter 1 23-24	Quarter 2 23-24	Target	RAG	D.O.T (long)
(PLA) Principal Roads not Requiring Major Maintenance	96% Annual Figure (2022-23)	-	96%	✓	↓
(PLA) Non-Principal Roads not Requiring Major Maintenance	98% Annual Figure (2022-23)	-	94%	✓	↑
(PLA) % Estate Roads in Good to Fair Condition	87% Annual Figure (2022-23)	-	85%	✓	↑
(PLA) National Highways Transportation Survey Highways Maintenance Overall Satisfaction Score	45% Annual Figure (2022-23)	-	46%	⚠	▬

What is going well?

82. The Solar Carport based at the Civic office is now in operation, which includes 20 new charging bays. In addition, there is a members consultation commencing in quarter 3 to consult on the locations of 100 residential charge points (this will be conducted in late October). Once completed, this will then move onto resident consultation.
83. South Yorkshire Mayoral Combined Authority are currently working with AMEY to produce a regional electric vehicle (EV) charging strategy. This will be followed by a Doncaster electric vehicle charging strategy to inform the delivery of the Local Electric Vehicle Infrastructure scheme (LEVI) for which we await our share of £8.9m.
84. The performance indicators in relation to the condition of principal roads, non-principal roads, and estate roads in good to fair condition are reported annually, and in quarter 4 of each year. Doncaster stands in the upper quartile nationally for this indicator and represents ongoing and consistently excellent performance.

What needs Further Improvement?

85. In quarter 4 of last year, a paper on the Digital Infrastructure Strategy was taken to the South Yorkshire Mayoral Combined Authority (SYMCA) Housing and Infrastructure Board to update on the South Yorkshire approach to implementation. The Strategy aims to help improve business productivity and competitiveness, address digital exclusion and digital poverty, and support making South Yorkshire places more attractive to inward investors as digitally enabled places to live and work. The implementation of the South Yorkshire Digital Infrastructure Strategy key activities include:
- Superfast South Yorkshire Programme
 - Project Gigabit
 - Gigabit Voucher Scheme
 - Changes to Building Regulations relating to digital connectivity
86. The Digital Infrastructure Delivery plan identifies progress on short to medium-term actions to take forward over the next two years. These include:
- South Yorkshire Mayoral Combined Authority (SYMCA) and Local Authorities working with providers to form successful and productive relationships with key digital infrastructure providers
 - Development of an ongoing communications plan for South Yorkshire – draft content has been provided to update the digital infrastructure element of the SYMCA Website
 - Commissioning research to fill the information gap relating to the real extent of digital poverty in South Yorkshire, and the actions to address this – this has been commissioned by the SYMCA policy team
 - Proactive work with the Department of Culture, Media and Sport (DCMS) on future digital initiatives to capture funding and delivery opportunities for South Yorkshire, including demonstration pilots – opportunities to be shared by DCMS and bids will be developed in a strategic and timely manner.

87. There is an emerging plan in relation to the 'strategic approach' required to ensure that we, as a Council, are working tactically to address the digital needs/requirements of the organisation, including having the right internal processes/approaches in place and the need for a Borough-wide strategic Digital approach. It is corporately recognised and acknowledged that 'Digital' is the enabler to support Regenerative and Economic Development, as well as being a key policy driver. This work will continue to be developed, but as a starting point work has begun to help formulate the council's Digital Strategy, including the extract of digital elements from existing strategies, for example:

- Economic Strategy – ensuring the strategic rollout of high-speed broadband across the borough, supporting residents and businesses to get online, enabling Doncaster residents to have access to ways to improve their digital skills to enable access to opportunities and services, progression of industry platforms and 'vibrant places' to enable residents and businesses in all areas have access to digital services.
- Education and Skills – improving digital literacy across the borough as a core skill, to support digital infrastructure development and enable access to all and tackling 'digital poverty'
- Culture Strategy – enhancing the digital offer and support the development of digital provision across the borough.



PROMOTING THE BOROUGH & ITS CULTURAL, SPORTING & HERITAGE OPPORTUNITIES

What is going well?

88. Doncaster's new Culture Partnership has held its first meetings at Portfolio Group and Management levels, and initial lines of enquiry and actions are focused on quick wins and developing a narrative for Doncaster which visibly elevates our city's cultural offer to key funders and strategic partners.

89. The Flying Scotsman returned home in Doncaster on 9 – 12 November. The event was delivered successfully and safely, creating positive experiences and memories for 3, 900 visitors. The success of the event is testament to the negotiation, preparations and delivery of all involved and good partnership working between the City of Doncaster Council, Freightliner, First Buses, Riley and Sons and the National Railway Museum.

What needs Further Improvement?

90. Service standards and targets have been developed for Culture services, narrative and data will be included from quarter 3.



Service Standard	Quarter 1 23-24	Quarter 2 23-24	Target	RAG	D.O.T (long)
(CR) Housing Benefit - Average Number of Days to Process a New Claim	13.34	12.38	18.00		
(CEX) CUST 01 Customers Wait no Longer Than 10 Minutes to be Served	0h 00m 00s	0h 00m 00s	0h 10m 00s		
(CR) Council Tax Support Application - Average Number of Days to Process New Claims	28.06	21.76	30		
(CEX) CUST 04 90% of Telephone Calls Will be Answered Within 150 Seconds	74%	92%	90%		
(CR) % of Council Tax collected in the year	94.40%	93.83%	94.60%		

What is going well?

- 91. The average number of days to process a new housing benefits claim continues to improve and gets better each quarter. Although the team continues to deal with additional work from the Household Support Fund and this is set to increase in quarter 3, the continued prioritisation of allocating new HB claims within 2 days of receipt, and the clearance of a previous backlog of work has resulted in this continued improvement this year.
- 92. In Quarter 2 we received 29,976 customers to the One Stop Shop which is a decrease of 3,334 from Quarter 1, this is a natural decrease in Council Tax and Benefit queries being dealt with at the beginning of the financial year in Quarter 1. We are averaging approximately 2,305 customers a week through the doors.
- 93. Council Tax Support Performance in the second quarter has been the best on record, with the average time to process an application at just over 15 days in the quarter. The overall position is almost half that of the same time last year. This is despite the fact that this indicator does rely on timely information from the DWP relating to Universal Credit claims. The backlog of work on the team has now been cleared and there is relatively little waiting time before an officer is assigned the claim to deal with. It is anticipated this performance will remain at this level despite the increased workload from the Household Support Fund which will occur in quarter 3.
- 94. Customer Services received 48,833 telephone calls in quarter 2, 523 more than in quarter 1, with 92% of calls answered in 150 seconds against a target of 90%, with an average time to answer of 36 seconds, this is a 20 percentage point improvement.

What needs further improvement?

95. 51.16% of the total Council Tax debit has been collected in quarter 2 of the year. This compares with 51.71% for the same period in 2022/23. Although this is 0.55% lower than last year, last year's figure was slightly inflated as £2.1M was paid onto Council Tax accounts as part of the energy rebate scheme. However, the reason for the drop is also down to a backlog of work across the team. Efforts continue to reduce this backlog which should see improvements in the collection rate in the 2nd half of the year.

Workforce

96. Over the quarter, the overall turnover rate for the council has reduced by 0.48% from 14.29% to 13.81%, which is a slight decrease of 0.13% compared to quarter 1 in 2022/23; and remains below the local government average rate of 16.4%. The number of job vacancies across the council is still at a relatively high level however there is a large amount of work being undertaken in relation to recruitment and retention including increasing the number of apprentice roles, trainee roles, career graded roles. We are reviewing our application form, the wording in job adverts, increasing and changing where we advertise, we have made the job role summary longer in order to describe roles clearly, considering the language used. We are reviewing the work experience and apprenticeship offer and how we engage with schools and colleges. We will look to ensure full utilisation of the apprenticeship levy. We have applied to become a sponsorship organisation to recruit overseas particularly for Children's social workers. We have successfully partnered with an external provider for the international recruitment and a fast track offer for newly qualified social workers in Children's Social Care. A longer term review of recruitment and retention for City of Doncaster will be undertaken including ensuring it is efficient, effective, inclusive and we ensure the benefits for working for the Council are made clear to attract high quality candidates.
97. Sickness absence rate for quarter 2 was 11.67 days per full time equivalent employee, against the corporate target of 10 days. This is a reduction of 0.02 days from 11.69 days in quarter 1. Although a continued reduction overall is a positive trend, it is still significantly above the target of 10 days for the Council. Sickness absence will continue to be monitored to assess impact and ensure effective provisions are in place to manage absence levels across the organisation.
98. Agency worker spend has reduced slightly in quarter 2 for the whole Council. Children's Social Care are now included in the overall Council position which is a spend of £1.61 million, a reduction of by £31k from quarter 1, however the number of assignments at the end of the quarter has slightly increased by 1 from 98 to 99. 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.

99. Mandatory training completion rates still remain a concern across the organisation. Completion rates for Equality in the Workplace is at 78% completion rate; Data Protection is at 87% completion rate for all Council staff; Protecting Vulnerable Children and Adults is 77% for all staff. 57% of all managers have completed their Health and Safety training. Completion rates for senior managers still remain a concern, with 64% completing Equality Act module, 82% completing Hate Crime training and 77% completion rates in Prevent. Managers are able to view their dashboard on the e-learning platform which provides details of their direct reports as to who and which modules are outstanding, in addition managers are reminded to ensure that where training is mandatory this is completed by all staff in a reasonable time period.
100. As part of the corporate calendar of EDI events, support and engagement was provided for international day of friendship, world suicide prevention day and the HR team volunteered at Doncaster Pride.
101. The number of employee-reported injuries at work in quarter 2 was 57 compared with 46 in the same quarter last year. This increase still relates to the transfer of Children's Services back into the council, there were 11 additional CYPF injuries reported in this quarter compared with 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 These are now concentrated in the Place (25), CYPF (21), and AWC (10) Directorates. The top three main causes of employee injuries reported across the council were physical assaults (19), manual handling of loads or people (9), and slips and trips (8).
102. There have been 5 RIDDOR incidents reported in this quarter compared to 4 in quarter 2 last year. The Corporate Safety Team are supporting services with the investigation process and any subsequent recommendations.



EQUALITY, DIVERSITY & INCLUSION OBJECTIVES

103. Choose Kindness was launched to the public on Saturday 23 September at the Doncaster Voices event at Cusworth Hall. The Choose Kindness website with links to the online pledges and resources has been promoted and the call to action for stakeholders to complete the pledges shared.
104. The following calendar of events and activities that support and promote the Choose Kindness movement has been drawn up for quarter 3:
- 10 October - Wellness Walk (welcomed community group into the Civic Office as part of the walk)
 - 27 October – Heart of Doncaster Awards (Choose Kindness sponsoring ceremony)
 - 2 November – DBTH Star Awards (Choose Kindness sponsoring an award)

- 13 November – Team Doncaster Summit (kindness has been adopted as the theme of the event)
- 13 November – World Kindness Day (communications to be released promoting the campaign)
- w/c 13 November – Launch of Be the Kind Kid book in primary schools (to include Choose Kindness messaging and encouraging schools to take the pledge)
- November – City of Doncaster Council to take the Choose Kindness pledge and to be promoted internally to staff and externally to partners and residents
- December – Winter Campaign (Choose Kindness messaging to be included in the council's Winter campaign that promotes looking after neighbours, warm spaces, donating to food banks etc)

105. Stronger Communities Teams beginning to explore options to identify and promote Choose Kindness at more locality/community levels and encourage buy in and uptake from different community groups. Aiming to hold individual conferences in each locality to start to build relationships with community groups/stakeholders and begin to embed the values of the movement.

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

106. We continue to focus on key areas of our targeted plan, which describes our new approach and interventions to improve the outcomes for people and to reduce the number of permanent residential placements for older adults.

107. Work is underway to understand how adults with protected characteristics are impacted and what provision we have within our community and within our care home facilities to support these adults to live well. Our aim is to support people living in their own homes, for as long as possible, surrounded by the people and things that are important to them. We recognise that practitioners go to exhaustive efforts to adopt this vision but are sometimes restricted by factors outside of their control.

108. In Quarter 2 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 1. We anticipate a retrospective increase on the numbers of placements for August and September as the current figures do not represent practice. The lag is associated with the time taken to complete a financial assessment & apply the purchase service. We are now able to identify lags in the process & update Pentana as they occur. Once these figures are accurate, we will be able to compare the number of placements and be in a position in terms of next step percentage changes between Quarters 1 & 4.

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

110. We will continue to embed the action plan to develop our new approach and interventions to improve the outcomes for people and to reduce the number of permanent residential placements for older adults.

111. We plan to introduce the practice forum to discuss the decisions relating to permanent residential care, to provide an opportunity for reflection, discussion and ultimately assurance that we have exhausted everything possible to support people to remain / return home and uphold their right). It will also provide opportunities to identify what gaps we have and what we need in place to support more people to live / return living at home.

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

112. The Doncaster Domestic Abuse Service, working in partnership, provides support and advice to victims and their families affected by domestic abuse across the borough. An extensive range of DA training is delivered by our workforce development officer. During 2022/23 2015 people attended a variety of DA training courses. People attending DA Awareness training are identified as DA Champions and form a network of professionals across the City to offer help and support to people impacted by DA. The DA strategy (2021-24) states that "Domestic abuse is everyone's business" In addition to offering practical support and guidance our staff now deliver DA programmes to educate people affected and to increase awareness of the impact that DA has on peoples lives.

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

113. Business Doncaster offers a range of services including attracting inward investment, support to businesses, tourism, marketing and promotion of the borough and the delivery of various employment and enterprise programmes to residents of the borough The team work across the whole borough with the employment and enterprise teams working closely with communities teams and when appropriate basing ourselves in various communities to support our activities.

114. The Advance Employment Hub (including Youth Hub) work across the Borough within community areas. Monthly outreach sessions take place with the Your Place locations of Woodlands, Thorne, Central and Denaby, providing local residents the facility to drop-in and access support with application, CV's and careers information advice and guidance.

115. The Hub are working with other employees and the council AFCL team on language and learning skills and have had particular success in Edlington with Polypipe,

- Advance have supported 769 people
- 37% of participants are male/ 63% of participants are female
- 26% of participants are over 50
- 5.5% of participants are from ethnic minorities
- 8% are from Single Adult Households with Dependent Children
- 19% are without basic skills.

116. We run one physical and one virtual employment academies based around 3 key employment sites of the IPort at Rossington, Gateway East on the Airport site. We are also in the process of setting up a physical Unity academy which will be based in Hatfield / Stainforth and outreach with community groups has already taken place in Stainforth

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

117. We have now delivered the first year of the Young People's Mental Health strategy and have defined our priorities for Year 2. This work has been based upon the ambitions created by young people across Doncaster. The new priorities promote system wide interventions and integrated approaches to assessment and delivery. This is complemented by a focus on equality and lived experience. We are launching our anti-bullying and school culture pledge in November 23.

118. As part of this project we have:

- Worked with schools to design a new graduated approach to meeting emotional and mental health needs. We have developed a toolkit of resources which are to be published in November 23.
- Significantly reduced waiting lists and times for neurodevelopmental pathways, following co-production work with families and schools.
- Our new SEMH hub provision will open in January 2024 (40 places), which will deliver the first SEMH places within Doncaster.
- Mental Health Support Teams: In Child and Adolescent Mental Health Service (CAMHS), our growing Mental Health Support Teams (MHST) offer is allowing more early intervention support at an earlier level. This approach, alongside our renewed graduated approach ensures support at the earliest opportunity. We have added a further Wave 8 team to the provision across Doncaster that now sees 38 primary, secondary and college sites have access to early intervention support. In our non-urgent referrals to CAMHS, 92.9% of children access support within 8 weeks, and of those children 84% commence treatment within this time. •
- We have developed a new model of outreach support and funding to support children and young people in schools. This will begin in Autumn 2024.
- We have trained 166 level 3 Mental Health First Aiders
- Continued to roll out 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 94% recommendation rate. We have communicated how support can be accessible on social media through posters, films and school assemblies.

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

119. The number of children in care per 10,000 per population has shown a slight increase this quarter. The number of children entering care has remained static however we have seen an increase in the number of Unaccompanied Asylum Seeking Children (UASC). These children either present in the area or are part of the national transfer scheme and so this increase is beyond our control.
120. The children in care system continues to progress, from ensuring children are only cared for by Doncaster when all other options have been carefully considered; to ensuring that decisions are dynamically reassessed reflecting that as children and families grow and change, the decision to care is reviewed considering current need. This will ensure that parents care for their children wherever it is safe for them to do so.
121. There has been a positive improvement in the number of the children approved for adoption and a positive level of matching with adopters over the past 12 months. However, given the small numbers of children who leave care via adoption the numbers vary from month to month and can seem low on a monthly and even Quarterly basis. Therefore, this measure has been amended this quarter to reflect this.
122. Placement sufficiency; the number of children placed in external placements has decreased to 39. This is a significant improvement from the previous quarter. This is as a result of some targeted work to bring children back into Doncaster via our fostering initiative and by returning them to the care of parents or wider family where it is safe to do so.

FINANCIAL POSITION:

Revenue Budget

123. The forecast for the year-end position is currently an overspend of £1.76m. The key elements of the overspend are consistent with the quarter 1 reported position and include: -
- Adults Social care - £2.77m mainly due to a larger number of people being supported in care homes than has been budgeted and higher increases in care home costs for adults of working age than anticipated.
 - Children's Social Care - £2.42m due to additional demand and increased average external placement costs.
124. In previous years the position has improved as the year has progressed as cautious projections are gradually reduced, the projections will continue to be reviewed and updated for quarter 3. The Council will also be actively seeking mitigations to reduce the pressures or identifying offsetting underspends to reduce the forecast year-end overspend.

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

	Gross Budget £m	Income Budget £m	Net Budget £m	Project ion £m	Q2 Variance £m	Q1 Variance £m
Adults, Wellbeing and Culture	161.4	-90.9	70.5	73.9	3.4	2.8
Children, Young People & Families	152.7	-66.7	86.0	88.8	2.8	2.8
Corporate Resources	94.1	-70.8	23.3	23.3	0.0	0.1
Chief Executive	53.5	-33.7	19.8	19.7	-0.1	0.1
Place	176.3	-88.7	87.6	87.5	-0.1	0.0
Services Budgets	638.0	-350.8	287.2	293.2	6.0	5.8
Council-Wide budgets	-18.3	-133.8	-152.1	-156.4	-4.3	-1.6
Grand Total	619.7	-484.6	135.1	136.8	1.7	4.2

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

Adults, Wellbeing and Culture

	Gross Budget £m	Income Budget £m	Net Budget £m	Project ion £m	Q2 Variance £m	Q1 Variance £m
Adult Social Care	20.8	-13.4	7.4	7.5	0.1	0.1
Communities	129.3	-28.5	100.8	103.7	2.9	2.4
Director Of Adult Services	11.3	-49.0	-37.7	-37.3	0.4	0.3
Adults, Wellbeing and Culture Total	161.4	-90.9	70.5	73.9	3.4	2.8

127. Adults, Wellbeing and Culture is forecast to overspend by £3.42m at quarter 2. This is an overall increase from quarter 1 of £0.51m, including the changes detailed below.

128. The Department of Health recently announced a supplement to the Market Sustainability and Improvement Fund (MSIF), the allocation for Doncaster is £2.30m of which £2.03m is being used to underpin forecasted activity that will support adult social care and the NHS for the rest of the financial year and is included in this forecast. The forecast overspend without MSIF would be circa £5.19m, chiefly driven by continually worsening underlying positions in relation to the numbers of older people being supported in care homes and the average cost of a range of provisions supporting younger adults, namely care homes, supported living and direct payments. Further details are provided below, with figures incorporating use of MSIF.

129. Expenditure on social care and support to Doncaster adults (the Care Ladder) is forecast to overspend by £2.77m, this is an increase of £0.23m to the quarter 1 position. This is because of a larger number of people being supported in care homes than has been budgeted and higher increases in care home costs for adults of working age than anticipated.

130. The residential care forecast overspend of £3.38m is offset by an underspend in non-residential care of -£1.96m. There is a forecast overspend of £1.19m on

Supported Living Services and £0.16m on Extra Care and Shared Lives. These care ladder projections are subject to further review during quarter 3.

131. The residential care £3.38m overspend is made up of: -

- £0.97m Older People - this is due to a significant increase in the number of older people residential care placements in the first part of the year. The current client count is 778, which is an 83 client increase on the budgeted figure. This is a movement of -£0.01m to quarter 1, a total of £1.13m of the MSIF Workforce Fund has been used to partially offset the pressure in Older People Residential Care, the £0.97m overspend is after this grant has been applied. Although client numbers are forecast to fall to 727 by the end of the year, the increase in costs will be seen early on and for most of the year.
- £2.04m Working Age - due to average cost increases, negotiated placements costs are also a significant factor. This is a decrease of -£0.01m to quarter 1, however, a total of £0.63m of the MSIF Workforce Fund has been used to partially offset this pressure. Average costs have increased significantly since the budget was set, creating a pressure of c£2m. The forecast assumes a steady percentage increase in average monthly costs on negotiated rates. However, we have seen average costs increase quicker than expected per previous financial years so will continue to monitor future month increases to ensure we are not overestimating the average future rate. Client numbers have also increased, they are currently 227 and forecast to rise to 230 by year-end.
- Extensive analysis has been undertaken to understand the driving factors contributing to more older people being supported in residential care and increasing cost of care home placements for working age adults. This analysis (examining the routes and circumstances to people being supported in residential care) continues to take place on a monthly basis. In response to gaining this understanding the service have put in place a strategy consisting of several interventions to reduce the number of older people being supported in residential care and reduce the average cost of care home placements for working age adults. This includes the introduction of a weekly practice forum, chaired by the Assistant Director for Adult Social Care where all decisions about permanent residential care for older people are made. This practice forum seeks to uphold peoples rights and ensure that everything possible has been exhausted to support people to remain / return home, before permanent residential care is agreed. The service are prioritising promptly supporting people who have moved into a care home as an interim arrangement on a short stay (undertaking timely reviews), to maximise the opportunity for people to return home. Activity is also focused on reducing the average cost of care home placements for working age adults. This includes the introduction of a tool to support with open transparent negotiation of costs for specialist care placements. Work is progressing to introduce an agreed process and approach to responding to requests for uplifts from providers. The service are also focusing on proactive support to people who present in crisis / with increasing need and maximising our in-house direct care services before any permanent decisions are made about what people require to meet their needs.

- £0.37m Short Stay residential Care is -£0.21m lower than quarter 1 due to a reduction in number of active days per month in recent months. It is forecast that activity will gradually reduce throughout the year to around 3,100 days per month because of transfers to Homecare.
132. The Non-residential care -£1.96m underspend is made up -£1.75m additional income (because of increased costs), -£0.55m Domiciliary care and £0.29m direct payments overspend because of recent increases seen in average direct payments. This forecast is based on current activity levels and reflects the lower activity offsetting higher activity mentioned above.
133. Supported Living is expected to overspend by £0.82m which is an increase of £0.26m. Six clients are due to move from Travis Gardens to Supported Living by November, the forecast has been updated to show the cost moving from residential care to Supported Living. There has also been continued increase in monthly hours over the last 6 months. This is due to an increase of 8.5% in the number of hours delivered, an analysis of hours per provider has been undertaken and further work is now being undertaken at the Living and Ageing Well board in October to review hours per provider.
134. Extra Care and Shared Lives are anticipated to overspend by £0.16m due to due to an increase in Shared Lives placements.
135. Other Communities and Other Adult Social Care (non-Care Ladder) is expected to overspend by a further £0.39m. The £0.39m is mainly made up of £0.20m for Directorate Management for the Town Centre budget realignment and funding of Localities posts and overspends in Culture and Commercialisation. Culture is forecast to overspend by £0.33m, which includes a £0.14m overspend on the Music Services budget, £0.07m for Heritage staffing and a further £0.07m relating to a shortfall in income on the Events budget. These overspends within Other Adult Social Care are partially offset by staffing savings following reviews of vacant posts in September.

Children, Young People & Families

	Gross Budget £m	Income Budget £m	Net Budget £m	Project ion £m	Q2 Variance £m	Q1 Variance £m
Centrally Managed	11.0	-3.9	7.1	7.3	0.2	0.0
Partnerships, Early Intervention & Localities	42.5	-30.0	12.5	12.8	0.3	0.2
Education Skills Culture & Heritage	20.8	-19.9	0.9	0.8	-0.1	0.1
Children's Social Care	78.4	-12.9	65.5	67.9	2.4	2.5
Children, Young People & Families Total	152.7	-66.7	86.0	88.8	2.8	2.8

136. Children, Young People and Families is forecast to overspend by £2.85m at quarter 2 (a decrease of £0.01m since quarter 1), mainly relating to placements and the associated travel assistance. The overspend includes the following variances.
137. Travel Assistance is projected to overspend by £0.38m (an increase of £0.06m since quarter 1), based on current routes and net growth to date. £0.36m of the

overspend relates to the provision of routes covering special school buses due to lack of drivers/escorts, however there was successful recruitment over the summer so these routes have reduced from 6 to 3 and the 3 remaining routes are anticipated to end in October and December. Further to the consolidation of routes in September the overspend has been further mitigated through pro-active management of single route taxis which has realised £0.15m savings, in addition to achieving the Independent Travel Training budget savings required.

138. Children's Social Care's projected outturn at quarter 2 is an overspend of £2.42m (a decrease of -£0.10m since quarter 1). The main elements of the overspend are £3.06m on the Care Ladder from additional demand at the beginning of 2023/24 and increased package costs for external placements above the budgeted activity numbers and average costs. A reframed placement panel is in place from July 2023 chaired by Children's Social Care Assistant Director and will work to ensure momentum on delivering savings continues with a focus on care planning and trajectory of need. There is also a £2.39m overspend on agency worker costs; offset by staffing (non-Care Ladder) underspends of -£3.76m due to ongoing vacancies, which has contributed to the increase in agency spend. The care ladder forecast includes estimates for the opening of new residential provision, which is dependent upon filling residential staffing vacancies, should there be a further 3 month delay in opening internal provision there would be an estimated additional cost of £0.17m to the care ladder in 2023/24.

139. At 31st March 2023 the activity numbers and average costs for Out of Authority (OOA) and External Accommodation for 16+ Children in Care (CiC) were greater than the budgeted amount set for 1st April 2023, therefore costs pressures for these were brought forward into 2023/24. The Care Ladder projected overspend of £3.06m includes: OOA placements including Day Education £3.03m, External Accommodation for 16+ CiC £1.09m, and Unaccompanied Asylum Seeking Children (UASC) placements £1.23m, offset by underspends for Fostering - £1.11m, Internal Provision (Residential & Internal Accommodation for 16+ CiC) - £1.17m, and additional funding of -£0.27m 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: -

- OOA placements projected overspend of £3.06m is mainly due to the average costs of packages being higher than budgeted throughout 2023/24 £3.12m, and the placement numbers being above budgeted at 1st April 2023, which continued for the first 4 months of the year £0.36m; offset by a prudent assumption of increased Health contributions towards packages -£0.45m. Please note Social Care's view is that Health's contribution should be at least £2.00m which would improve the financial position by -£1.50m; the amount is subject to eligibility assessments being carried out, and funding splits then being agreed if eligible. This work is on-going and there is a test case currently being worked through. The number of OOA placements, at 1st April 2023 were 54, 11 OOA placements above the budgeted amount of 43 mainly due to delays in opening internal provision, which meant a significant budget pressure has been carried forward into 2023/24. The projected placement numbers by the end of March 2024 are 36 (5 less than budgeted) and the average for the year is 42 (as budgeted); therefore the £0.36m pressure is expected to be temporary for 2023/24. The forecast overspend of £3.12m due to increased package costs appears to be a permanent pressure as provider fees continue

to be above the budgeted amount; the average placement cost for the year to date is £345k per annum; £64k more than the budgeted average cost of £281k per annum. If Health contributions towards packages can be agreed then this will reduce the average placement cost to Social Care, bringing it closer to the budgeted amount. Unfortunately, there is no correlation between cost and quality / outcomes for young people.

- External Accommodation for 16+ CiC projected overspend of £1.09m is mainly due to the average costs of packages expected to be higher than budgeted throughout 2023/24 £0.87m, and delays in internal provision being operational £0.22m. The number of 16+ CiC in external Accommodation at 1st April 2023 was 30; 6 placements above the budgeted amount of 24 which meant a significant budget pressure has been carried forward into 2023/24. The forecast assumes that, by the end of March 2024, placement numbers will be 18 (6 less than budgeted) so this pressure is expected to be temporary for 2023/24. It was expected that internal provision at Askern Court would be open for April 2023; it is now expected to be operational in April 2024 due to an increase in the capital works required. The £0.87m forecast overspend due to increased package costs is a mixture of a permanent and temporary pressures as provider fees continue to be above the budgeted amount but the two most expensive packages costing £12,950 and £8,645 per week are expected to reduce as the children approach adulthood in 12 months. The average placement cost for the year to date is £168k per annum; £38k more than the budgeted average cost of £130k per annum.
- UASC placements projected overspend is £1.23m. Previously the funding from the Home Office covered the cost of the placements; however, in 2022/23 the outturn 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 was stretched and therefore some of the children had to be placed with expensive providers leading to the costs being greater than the grant received from the Home Office. This trend has continued into 2023/24, with the forecast spend on placements £4.43m offset by grant funding of only -£2.78m. The gap between expenditure and grant funding is £1.65m, a £0.42m shortfall against the grant funding had already been factored into the 2023/24 budget, therefore the net overspend is £1.23m for 2023/24. The forecast includes an assumption that there are an additional 20 under 18 placements by the end of March 2024, following an increase of 23 placements in September and early October, 3 via the National Transfer Scheme and 20 via Hotel Arrivals. The Care Ladder budget modelling for 2023/24 assumed Home Office contributions would fund 82% of the package costs but the forecast assumes only 62.6% is covered by the Home Office. The increase in the funding gap is due to a continued increase in average package costs, and the Home Office for the 2nd year running keeping their contributions rates unchanged; therefore, they are still the same as 2021/22 rates despite the cost of living of crisis and significant inflationary increases from providers.
- The forecast for Fostering at quarter 2 is an underspend of -£1.11m due to the numbers of placements for both In-House Fostering and Independent Fostering Agencies (IFA's) being less than budgeted for at 1st April 2023, which is expected to continue throughout 2023/24. The number of Fostering

placements, at 1st April 2023 were 342, 31 less than the budgeted amount of 373 and the projected placement numbers by the end of March 2024 is 307 (51 less than budgeted). The forecast average for the year is 313 fostering placements split 41.6% IFA's / In-House Fostering 58.4%; the budgeted average for the year is 366 fostering placements split 42.9% / 57.1%. therefore, the forecast underspend of -£1.11m is due to the % split being achieved and the number of placements being less than budgeted throughout the financial year.

- Internal Provision (Residential & Unregulated) forecast at quarter 2 is an underspend of -£1.17m. The 4 existing In House Residential homes (Amersall, Cromwell, Morrison & Pinewood) are forecast to underspend by -£0.22m due to being unable to recruit to staff vacancies. The forecast for Skylarks (2 x 2 beds), new residential provision, is an underspend of -£0.56m, as the homes are not expected to be operational until January 2024; again from being unable to recruit staff. Askern Court (5 beds) requires extensive capital works to be completed and is now expected to be operational in April 2024, the forecast underspend due to this is -£0.47m. The Care Ladder budget modelling assumed both Skylarks & Askern Court would be operational for April 2023, therefore the underspends from these homes not opening offset the increased overspends in OOA and External Accommodation for 16+ CiC. Hatfield Water Park is a new scheme post budget setting and is expected to be operational in December 2023 costing £0.1m in 2023/24.

140. The forecast spend on agency workers is £3.25m against a budget of £0.86m. This £2.39m overspend on agency is offset by staffing (non-Care Ladder) underspends of -£3.76m mainly in Social Work Teams, Fostering Team and PAFFS. There has been an increased need for agency social workers to cover vacancies, maternity 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 in September 2023 was 46.3 FTE's, of which 39.1 FTE's were agency Social Workers. Yorkshire and Humber DCS's have signed a memorandum of understanding in relation to capping agency pay.

Corporate Resources

	Gross Budget £m	Income Budget £m	Net Budget £m	Project ion £m	Q2 Variance £m	Q1 Variance £m
Corporate Resources Director	0.2	-0.2	0.0	0.0	0.0	0.0
Finance & Technology	84.5	-67.8	16.7	16.5	-0.2	0.1
Legal & Democratic Services	9.4	-2.8	6.6	6.8	0.2	0.0
Corporate Resources Total	94.1	-70.8	23.3	23.3	0.0	0.1

141. Corporate Resources is forecast to breakeven at quarter 2. There are various under and overspends: -

- A cost pressure of £0.15m within Legal Childcare relating to increasing spend on professional experts due to changes in how court proceedings are conducted.
- A Housing Benefit subsidy shortfall of £0.10m within Revenues and Benefits due to the continued higher than budgeted levels of expenditure on short-term bed and breakfast accommodation, which attracts limited subsidy. Work is being undertaken in this area and reductions in the levels of spend are starting to take effect.
- The overspends are being mitigated by staffing and non-pay savings, in readiness for future year previously approved reductions. These have been achieved through the continued efforts of the teams across the Directorate to reduce expenditure through rationalisation and tight contract monitoring. These underspends are mainly within ICT (£0.18m) and Financial Development and Business Support (£0.04m).

Chief Executive

	Gross Budget £m	Income Budget £m	Net Budget £m	Project ion £m	Q2 Variance £m	Q1 Variance £m
Public Health	33.8	-28.5	5.3	5.6	0.3	0.3
Policy Insight & Change	19.7	-5.2	14.5	14.1	-0.4	-0.2
Chief Executive Total	53.5	-33.7	19.8	19.7	-0.1	0.1

142. Chief Executive's is projected to underspend by -£0.10m. This is due to underspends against the apprenticeship programme and salaries budgets in Policy, Insight & Change, Human Resources and Communities, offset by a budget shortfall against localities leads posts and an overspend by Doncaster Culture & Leisure Trust (DCLT) of £0.13m. The development of the community prevention service will allow the localities shortfall to be absorbed in the longer-term as the new service model will specify the roles required within the available budget envelope. DCLT's projected overspend is a result of higher than budgeted energy costs, action has been taken to improve the position and it continues to be closely monitored.

Place

	Gross Budget £m	Income Budget £m	Net Budget £m	Project ion £m	Q2 Variance £m	Q1 Variance £m
Economy & Development	39.3	-23.9	15.4	15.1	-0.3	-0.2
Director Of Place	0.1	-0.1	0.0	0.2	0.2	0.0
Environment	105.8	-36.8	69.0	68.5	-0.5	-0.6
Strategic Housing	4.5	-2.2	2.3	2.2	-0.1	0.0
Trading Services	23.9	-24.7	-0.8	-0.3	0.5	0.7
Communities - Safer Stronger	2.7	-1.0	1.7	1.8	0.1	0.1
Place Total	176.3	-88.7	87.6	87.5	-0.1	0.0

143. Place is projected to underspend by -£0.04m at quarter 2, this is similar to the position at quarter 1. The main variances are: -

- Bereavement Services: £0.54m overspend mainly due to a projected shortfall against the income target for cremations. A new private crematorium opened in May and is expected to significantly reduce the number of cremations at Rose Hill from 2,300 in 2023/24. Fewer cremations will mean lower utility costs which will partly mitigate the income reduction. The impact of the opening of the new crematorium will be monitored as the year progresses.
- Waste: -£0.70m underspend; mainly due to a projected underspend of -£1.40m on waste PFI due to the inclusion of the estimated 2023/24 power gainshare income of -£1.16m. The accuracy of the estimate will not be known until quarter 3 or 4, the final amount due is calculated using an index which tracks gas prices and, as these can be volatile, 12 months data is required to calculate the figure. This additional income has been reduced by; projected overspend of £0.25m on recycling rebate the price of recyclates is expected to fall, £0.35m overspend on Trade waste mainly due to underachievement of income, £0.22m overspend on Non PFI Disposal due to the increased cost of compliance with the legal requirement to incinerate waste containing Persistent Organic Pollutants (POPs) found in textiles and foam of upholstered domestic seating.
- Regulation & Enforcement: £0.25m overspend due to a variety of issues, including staff overspends and income shortfalls (e.g. enforcement fines).

Council Wide budgets

	Gross Budget £m	Income Budget £m	Net Budget £m	Project ion £m	Q2 Variance £m	Q1 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	3.6	-1.3	-1.4
Levying Bodies/Parish Precepts	17.5	0.0	17.5	17.5	0.0	0.0
Other Centrally Funded	8.8	-9.7	-0.9	-3.8	-2.9	-0.1
Revenue Costs Ex Capital Programme	-20.1	20.1	0.0	0.0	0.0	0.0
Technical Accounting	-34.7	0.0	-34.7	-34.7	0.0	0.0
Business Rate Retention	0.0	-143.8	-143.8	-143.8	0.0	0.0
Severance Costs	5.2	-0.1	5.1	5.0	-0.1	-0.1
Council Wide Budget Total	-18.3	-133.8	-152.1	-156.4	-4.3	-1.6

144. Council Wide is forecast to underspend by -£4.39m at quarter 2. The main underspends are: -

- -£1.82m released from service budgets due to a review of energy price inflation;
- -£1.36m the total contingency budget is £1.87m of which £0.51m is committed leaving £1.36m available;

- -£1.26m Treasury Management. This is due to increasing interest rates on investments and slippage in the capital programme decreasing the borrowing requirement and delaying the need to borrow until later in the year;
 - -£0.49m release of remainder of COVID-19 earmarked reserve £0.44m and Domestic Abuse Hub earmarked reserve £0.05m.
145. These are partially offset by overspends on: -
- £0.52m 2023/24 pay award. The estimate was for a 4% pay award but the actual increase is expected to be c7%. Original shortfall of £2.84m reduced by £2.32m through in-year savings. The remaining gap of £0.52m relates mainly to shortfalls from in-year savings from Place (£0.35m) and Adults Wellbeing & Culture (£0.16m).
146. The main changes since quarter 1 are: -
- -£1.36m release of uncommitted contingency budget;
 - -£0.82m estimate of review of energy inflation was £1.00m but actual review released £1.82m;
 - -£0.49m release of remainder of COVID-19 earmarked reserve £0.44m and Domestic Abuse Hub earmarked reserve £0.05m;
 - -£0.22m 2023/24 pay award, which Place have delivered since quarter 1.
147. 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 2023/24 won't affect the Council's General Fund until 2024/25. The impact on the Collection Fund is discussed below.

Housing Revenue Account (HRA)

148. The outturn projection at quarter 2 is a further underspend of £0.2m. The original budget was a balanced budget with no contribution to or from balances. The underspends to date, including quarter 1 £1.04m and quarter 2 £0.2m, means that there is an anticipated contribution to balances for 2023/24 of £1.24m.
149. The variances are a reduction in the provision for bad debt (£0.08m) and an increase in the interest received on HRA balances (£0.12m).
150. HRA balances are estimated to be £7.93m as at 31st March 2024.
151. Current rent arrears at quarter 2 are £2.47m (2.92% of the rent debit); this is an increase of £0.12m from £2.35m (2.80%) at quarter 1. As at 30th September, the amount of former tenants' arrears was £1.15m an increase of £0.05m from quarter 1, write offs were £7k in the period.

Fees and Charges

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

153. Where legal work is required at the request of an external party or to give effect to the legal position of an external party, the Council's Legal team charge the external party. New and increased charges have been agreed as follows:

Activity	Charge
Licence to occupy	£300
Lease	Fee assessed on a case-by-case basis and agreed prior to work commencing
Sub-Lease	Fee assessed on a case-by-case basis and agreed prior to work commencing
Lease assignment	£800
Negotiation of early termination of lease	Fee assessed on a case-by-case basis and agreed prior to work commencing
Licence to underlet/ change use	£800
Licence/consent to carry out work	£800
Wayleave Agreement	£600
Auction Fee	£1,750 or 2% of price – whichever is the higher
Garden land purchase	£350
Garden land future disposal to a new purchaser	£75
Certificate of compliance - compliance with overage, deed of postponement, lakeside service charge, certificate on disposal of a former Right-to-buy property when it changes hands.	£75

Capital Budget

154. The 2023/24 capital programme consists of 438 schemes with current projections estimating £130.5m spend within the financial year. The split by directorate is in the table below:

Directorate	Current Year Budget Brought Forward (£'000)	Current Year Budget as at Q2 (£'000)	Number of Schemes	Future Years Budget Brought Forward (£'000)	Projected Future Years Budget as at Q2 (£'000)
ADULTS, WELLBEING AND CULTURE	7,936	6,100	7	19,929	26,990
ADULTS SOCIAL CARE	7,892	6,056	3	19,929	26,990
CULTURE AND COMMERCIALISATION	44	44	4	0	0
CHIEF EXECUTIVE	12,125	11,400	23	2,017	3,382
LEISURE SERVICES	11,475	10,750	22	2,017	3,382
POLICY INSIGHT AND CHANGE	650	650	1	0	0
CHILDREN, YOUNG PEOPLE & FAMILIES	13,093	8,645	92	24,612	31,409
CENTRALLY MANAGED	370	107	1	400	600
COMMISSIONING & BUSINESS DEVELOPMENT	7,719	4,200	69	20,501	25,546
PARTNERSHIPS AND OPERATIONAL DELIVERY	4,292	3,894	16	3,712	4,997
CHILDRENS SOCIAL CARE	711	445	6	0	266
CORPORATE RESOURCES	9,591	4,343	15	1,470	6,495
FINANCE & TECHNOLOGY	9,391	4,143	14	1,470	6,495
LEGAL & DEMOCRATIC SERVICES	200	200	1	0	0
PLACE	158,142	100,001	301	216,950	281,390
ECONOMY & DEVELOPMENT	62,888	34,890	84	36,458	67,576
ENVIRONMENT	14,351	13,415	148	21,005	23,511
STRATEGIC HOUSING	71,196	43,743	52	159,246	188,307
COMMUNITIES - SAFER STRONGER	86	86	1	0	0
TRADING SERVICES	9,622	7,867	16	241	1,996
Grand Total	200,888	130,489	438	264,978	349,666

155. At quarter 2 there has been a 35% reduction in the projected in year spend when compared to the opening budget of £200.9m which is a reduction of £70.8m.

Directorate	Current Year Budget Brought Forward (£'000)	Current Year Budget as at Q1 (£'000)	Current Year Budget as at Q2 (£'000)	% Reduction in forecast at Q2
ADULTS, WELLBEING AND CULTURE	7,936	6,406	6,100	23%
ADULTS SOCIAL CARE	7,892	6,362	6,056	23%
CULTURE AND COMMERCIALISATION	44	44	44	0%
CHIEF EXECUTIVE	12,125	12,175	11,400	6%
LEISURE SERVICES	11,475	11,525	10,750	6%
POLICY INSIGHT AND CHANGE	650	650	650	0%
CHILDREN, YOUNG PEOPLE & FAMILIES	13,093	10,604	8,645	34%
CENTRALLY MANAGED	370	359	107	71%
COMMISSIONING & BUSINESS DEVELOPMENT	7,719	5,362	4,200	46%
PARTNERSHIPS AND OPERATIONAL DELIVERY	4,292	4,440	3,894	9%
CHILDRENS SOCIAL CARE	711	444	445	37%
CORPORATE RESOURCES	9,591	6,743	4,343	55%
FINANCE & TECHNOLOGY	9,391	6,543	4,143	56%
LEGAL & DEMOCRATIC SERVICES	200	200	200	0%
PLACE	158,142	101,173	100,001	37%
ECONOMY & DEVELOPMENT	62,888	35,908	34,890	45%
ENVIRONMENT	14,351	13,257	13,415	7%
STRATEGIC HOUSING	71,196	42,806	43,743	39%
COMMUNITIES - SAFER STRONGER	86	86	86	0%
TRADING SERVICES	9,622	9,117	7,867	18%
Grand Total	200,888	137,101	130,489	35%

156. The reduction between quarter 1 and quarter 2 is £6.6m.

157. The table below shows all schemes with slippage of £0.5m or more:-

Scheme	Slippage within Quarter (£'000)
FUTURE PARKS 15 BESPOKE PARKS	-1,107
DUNSVILLE PRIMARY SCHOOL EXPANSION	-780
SUNNY BAR AREA - CORN EXCHANGE	-650
MARKETS SCHEDULED MAINTENANCE	-600
NEW YOUTH HUB -WHEATLEY	-585
CIVIC OFFICE MAJOR ITEMS OF WORK	-554
Grand Total	-4,276

158. Current spend to date is £40.0m which is nearly 31% of the £130.5m projection for the year.

Directorate	Current Year Budget as at Q2 £'000	Current Actuals plus WIP £'000	% Spend after 6 months
ADULTS, WELLBEING AND CULTURE	6,100	2,333	38.2%
ADULTS SOCIAL CARE	6,056	2,331	38%
CULTURE AND COMMERCIALISATION	44	2	5%
CHIEF EXECUTIVE	11,400	2,926	25.7%
LEISURE SERVICES	10,750	2,923	27%
POLICY INSIGHT AND CHANGE	650	3	0%
CHILDREN, YOUNG PEOPLE & FAMILIES	8,645	1,959	22.7%
CENTRALLY MANAGED	107	0	0%
COMMISSIONING & BUSINESS DEVELOPMENT	4,200	1,480	35%
PARTNERSHIPS AND OPERATIONAL DELIVERY	3,894	470	12%
CHILDRENS SOCIAL CARE	445	9	2%
CORPORATE RESOURCES	4,343	755	17.4%
FINANCE & TECHNOLOGY	4,143	755	18%
LEGAL & DEMOCRATIC SERVICES	200	0	0%
PLACE	100,001	32,000	32.0%
ECONOMY & DEVELOPMENT	34,890	10,403	30%
ENVIRONMENT	13,415	3,962	30%
STRATEGIC HOUSING	43,743	15,139	35%
COMMUNITIES - SAFER STRONGER	86	106	124%
TRADING SERVICES	7,867	2,389	30%
Grand Total	130,489	39,973	30.6%

159. There are 137 schemes totalling £20.2m which have had budget allocated to them but are yet to incur any spend.

Directorate	Number of Schemes	Sum of Total for budgets with no spend in year (£'000)
ADULTS, WELLBEING AND CULTURE	3	905
ADULTS SOCIAL CARE	1	884
CULTURE AND COMMERCIALISATION	2	21
CHIEF EXECUTIVE	10	2,116
PUBLIC HEALTH	10	2,116
CHILDREN, YOUNG PEOPLE & FAMILIES	32	5,134
CENTRALLY MANAGED	1	107
CHILDRENS SOCIAL CARE	2	165
COMMISSIONING & BUSINESS DEVELOPMENT	23	1,973
PARTNERSHIPS AND OPERATIONAL DELIVERY	6	2,889
CORPORATE RESOURCES	6	2,568
FINANCE & TECHNOLOGY	5	2,368
LEGAL & DEMOCRATIC SERVICES	1	200
PLACE	86	9,486
ECONOMY & DEVELOPMENT	19	2,871
ENVIRONMENT	49	2,906
STRATEGIC HOUSING	11	3,243
TRADING SERVICES	7	466
Grand Total	137	20,209

Current Status of Schemes in the programme

160. 170 schemes have either not started or are still at the planning phase which is nearly 39% of all the current year schemes.

Status	Number of Scheme	% in phase based on scheme numbers
Underway	149	34.02%
Completion Phase	100	22.83%
Block Budget	19	4.34%
Planning Phase	67	15.30%
Not Started	103	23.52%
Grand Total	438	100.00%

161. 149 schemes have been classified as underway and 100 schemes are now in the completion phase.

Future programme

162. Future years spend is now projected at £349.7m in quarter 2 which has increased from the projection of £335.2m at quarter 1.

Capital Receipts

163. Based on current estimates there will be enough capital receipts to cover what is currently estimated to be required in this financial year.

Collection Fund

164. 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	-165.59	-165.69	-0.10	1.73	1.10	2.73
Doncaster Council	-135.10	-135.18	-0.08	1.43	0.92	2.27

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

The council tax collection fund variance in the year is a -£0.10m surplus. This is attributable to the high long-term collection rate -£0.83m and transfers from general fund mainly relating to hardship reliefs -£0.44m, partially offset by lower growth £0.70m and higher levels of Local Council Tax Support granted £0.46m. The in-year surplus reduces the closing balance to a deficit of £2.73m.

The projected closing deficit must be recovered in future years and therefore has an impact on future years' budgets. The council currently receives -£0.92m in surplus redistribution, however based on current budget assumptions this will need to reduce to -£0.25m in future years to recover the deficit.

Council Tax arrears were £26.38m compared to the target of £28.70m at the end of quarter 2. The target for reduction of Council Tax arrears was £1.95m for the quarter and the actual reduction in arrears was £1.86m. The reduction is slightly down on the £2.23m reduction for the same period last year. It is likely that the continued backlog of work will mean that the level of reduction may be affected in future months but as the backlog continues to reduce it is envisaged target performance will remain on target.

- Business Rates:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance * £m
Collection Fund	-108.20	-104.23	3.97	-19.61	20.58	4.94
Doncaster Council	-53.02	-51.07	1.95	-9.61	10.08	2.42

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

The business rates collection fund variance in the year is a £3.97m deficit. This is attributable to lower growth than anticipated £3.39m, an increase in appeals £1.42m and increased small business rates relief £0.62m. This is partially offset by lower retail relief granted than anticipated -£0.81m (although this gain will be offset by an equivalent loss in section 31 grant which will be managed in 2023/24 using the business rates volatility reserve), lower empty property relief -£0.44m and lower charitable relief -£0.23m. The in-year deficit means the closing balance is a deficit of £4.94m.

The projected closing deficit must be recovered in the next financial year and therefore has an impact on next year's budget. The council's income from business rates will be reduced by £2.42m in 2024/25 to recover the deficit.

Business Rates arrears were £7.24m compared to the target of £6.40m at the end of quarter 2. The target for reduction of Business Rates arrears was £0.75m for the quarter and the actual reduction in arrears in the quarter was £0.73m. This compares favourably to the same period last year when the level of arrears actually increased. The indicator remains affected by the backlog of work which means retrospective changes into previous years will increase the level of arrears rather than reduce them. As the backlog has been reduced in the quarter this has not had as significant an impact as it did previously and performance is expected to continue improving.

Schools Funding & Dedicated Schools Grant

165. The Dedicated Schools Grant (DSG) forecast outturn position at quarter 2 is an overspend of £8.6m during 2023/24 (an increase of £2.8m since quarter 1), to create an overall overspend on DSG of £28.6m by 31st March 2024. £3.3m of this overspend was already expected from last years' medium term financial plan.

166. The overspend position is mainly due to pressures within the High Needs Block which includes expenditure on Out of Authority placements (agreed via an education or social care route and review by School's Forum), Specialist Post 16 Institutions, Education Health & Care plan (EHCP) top up payments and additional top up payments to special schools and pupil referral units as well as for alternative provision and tuition. 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 has been delays in delivering savings on Looked after Children (LAC) placements due to additional demand, increased complexity of children and, in turn, higher package costs. No new homes are open yet as part of the Future Placement Strategy, initially due to the impact of COVID-19 but now due to difficulties in recruiting the staff required. Strategically senior education leads in the council are liaising with schools regarding the devolution of elements of the DSG to ensure that locally there are the right services in place to support children, improving outcomes and reducing costs.

167. 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 has looked at plans to manage and reduce the authorities high needs block overspend position through associated investment and based on modelling could potentially realise savings of c.£2m per annum which is factored in from September 2025 subject to progress on the programme. 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 and a further £5.6m in 2023/24. Based on the latest DfE guidance the projected increases to the grant for future years have been set at 3%, with DfE provisionally announcing a 2024/25 allocation increase of 3.4% for Doncaster. The current high needs medium term plan includes the expected impact of changes arising from the recommendations made in the "Equitable and Inclusive Access to Education for All" report at Cabinet in November 2024 including

provision development, local support, demand and growth assumptions numbers of children and young people accessing additional support in future years.

Description	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
DSG High Needs Block grant (after deductions)	47,667	49,672	51,390	53,159
High Needs Block expenditure	56,167	57,068	57,265	58,278
In year High Needs Block variance (less other DSG underspends)	8,499	7,395	5,875	5,120
Overall DSG Balance	28,567	35,962	41,838	46,957

Reserves

168. Earmarked reserves are reviewed each quarter and released where they are no longer required. In quarter 2, £0.44m has been released from the COVID-19 earmarked reserve and £0.05m from the Domestic Abuse Hub earmarked reserve – these are included in the quarter 2 monitoring position. Releasing further reserves would either reduce the overspend discussed above or increase general reserves held for general risks and contingencies. General reserves are currently estimated to be £14.29m at year end, assuming that the £1.76m overspend referred to above is funded from the Service Transformation Fund earmarked reserve.

Medium-Term Financial Strategy Update

169. The 2023/24 revenue budget report showed a balanced budget across 2023/24 – 2025/26, in other words, after taking account of savings proposals there was no budget gap. A review of the Medium-Term Financial Strategy (MTFS) was undertaken in August and it was decided not to take an overall MTFS update report to Cabinet in September/October as had been done in previous years. This was due to the limited further information available to update and focussing attention on calculating the impact of 2023/24 overspends on 2024/25 and beyond and updating Council Tax and Business Rates estimates based on the latest information.

170. The overall budget gap has now been updated following reviews of expenditure, e.g., inflation, and income, e.g., Council Tax and Business Rates. The detail has been reported to the Council's Executive Leadership Team.

171. The updated budget gap shows a reduced surplus in 2024/25 of £6.8m, and slight worsening to a deficit position of £0.4m in 2025/26 and £0.3m in 2026/27.

172. Directors are currently reviewing cost pressures and identifying savings to meet those pressures. The provisional Local Government Settlement is expected on or around 18 December. Depending on the results of this adjustments may need to be made to our assumptions prior to Mayor's budget proposals being finalised and ultimately considered by full Council on 26 February 2024.

STRATEGIC RISKS

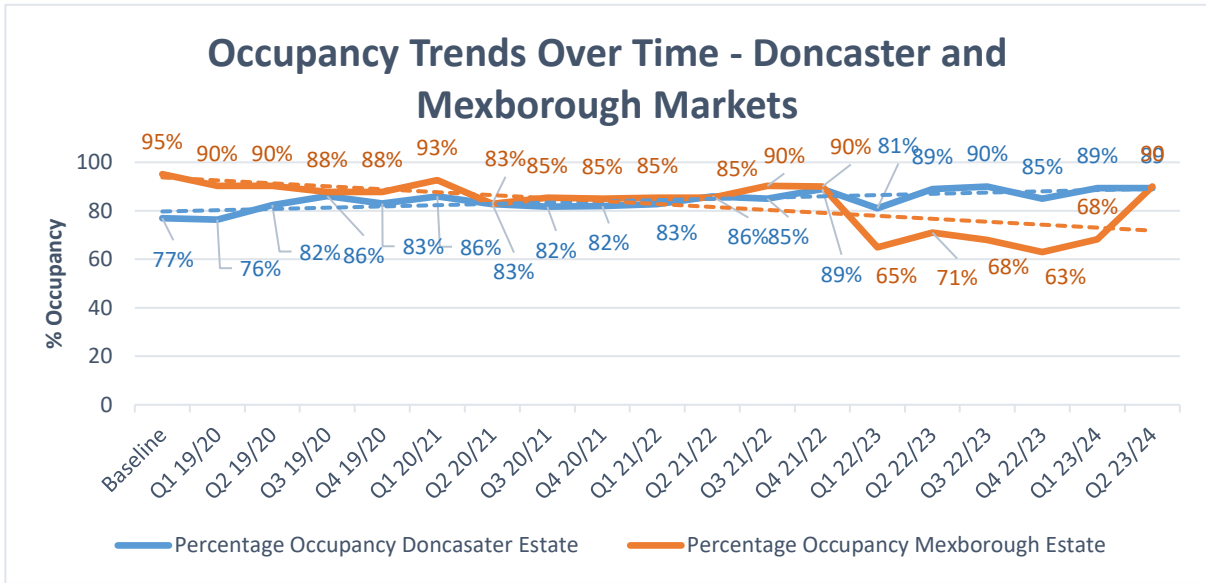
173. Strategic risks have been reviewed this quarter to ensure they continue to reflect our corporate priorities. The review resulted in one strategic risk being demoted, 6 being retained, 2 being retained and re-worded to reflect the current status of the risk and 2 new risks being proposed.

174. There are now 10 risks in our strategic risk register detailed below.

RAG	Risk Title	Current Score	Target Score	Trend
	Failure to establish sufficiency in local residential placements will increase the cost of residential placements outside of Authority.	16		New
	Failure to successfully prevent a major cyber attack	15	6	
	The absence of a well-balanced, resourced & evidence-based combination of interventions & services in our strategic plans will lessen the impact the Council can have in reducing inequality, deprivation and making lives better in the long term	12	6	
	There needs to be a broad range of service delivery, which supports people in the community and in other settings (depending on their needs), without which makes it more difficult for people to live healthy, independent lives	12	10	
	Failure to deliver the Medium Term Financial Strategy (MTFS) would result in an alternative budget being required with consequential service reductions and impact on achieving Council priorities.	12	5	
	Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk	12	10	
	Failure to implement the Partnership priorities across the Team Doncaster Partnership	9	6	
	Failure to recruit children social care staff will result in higher caseloads, the use of agency staff and will negatively impact on the quality of social work.	9		New
	Rising demand for Adult Social Care from the NHS combined with increasing community needs and constraints on workforce capacity increase the difficulty of providing timely care and support	8	5	
	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	

MARKET ASSET MANAGEMENT (MAM) DONCASTER LTD.

Occupancy Trends at Doncaster and Mexborough Market.

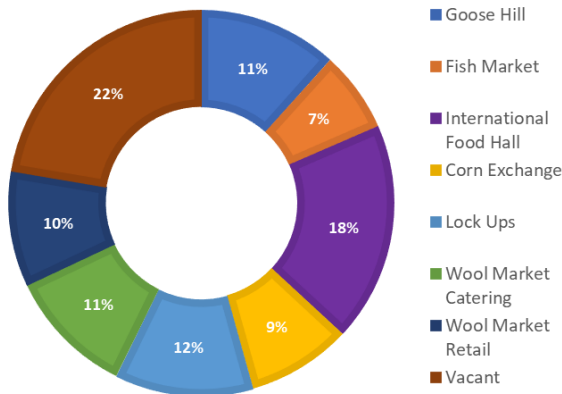


175. Doncaster occupancy levels, excluding the Corn Exchange due to the current closure, have maintained at 89%.

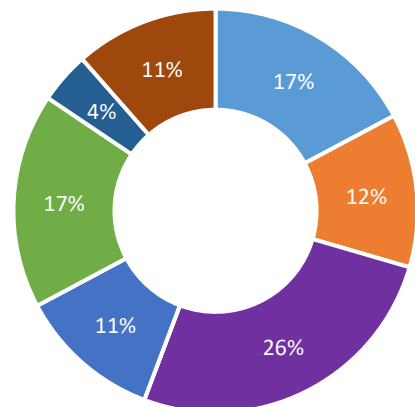
176. Mexborough has seen an increase again up to 90%, however there remains to be 3 vacant units. We have had an uplift with indoor traders in the last couple of months which vary from a handmade jewellery maker, a computer repair trader and 1 new flower stall, 2 of our existing trades have also taken on other units to extend their business. We also have 3 Resident artists that have taken over 4 large units.

Doncaster Market Occupancy Level Changes per area of the estate (Percentage) at Baseline (May 2019) and quarter 2 2023-4

PERCENTAGE OCCUPANCY AT DONCASTER MARKET (BASELINE)



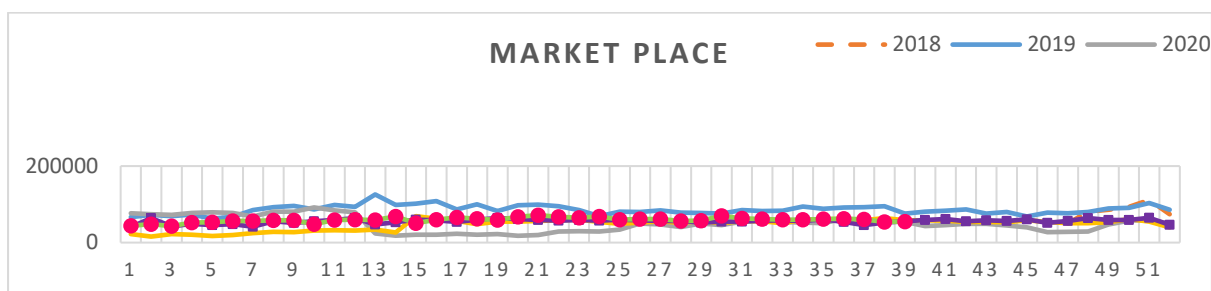
PERCENTAGE OCCUPANCY AT DONCASTER MARKET (Q2 2023/24)



177. The comparison of occupancy across the Doncaster estate between baseline (May 2019) and present levels (quarter 2 2023/24) shows a significant difference in the number of units in each area.

178. As the work on the Corn Exchange improvement works continues, the occupancy levels in this area of the Market estate remain to be 0% and therefore are excluded from the overall occupancy percentage. Occupancy levels between quarter 4 (2022/23) and quarter 2 (2023/24) have improved with overall vacancy levels continuing at 11%.

Footfall Trends for the Market Place (up to week 39; w/c 25/09/23)



179. Quarter 2 2023/24 has witnessed a small decline in footfall being recorded in the Market Place. Overall footfall average across the quarter was 60,423. The highest footfall of the quarter was recorded in Week 30 (w/c 24.07.23) which was 69,826, this was the first week of the school summer holidays. As like other school holidays the wool market was open every day.

180. Footfall trends in the Market Place continue to follow similar trends across all other footfall recording areas of the city centre. 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

181. Over the Summer holiday the Wool Market hosted more successful children's events, including weekly children's quizzes and children's discos as well as weekly offers on the competitive leisure side. A new mid week disco was held for those that can not attend the Sunday discos, and turned out to be extremely popular.

182. Free children's discos have also been hosted once a month providing entertainment for children up to the age of 10. Re-read charity attend every disco, giving out as many free children's books as customers want.

183. On Thursday 20th July The Wool Market worked with Mind Charity hosting a fundraising night alongside the usual smart quiz. Attendees were able to take part in the smart quiz and get vital information about the charity.

184. The Wool Market is the location for the Doncaster Creative Network networking meet-ups. This brings together local creatives to connect and strengthen the community and encourage collaboration.

185. On Friday 7th July The Wool Market hosted the Doncaster Chamber small business expo. The expo included small local businesses exhibiting their products and services alongside attendees to the event, looking to connect with other like-minded individuals in hope to grow their business connection

186. The Wool Market is now showcasing some of the local artist Andy Hollinghurst paintings. Andy is currently a tenant in Goose Hill and is one of the original 'Artist in Residence' from the Corn Exchange, his work is displayed around the leisure zone. All of his work is original and available to purchase.

Financial Position

187. 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 has been no financial assistance for MAM in the financial year 2023/24.

BACKGROUND

188. Not applicable

OPTIONS CONSIDERED

189. Not applicable

REASONS FOR RECOMMENDED OPTION

190. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

191. This report provides the performance against service standards and deliverables as outlined within the Corporate Plan & Borough Strategy. It would be too complex to assess the individual contribution or conflict against the great 8 priorities as such this section has been left blank for this report.

Legal Implications [Officer Initials: SRF Date: 09.11.23]

192. 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: 24.10.23]

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

Human Resources Implications [Officer Initials: KG Date: 10.11.23]

194. 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 Service works with managers to ensure appropriate action is being taken to manage staff absence in an effective, sensitive and timely manner which evidence shows is having a positive impact.

While there are still difficulties in recruitment in specific areas there is evidence of an improvement in applicant numbers, there continue to be a note of caution as there remain difficulties in 'hard to fill and more technical roles'.

Apprenticeship uptake is being targeted in a number of ways, with presentations taking place to explain the benefits to managers and potential applicants and, opportunities being discussed with managers particularly to meet identified needs from PDR's and contributing to enhancing our talent pipeline.

The challenge of meeting mandatory training targets continues; additional opportunities for managers to attend the mandatory Health and Safety training and staff given appropriate time to complete will hopefully improve this.

Technology Implications [Officer Initials: PW Date: 09.11.23]

195. 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.

As a service our technology, infrastructure, visions and 5-year plan are used to underpin and support any organisationally defined digital outcome. We will continue to work with the organisation, assisting with the evolution of the Corporate Digital Strategy; ensuring the technology implemented is safe, meets requirement, is fit for purpose, and provides value

RISKS AND ASSUMPTIONS

196. Specific risks and assumptions are included in the report.

CONSULTATION

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

BACKGROUND PAPERS

198. Not applicable

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

199. Not applicable

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City of
Doncaster
Council

Finance Profile

July 2023 – Sept 2023

APPENDIX A

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Savings Tracker

	Target 23/24 including under/over 22/23	23/24 achieved	23/24 remainder expected to be achieved in year	One-off 23/24	23/24 (unachieved) / overachieved
Adults, Wellbeing & Culture	-1.538	-0.307	-0.990	-0.097	-0.144
Chief Executive	-1.187	-1.087	0.000	0.000	-0.100
Corporate Resources	-1.513	-1.487	0.000	0.000	-0.026
Council Wide Budgets	-1.863	-1.593	0.000	-0.350	0.080
Children, Young People & Families	-2.795	-0.854	-0.436	-0.088	-1.417
Place	-2.257	-1.849	-0.320	0.000	-0.088
Total	-11.153	-7.177	-1.746	-0.535	-1.695

Treasury Management Update – Quarter 2 2023/24

1. The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management 2021 recommends that members be updated on treasury management activities at least quarterly. This update, therefore, ensures this Council is implementing best practice in accordance with the Code.
2. The forecast position Treasury Management at the end of Quarter 2 is a combined underspend of -£1.260m on interest receivable and interest payable, due to increased investment income and savings on borrowing costs. Investment income is -£0.516m higher than anticipated due to increased interest rates and investing surplus cash balances wherever possible to utilise these high rates. Borrowing costs are underspent by -£0.744m as borrowing is only being undertaken when the cashflow position requires it due to high interest rates increasing the cost of borrowing. This position has worsened since Quarter 1 as the cashflow position has deteriorated and short-term temporary borrowing has been undertaken to ensure cash is being maintained at appropriate levels. This borrowing has all been from other Local Authorities and on a short-term basis to eliminate any interest rate risk. Additional borrowing will be required before the end of the financial year, and is factored into the forecast above, albeit the timing could vary depending on the agreement and payment of the NJC pay award and arrears.
3. The second quarter of 2023/24 has seen a further increase in the Bank of England base rate in an attempt to control spiralling inflation, however, at the last meeting on 20th September the Monetary Policy Committee (MPC) agreed to keep the rate at 5.25% though this was the closest decision since interest rates have been increased (5-4 vote compared to previous decisions which have generally being a 7-2 decision).
4. The Council has appointed LINK Group as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates. Their latest forecast, made on 26th September, follows the statements made after the MPC decision that if there was evidence of more persistent inflation pressures “further tightening in policy would be required” and that rates will stay “sufficiently restrictive for sufficiently long”.
5. Their view on rates is set out in the table below - note the Public Works Loans Board (PWLB) rates include the certainty rate reduction of 0.2% which we have also secured. From 15th June the certainty rate applicable to Housing Revenue Account (HRA) borrowing is a further 0.4% reduction from the rates shown below.

Link Group Interest Rate View	25.09.23													
	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	
BANK RATE	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.00	2.75	2.75	2.75	2.75	2.75	
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.00	2.80	2.80	2.80	2.80	2.80	
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.10	2.90	2.90	2.90	2.90	2.90	
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.20	3.00	3.00	3.00	3.00	3.00	
5 yr PWLB	5.10	5.00	4.90	4.70	4.40	4.20	4.00	3.90	3.70	3.70	3.60	3.60	3.50	
10 yr PWLB	5.00	4.90	4.80	4.60	4.40	4.20	4.00	3.80	3.70	3.60	3.60	3.50	3.50	
25 yr PWLB	5.40	5.20	5.10	4.90	4.70	4.40	4.30	4.10	4.00	3.90	3.80	3.80	3.80	
50 yr PWLB	5.20	5.00	4.90	4.70	4.50	4.20	4.10	3.90	3.80	3.70	3.60	3.60	3.60	

6. This view of rates staying at higher levels until into the next financial year and then reducing slowly over the next few years is underpinning our current strategy of not borrowing unless it is needed for cashflow purposes.
7. This will result in the Council remaining under borrowed for longer than was anticipated previously which was agreed via the Treasury Management Strategy Statement for 2023/24. At the end of 2022/23 the overall under borrowing was £153m which is 26% of the underlying borrowing requirement for both the General Fund (GF) and HRA. Whilst this

might seem high, the indications from LINK, show this is comparable to other Metropolitan Authorities. Remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt.

Borrowing

8. The following table summarises the Council’s forecast Debt Portfolio at 30th September 2023: -

Doncaster Council Debt Portfolio and Maturity Profile at 30th September 2023				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	7.95%	32
12 to 24 Months	50	0	2.61%	10.5
24 Months to 5 Years	50	0	2.94%	11.82
5 Years to 10 Years	75	0	1.26%	5.06
10 Years to 20 Years	95	10	85.24%	57.65
20 Years to 30 Years				34.87
30 Years to 40 Years				157.81
40 Years to 50 Years				92.94
TOTAL			100.00%	402.65

9. Further borrowing, of £25m, has been taken from the end of September, all of which is for less than 1 year and more borrowing will be required before the end of the financial year as outlined above, however, this is still well within the limits set. The £25m of borrowing undertaken is still less than the £44.7m of previous borrowing which has been repaid as some was paid out of available cash balances, especially in the first few months of the financial year.

10. It is also worth noting that as well as interest rates are very volatile as well as being high and the variations in PWLB rates, which are based on gilt yields, throughout the period are shown in the table below. This volatility further supports the strategy of only borrowing temporarily from the market.

HIGH/LOW/AVERAGE PWLB RATES FOR 01.04.23 – 30.09.23

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	4.65%	4.14%	4.20%	4.58%	4.27%
Date	06/04/2023	06/04/2023	06/04/2023	06/04/2023	05/04/2023
High	6.36%	5.93%	5.51%	5.73%	5.45%
Date	06/07/2023	07/07/2023	22/08/2023	17/08/2023	28/09/2023
Average	5.62%	5.16%	5.01%	5.29%	5.00%
Spread	1.71%	1.79%	1.31%	1.15%	1.18%

11. Debt rescheduling opportunities have increased significantly recently as gilt yields, which underpin PWLB rates and market loans, have risen materially. LINK have reviewed our current portfolio and at the moment there is no value to be had by rescheduling or repaying a part of the debt portfolio.

12. The Treasury Management Strategy Statement was agreed by Council on 27^h February 2023 and there have been no policy changes to the TMSS to make members aware of. In light of the revision to the Capital Programme approved in the Quarter 1 monitoring report

the following prudential indicators have been revised accordingly. Officers confirm there have been no breaches of these revised indicators.

Prudential Indicator 2023/24	Original £m	Revised Prudential Indicator £m
Authorised Limit	713,907	671,844
Operational Boundary	658,376	605,879
Capital Financing Requirement	696,656	644,160

Investment

13. The annual Investment Strategy approved as part of the TMSS sets out the Council’s investment priorities as being:

- the security of capital,
- liquidity and
- yield.

14. The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity, aligned with the Council’s risk appetite. In the current environment it is considered appropriate to keep investments short term to cover cash flow needs but also to seek out value in periods up to 12 months with high credit quality financial institutions where balances allow. The investment portfolio can be seen in Figure 2. Given the recent policy of running down cash balances to mitigate the need for borrowing any funds are now only available for short periods of time due to the timing of receiving grants and income from council tax / business rates and paying costs in relation to the running of the Council and the Capital Programme.

15. On top of the investments outlined below there is an available balance of around £15m kept liquid within the main bank accounts of the Council. Due to the positive negotiations within the banking contract this balance attracts a return of base rate less 0.09%, so, as at 30th September, 5.16%, therefore we are receiving a favourable level of interest even on our liquid balances.

Figure 2: The following summarises the Council’s investment portfolio as at 30th September 2023

CLOSE BROS	£10.0m
Total	£10.0m

16. The average investment rate for the first six months of the year was 4.7% which is slightly lower than the benchmark return of 4.83% which is taken from the average SONIA 1 month average for the first six months as shown below. This due to our cash balances reducing with a significant proportion being kept liquid.

	Bank Rate	SONIA	1 mth	3 mth	6 mth	12 mth
High	5.25	5.19	5.39	5.48	5.78	6.25
High Date	03/08/2023	29/09/2023	19/09/2023	30/08/2023	07/07/2023	07/07/2023
Low	4.25	4.18	4.17	4.31	4.46	4.47
Low Date	03/04/2023	04/04/2023	03/04/2023	03/04/2023	06/04/2023	06/04/2023
Average	4.81	4.74	4.83	5.03	5.26	5.45
Spread	1.00	1.01	1.22	1.17	1.33	1.77

17. Treasury Management officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the quarter ended 30th September 2023.

Other

18. Risks were reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 27th February 2023. The key risks of our current position are highlighted below.

- a. The Council could be unable to borrow when funding is required due to adverse market conditions and/or budgetary restraints. This risk is mitigated by maintaining sufficient easily accessible funds. Further mitigating actions could be scaling back or re-profiling capital expenditure plans if necessary.
- b. There could be an increased use of reserves and working capital which is currently used to finance the under borrowed position. This risk is mitigated by regular monitoring of the use of reserves and having a robust cash flow forecast, which is monitored on a daily basis

Capital Programme Block Budget Allocations Quarter 2 2023/24

	Funding Source	Allocatio n of block budget 2023/24 £m	Allocatio n of block budget Total £m
<u>Children, Young People & Families</u>			
Centrally Managed			
Moorends Youth Hub	Government Grant	0.001	0.001
Kirkby Avenue, Bentley - Emergency Repairs	Government Grant	0.014	0.014
Thorne King Edward - Roofing	Government Grant	0.237	0.237
DFE – Capital Maintenance Grant	Government Grant	(0.252)	(0.252)
Partnerships and Operational Delivery			
Sensory Emotional Mental Health (SEMH) Hub - Castle Hills, Scawthorpe	Government Grant	0.030	0.030
SEMH Hub - Ivanhoe, Conisbrough	Government Grant	0.030	0.030
SEMH Hub - Brooke Academy, Thorne	Government Grant	0.150	0.150
SEMH Hub - McAuley Academy, Cantley	Government Grant	0.081	0.081
Bentley High Street - Sensory Room	Government Grant	0.035	0.035
Bawtry Mayflower - Sensory Room	Government Grant	0.032	0.032
Park School, Wheatley - Module building	Government Grant	0.006	0.006
DFE – High Needs Provision	Government Grant	(0.364)	(0.364)
Commissioning and Business Development			
Bentley New Village - Safeguarding	Government Grant	0.020	0.020
DFE – Capital Maintenance Grant	Government Grant	(0.020)	(0.020)
Children's Social Care			
Family Placement - Church Lane - Balance of Costs	Housing Capital Receipts	0.001	0.001
Capital Receipts	Housing Capital Receipts	(0.001)	(0.001)
<u>Place</u>			
Environment			
Budget for highway resurfacing, preventative maintenance treatment, routine maintenance across the highway network plus budget for bridge and structure strengthening and maintenance has been allocated as follows:			
Balby Road (Part) Balby	Government Grant	0.124	0.124
Skellow Road (Part) Carcroft	Government Grant	0.081	0.081
Everingham Rd service Cantley	Government Grant	0.040	0.040
Church Way (Part) Doncaster	Government Grant	0.043	0.043
Doncaster Lane (part) Adwick	Government Grant	0.020	0.020
Springwell Lane (Part) Balby	Government Grant	0.097	0.097

Dale Road (Part) Conisbrough	Government Grant	0.022	0.022
The Oval (Part) Woodlands	Government Grant	0.007	0.007
Owston Road (Part) Carcroft	Government Grant	0.024	0.024
The Crescent (Part) Dunscroft	Government Grant	0.020	0.020
Wickett Hern Rd (Part) Armthorpe	Government Grant	0.173	0.173
A18 Armthorpe Road Intake	Government Grant	0.026	0.026
Clay Lane West (Part)	Government Grant	0.159	0.159
Broadway Dunscroft ph4 - change of funding source		(0.070)	(0.070)
Nutwell Lane Armthorpe ph2 - change of funding source	Government Grant	(0.025)	(0.025)
CRSTS Network Asset Management	Government Grant	(0.740)	(0.740)
Budget for road improvements and safety work has been allocated as follows:			
Victoria Rd Balby	Earmarked Reserve	0.003	0.003
Sandbeck Road Part Bennetthorpe	Earmarked Reserve	0.037	0.037
Cardigan/Lansdowne Rd Intake	Earmarked Reserve	0.055	0.055
King George Square Kirk Sandall	Earmarked Reserve	0.040	0.040
New Lane Sprotbrough	Earmarked Reserve	0.055	0.055
Brook Road Conisbrough	Earmarked Reserve	0.037	0.037
Barnby Dun Road Service Road	Earmarked Reserve	0.068	0.068
Ecclestone Rd Kirk Sandall	Earmarked Reserve	0.035	0.035
Church Lane Warmsworth/Balby	Earmarked Reserve	0.009	0.009
Westbourne Gardens Balby	Earmarked Reserve	0.042	0.042
Queen Mary Crescent cul-de-sacs, Kirk Sandall	Earmarked Reserve	0.001	0.001
Southfield Road	Earmarked Reserve	0.006	0.006
Franklin Cres/Manor Drive Part, Bennetthorpe	Earmarked Reserve	0.148	0.148
Sandy Ln/St Cecilia Rd Belle Vue	Earmarked Reserve	(0.100)	(0.100)
Road Improvement & Safety	Earmarked Reserve	(0.437)	(0.437)

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval

2023/2024 Quarter 2

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	Functional Realignment – City Centre team transferred from Adults, Wellbeing & Culture to Place	AWC Place	-232,050 232,050
2	Functional Realignment – Community prevention team transferred from Adults, Wellbeing & Culture to Chief Executive	AWC Chief Exec	-2,153,800 2,153,800
3	Transfer of budget for Green Gables from Adults, Wellbeing & Culture to Children, Young People & Families for re tendering.	AWC CYPF	-410,930 410,930

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Date: 6 December 2023

To: Chair and Members of the Cabinet

Report Title: St. Leger Homes of Doncaster Limited (SLHD) performance and delivery update Quarter 2 ended 30 September 2023 (2023/24)

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

1. EXECUTIVE SUMMARY

- 1.1. 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 the City of Doncaster Council (CDC).
- 1.2. This report provides an opportunity to feedback on performance successes and challenges against the 2023/24 Key Performance Indicators (KPI).
- 1.3. Of the 22 KPIs measurable at end of Quarter 2 (Q2), eleven were met or were within agreed tolerances of target. Some KPIs are new for 2023/24 and some are from the suite of Tenant Satisfaction Measures (TSM) from the Social Housing Regulation Bill.
- 1.4. In relation to the TSMs, SLHD has undertaken a series of tenant perception surveys over a five month period and these have been included, along with other TSM data, for the first time in this report.
- 1.5. Commentary appears below as appropriate. Appendices are attached as follows:
 - A : KPI dashboard as at 30 September 2023;
 - B : TSM summary as at 30 September 2023; and
 - C : latest monthly benchmarking

2. EXEMPT REPORT

- 2.1. This report is not exempt.

3. RECOMMENDATIONS

- 3.1. That Cabinet note the progress of SLHD's performance and the contribution SLHD makes to supporting Doncaster Council's (DC) strategic priorities.

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

4.1. As this report includes the 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, an Annual Development Plan (ADP) and a suite of Key Performance Indicators (KPIs) are produced in agreement with Doncaster Council (DC) officers, the Housing Portfolio holder and the Mayor.

5.2. The ADP identifies the key deliverables, outcomes, milestones and performance measures. The suite of KPIs is aligned with the ADP and also forms a key role in evidencing that SLHD is delivering Value For Money (VFM).

6. 2023/24 QUARTER 2 (Q2) PERFORMANCE SUMMARY

6.1. In March 2023, eighteen KPIs were agreed with Doncaster Council (CDC) for 2023/24, and included some of the new Tenant Satisfaction Measures (TSMs) as KPIs.

6.2. In collecting the information during the first half of the year, performance data for the four additional Health and Safety measures (which are also TSMs) is now being captured and these have been added to the KPI schedule for Q2 onwards, to give a schedule of 22 KPIs for 2023/24.

6.3. Of the now 22 KPIs, four are measured annually - tenant surveys (two), energy efficiency and Decent Homes Standard numbers, the same as in 2022/23. The tenant survey information is also now available and two TSMs have been included in this report for the two annual satisfaction KPIs.

6.4. The table below summarises the KPI dashboard as at the end of Quarter 2 – 30 September 2023, with comparatives. The KPI dashboard is attached at **Appendix A**.

KPIs	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22
Green (meeting target)	8	4	6	7	5	6	7	7	6	6
Amber (within tolerance)	3	1	4	1	2	1	4	3	3	2
Red (not meeting target)	9	9	6	7	8	6	5	4	5	4
No target (homelessness)	n/a	n/a	2	2	2	2	3	3	3	3
Quarterly / Annual / unavailable	2	4	1	2	2	4	0	2	2	4
Total	22	18	19	19	19	19	19	19	19	19

6.5. 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 satisfaction levels as evidenced by national benchmarking.

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

6.7. The tolerances which determine the amber status are consistent with DC measures where possible. Performance data is cumulative year to date (YTD) unless otherwise indicated.

7. KPI DETAILED COMMENTARY

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

Profiled Target Q2 23/24 **3.00%**
Q2 23/24 Performance **2.92%** **BETTER THAN TARGET – GREEN**

	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22
Arrears %	2.92%	2.80%	2.74%	2.98%	2.80%	2.62%	2.55%	2.92%	2.57%	2.55%
Profiled target %	3.00%	2.85%	2.75%	3.00%	3.00%	2.85%	3.00%	3.42%	3.21%	3.16%

Arrears have stayed under target at 2.92% this quarter - this is however higher than September last year which was 2.80%.

A Christmas communications campaign has commenced to ensure tenants still pay their rent over the festive period and also don't take on expensive credit.

We have secured from the court possession orders which the court granted in a suspended state to allow tenants time to improve their payments. If tenants do not improve their payment history we will apply for full possession, ensuring the action is proportionate and will be in the hands of the court whether possession is granted.

Performance continues to benchmark favourably. However, we know we need to reduce arrears to achieve our target and will be doing everything we can to hit our target again this year.

KPI 2: Void rent loss (lettable voids)

Target **0.50%**
Q2 YTD 23/24 performance **0.70%** **WORSE THAN TARGET – RED**

The KPI of 0.50% equates to approximately 110 void properties. The number of voids held in the year to date has generally fluctuated between 120 and 140, but improved significantly in the latter part of Q2 and at the end of September is 98 This includes 19 non-lettable voids, as summarised below with comparatives.

	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23
Void rent loss YTD %	0.70%	0.73%	0.67%	0.67%	0.72%	0.76%
Target %	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Void numbers incl. non lettable	98	132	133	126	110	151

The number of voids held at the end of September shows a significant reduction at 98, when comparing to the previous quarter (June) of 132.

The total figure of 98 includes 19 non lettable voids, consisting of the following:

- Three awaiting further investment
- Fifteen recently acquired properties undergoing refurbishment; and
- One receiving major adaptations by CDC.

Although the KPI is not meeting target, our void rent loss performance compares very favourably with our peers and also nationally. Annual benchmarking information for 2022/23 has just been published, which together with the monthly information for 2023/24, shows void rent loss, the percentage of properties vacant and available to let and the percentage of properties vacant but unavailable as all above median, and mainly top quartile.

Stringent monitoring remains in place to monitor all voids from keys in to re-let, to ensure that accurate planning and communication is shared between all teams. As a result of this; the number of voids held should continue to show a reduction and will contribute to the continued improvement in performance.

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

Target **20.0 days**
Q2 23/24 YTD performance **25.8 days** **WORSE THAN TARGET – RED**

	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23
Re-let days	25.8	25.6	26.7	26.9	29.1	33.6

Standard re-let performance for each week has consistently been around the 24 to 26 levels. The letting of some longer term voids in Q2 increased the YTD figure slightly to 25.8 from the Q1 position. The KPI remains worse than target.

Void properties receive continued and extensive focus as we work towards meeting this challenging target. Although the KPI is not meeting target, annual benchmarking information for 2022/23 recently published shows that the outturn of 26.7 days was top quartile. **Appendix C** shows that recent performance is also top quartile when benchmarked in the monthly pulse surveys.

7.3. KPI 4: Number of Households placed in hotel accommodation at month end

Profiled Target **30**
Q2 23/24 performance **42** **WORSE THAN TARGET – RED**

There were 42 placements in hotels as at the end of September 2023.

There was a total of 1,255 total nights in September which is an 8.9% increase on August but a 35.4% reduction on September 2022.

Whilst the number of households placed has remained high, the team are continuing to minimise the number of nights they are staying in hotels which is showing a continual reduction, and there were no families placed in over two weeks.

Numbers placed has been impacted by the Council's Ending Rough Sleeping Action Plan and in particular the Government's Accelerated Migration Scheme which has agreed to give accommodation to people rough sleeping despite there being no statutory duty to do so and accounted for twelve placements at the month end.

7.4. KPI 5: Number of Full Duty Homelessness Acceptances (New KPI for 2023/24)

Target	60%	
Q2 23/24 performance YTD	28%	WORSE THAN TARGET – RED

This is a new KPI for 2023/24 and measures the total number of households whose prevention duty ended during the month and resulted in accommodation secured for 6+months, expressed as a percentage.

32 prevention cases were closed within the month of which eleven were able to secure existing or alternative accommodation.

We met with the Department of Levelling Up, Housing and Communities (DHLUC) Homelessness Advisor who has agreed to support us a 'critical friend' to review in October potential missed opportunities to open cases under prevention duty and therefore to record positive outcomes when compared to other Local Authorities.

The target is being reviewed on this indicator. It was set at a time when the national picture was different and SLHD was advised by DLUHC. The official government figures for January to March 2023 show the national figure to be 45% and Yorkshire and Humberside to be 38%. Doncaster was performing at 38% for that same January to March 2023 period.

7.5. KPI 6: Complaints relative to the size of the landlord per 1000 properties (New KPI for 2023/24)

Profiled Target YTD	25.0	
Q2 23/24 performance YTD	32.6	WORSE THAN TARGET – RED

This is a new KPI for 23/24 and measures the number of Stage 1 and Stage 2 complaints per 1,000 properties under management.

For the target to have been met, less than 497 complaints should have been received.

For the six months to date, 649 complaints have been received. This equates to 32.6 complaints per 1,000 properties (32.1+0.5). The split is as follows:

Number of Stage 1 complaints received for the YTD is 639 complaints = 32.1
Number of Stage 2* complaints received for the YTD is 10 complaints) = 0.5

* Stage 2 complaints received in month could relate to previous months' complaints.

Nearly three quarters of all complaints are due to four main themes – policy, time taken, service delivery and staffing.

We have completed complaints training for all Service Investigating Officers (SIOs) on investigating and responding to complaints and are concluding development of the OpenHousing complaints management system.

This new way of working across the organisation will provide improved automation and support improvements to how quickly we process complaints and in turn should reduce the number of complaints.

7.6. KPI 7: Percentage of complaints responded to within timescale (New KPI for 23/24)

Target	92.3%	
Q2 23/24 performance YTD	83.8%	WITHIN TOLERANCES - AMBER

This is a new KPI for 2023/24 and is one of the new Regulatory TSMs. Complaints performance is measured one month in arrears.

In August 2023 we received 126 complaints, This is an increase of 37 complaints compared to August 2022. We responded to 101 of the 125 in timescale (80.8%). The YTD performance stands at 83.8%. Those not completed in timescale were due to various reasons, more information required from the Service Investigating Officers (SIOs) - holding responses sent, complex complaints requiring checking from Heads of Service, timescale to complete by the SIOs.

We have completed complaints training for all Service Investigating Officers (SIOs) on how to investigate and respond to complaints. This was completed at the beginning of September 2023. Mop up sessions are to be planned for SIOs who were unavailable for various reasons at the time. To be completed by the end of October 2023.

We are also in the final development stage of the OpenHousing (OH) complaints management system, this will go live imminently following training for all Service Investigating Officers. This new way of working across the organisation will provide improved automation and support improvements to how quickly we process complaints. This project has had recent delays due to other IT priorities.

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

Target **97.3%**
Q2 23/24 performance YTD **98.4%** **BETTER THAN TARGET – GREEN**

Period YTD	Cases closed 6 months previously	No. of tenancies sustained after 6 months	% of tenancies active 6 months after support ended	Target %
Q1 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%
Q1 23/24	196	192	98.0%	97.3%
Q2 23/24	435	428	98.4%	97.3%

We are pleased that performance has improved again to 98.4% this quarter against a target of 97.3%. The team continue to work hard with our most vulnerable and high-risk tenants and have achieved £446k of financial gains so far this financial year for 252 tenants.

There were four tenancies ended after 6 months during quarter 1 and three during quarter 2, of the three during this second quarter, two tenants handed in keys without notice and didn't engage in support, and the third was due to affordability.

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

Target **94.0%**
Q2 23/24 performance YTD **95.6%** **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 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%
Q1 23/24	7,803	7,402	94.9%	94.0%
Q2 23/24	14,899	14,240	95.6%	94.0%

Performance for September was 95.8%, a slight decrease from August's figure of 96.6% but still well above the target of 94.50%, and YTD the performance is 95.6% and above target. Continued strong performance.

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

Target **100.00%**
Q2 23/24 performance YTD **99.96%** **WITHIN TOLERANCES - AMBER**

At the end of Q2, the 23/24 servicing programme had seven properties without a gas certificate, but all were within the no access process and therefore we are compliant with regulations. This is an improvement from Q2 last year when the figure was twelve.

7.10. KPI 10b : Fire - % homes for which all required fire risk assessments have been carried out

Target **100.00%**
Q2 23/24 performance YTD **100.00%** **MEETING TARGET – GREEN**

At the end of Q2, all the required fire risk assessments have been carried out.

7.11. KPI 10c : Asbestos - % homes for which all required asbestos management surveys or re-inspections have been carried out

Target **100.00%**
Q2 23/24 performance YTD **100.00%** **MEETING TARGET – GREEN**

At the end of Q2, all the required surveys and re-inspections have been carried out.

7.12. KPI 10d : Legionella - % homes for which all required risk assessments have been carried out

Target	100.00%	
Q2 23/24 performance YTD	100.00%	MEETING TARGET – GREEN

At the end of Q2, all the required risk assessments have been carried out.

7.13. KPI 10b : Lifts - % homes for which all required communal passenger lift safety checks have been carried out.

Target	100.00%	
Q2 23/24 performance YTD	100.00%	MEETING TARGET – GREEN

At the end of Q2, all the required safety checks have been carried out.

7.14. KPI 11 : Days lost through sickness per WTE (Whole Time Equivalent) CDC calculation*

Target	8.5 days	
Annualised performance *	11.9 days	WORSE THAN TARGET – RED

* Performance is now an annualised calculation and is consistent with CDC

The month of September saw 0.78 days absence per FTE against a monthly target of 0.72 days, and whilst still above target, it is significantly lower than August (1.05 days) and the lowest this financial year.

For the year this equates to a KPI of 11.9 days per FTE, consistent with the CDC calculation, and against an annual target of 8.5 days.

A deep dive review into sickness absence has now taken place with short term actions agreed.

September was consistent with previous months, with stress, depression and anxiety remaining the highest reason for absence YTD accounting for 32.3%. It reported a further decrease this month to the lowest level in the last 12 months. This is followed by MusculoSkeletal (MSK) contributing to 23.5% and back and shoulder related problems which now account for 13% of the absence YTD.

The new attendance management frequency triggers which were implemented in April 2023 are seeing an increased number of meetings at all stages including three stage 4 hearings planned in the coming weeks which may be an early sign that this change is having an impact and allowing those early intervention conversations.

7.15. KPI 12 : Local expenditure

Target **70%**
Q2 23/24 performance YTD **39%** **WORSE THAN TARGET – RED**

September spend figures were very similar to August at £2.44m, but a slightly higher amount was spent in Doncaster £887k (36%) compared to 31% in August. £1.2m of the September spend was in Yorkshire & Humber and represents 66%, higher than the 51% in August.

Doncaster spend, both capital & revenue in nature, after half the financial year totals £4.97m out of total spend to all suppliers of £12.78m. This represents YTD KPI performance of 39% and still below target. Within Yorkshire and Humber the percentage is 64%.

As with previous months, figures were mainly affected by large payments to one contractor in relation to high rise improvements, which in September were £463k, the largest amounts paid to any supplier in the month and equates to 19% of all payments in month. This contractor is still classed as South East currently so this also affected the Y&H figure.

The number of suppliers receiving payments in the month at 137 was almost identical to August, but only four were above £100k and totalled £1.25m, 51% of the total spend. Again, three were outside of Doncaster and totalled £1.0m.

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

7.16. KPI 13 : Number of ASB cases per 1,000 properties (New KPI for 2023/24)

Profiled Target YTD **30.0**
Q2 23/24 performance YTD **36.1** **WORSE THAN TARGET – RED**

This is a new KPI for 23/24 and is also part of the new Tenant Satisfaction Measures required by the Regulator.

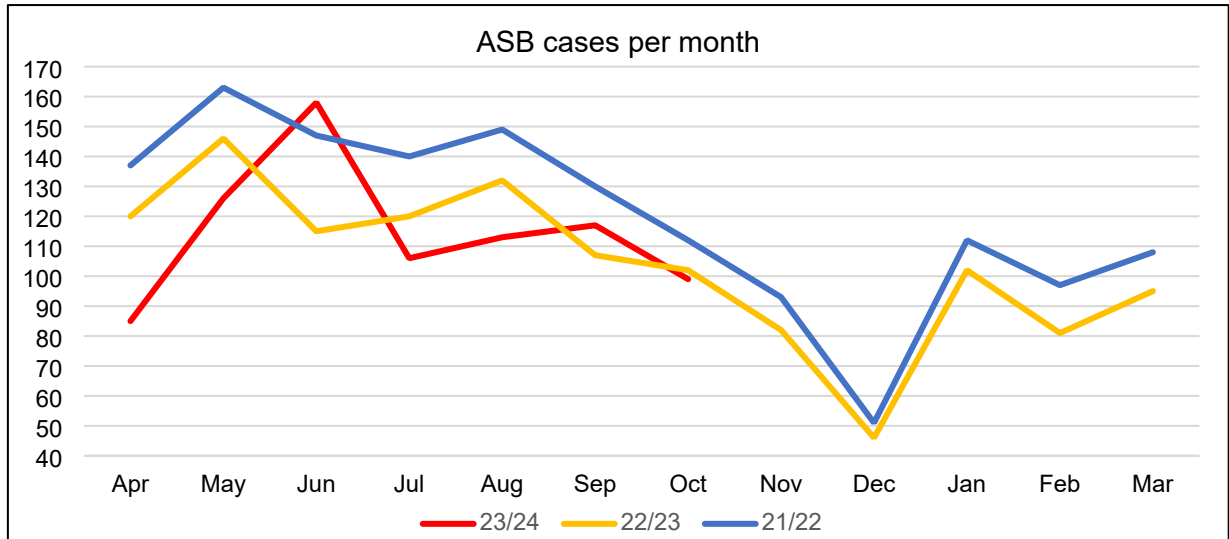
A year to date target of 30 per 1,000 properties equates to 597 ASB cases. The number of actual cases was 718.

Cumulative performance was therefore 36.1 at the end of September 2023. Although it is worse than target, it is lower than the 37.1 recorded as at the end of September 2022.

	23/24	22/23
April	86	120
May	126	146
June	158	115
July	107	120
Aug	115	132
Sep	126	107
YTD total	718	740

ASB activity is normally higher in the first half of the financial year (summer months) and therefore if volumes in the second half reduce as they have in previous years, then the KPI may become green by year end, which equates to 1,200 ASB cases in the year.

The graph below shows these ASB trends.



7.17. KPI 14 : Number of residents undertaking training, education or employment

Profiled Target YTD 53
Q2 23/24 performance YTD 53 **MEETING TARGET – GREEN**

In Q2 we had fourteen new Apprentices (twelve Trades and two Customer Service) start employment with SLHD as well as two Student Placements who will be with us for twelve months.

A new World of Work support and Learn Multi-skills course was run in September and we are pleased to report we had a record number of 17 participants start the course. A higher number of participants has been the trend since the courses were opened up to other non SLHD tenants who are unemployed and living in the Doncaster area. Furthermore, the Job Centre who fund the actual course have expressed the advantage of being able to offer the course to a wider reach of claimants. It can also be reported that following the course, nine participants applied for a guaranteed interview for a six months paid role with SLHD and five of the applicants have now been offered a role.

We are also pleased to report that in July we facilitated eight individual work placements at SLHD, providing young people with various training opportunities to come in and learn, observe and assist with the work of St leger Homes. And lastly, we had two participants on the World of Work scheme who had been receiving our general employment help, advise they had now secured new employment, one as a labourer and one at B&Q.

Given the above, we are now on target for year to date.

8.5. KPI 19: Energy efficiency ANNUAL KPI :

Target 2023/24 **73.5%**
March 23 year end Performance **Data not available**

This was a new KPI from 2020/21 and requires all properties to achieve EPC Level C by 2030. Data was not available at the year end and is still being analysed and validated.

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	✓			
Comments: The main related KPI is for energy efficiency of properties and is an annual indicator.				
 Developing the skills to thrive in life and in work		✓		
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.				
 Making Doncaster the best place to do business and create good jobs		✓		

Comments: KPIs relate to target spending locally within Doncaster and also within South Yorkshire where possible. Local spend was below target but is being addressed. Residents supported into training education or employment is below target but should improve as the year progresses as a result of a number of initiatives.				
	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 20.11.23]

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 [Julie Crook, Director of Corporate Services SLHD, 20.11.23]

14.1. In 2023/24 SLHD will receive management fees of £39.3m from DC. This is made up of £36.8m from the Housing Revenue Account and £2.5m from the General Fund to pay for the general fund services managed by SLHD.

15. Human Resources Implications [Ayesha Ahmed, Senior HR & OD Officer, 22.11.23.]

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

16. Technology Implications [Elaine Thompson, Technology Governance Officer, 20.11.23]

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
TSM	Tenant Satisfaction Measure
WOW	World of Work
YTD	Year to date
PRS	Private Rented Sector

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Appendix A SLHD Key Performance Indicator Summary Q2 2022/23

Appendix B Tenant Satisfaction Measures

Appendix C Benchmarking - Housemark monthly pulse survey – July and August 2023 (**in month** performance)

Appendix A - St. Leger Homes Key Performance Indicator Summary Q2 2023/24

KPI	Indicator	22/23 Outturn	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q4	23/24 Target	DoT
1	Percentage of current rent arrears against annual debit %	2.74%	2.80%	2.92%			3.00% ytd 2.75% y/e	↓
2	Void rent loss (lettable voids) %	0.67%	0.73%	0.70%			0.50%	↑
3	Average Days to Re-let Standard Properties ytd days	26.7	25.4	25.8			20.0	↓
4	Number of Households placed in B&B accommodation at month end	16	50	42			30 Q2 30 y/e	↑
5	% of settled accommodation at Prevention stage (New)	n/a	33%	28%			60%	↓
6	Number of stage 1 and 2 complaints per 1,000 properties (New)	n/a	15.4	32.6 TSM			25 Q2 50.0 y/e	↓
7	% of Complaints responded to within timescale (New)	n/a	92.5%	83.8% TSM			92.3%	↓
8	Number of tenancies sustained post support	96.8%	98.0%	98.4%			97.3%	↑
9	Number of repairs first visit complete	94.8%	94.8%	95.6%			94.0%	↑
10a	Gas: % of properties with a valid gas servicing certificate	100.00%	99.97%	99.96% TSM			100.0%	↓
10b	Fire: % homes where all risk assessments have been carried out (New)	n/a	not reported	100.0% TSM			100.0%	n/a
10c	Asbestos: % homes asbestos surveys or re-inspections completed (New)	n/a	not reported	100.0% TSM			100.0%	n/a
10d	Legionella: % homes where all legionella assessments completed (New)	n/a	not reported	100.0% TSM			100.0%	n/a
10e	Lifts: % homes all communal passenger lift safety checks completed	n/a	not reported	100.0% TSM			100.0%	n/a
11	Days lost through sickness per FTE CDC calculation	11.7	11.7	11.9			8.5 y/e	↓
12	Percentage of Local Expenditure % Revenue and Capital	67.6%	49.0%	38.9%			70.0%	↓
13	Number of ASB Cases per 1,000 properties (New)	n/a	22.0	36.1 TSM			30 Q2 60 y/e	↑
14	Number of residents in training, education or employment	58	9	53			53 Q2 97 y/e	↑
15	Tenant satisfaction levels overall %	81.3%	Annual KPI	76% TSM			85.0%	↓
16	Percentage of homes maintaining decent standard %	99.69%	Annual KPI	Annual KPI TSM			100.00%	n/a
17	Tenant satisfaction with satisfied with the overall repairs service %	75.7%	Annual KPI	80% TSM			83.0%	↑
18	Energy efficiency. Target: achieve EPC Level C by 2030	69.22%	Annual KPI	Annual KPI			73.50%	n/a

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

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

3. Key

Meeting / better than target	Within tolerances of target	Not meeting / worse than target
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TENANT SATISFACTION MEASURES		Sep-23
Ref.	Overall satisfaction	
TP01	% respondents who report that they are satisfied with the overall service from their landlord. (KPI above)	76%
Keeping properties in good repair		
TP02	% respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service. (KPI above)	80%
TP03	% respondents who have received a repair in the last 12 months who report that they are satisfied with time taken to complete most recent repair	73%
TP04	% respondents who report that they are satisfied that their home is well maintained	76%
RP01	% homes that do not meet the Decent Homes Standard (KPI above)	n/a
RP02	% non-emergency responsive repairs completed within the landlord's target timescale.	62.6%
RP02	% emergency responsive repairs completed within the landlord's target timescale.	85.7%
RP02	% non-emergency and emergency responsive repairs completed within the landlord's target timescale.	69.7%
Maintaining building safety		
TP05	% respondents who report that they are satisfied that their home is safe	85%
Safety checks		
BS01	% homes for which all required gas safety checks have been carried out. (KPI above)	99.96%
BS02	% homes for which all required fire risk assessments have been carried out. (KPI above)	100.00%
BS03	% homes for which all required asbestos management surveys or re-inspections have been carried out. (KPI above)	100.00%
BS04	% homes for which all required legionella risk assessments have been carried out. (KPI above)	100.00%
BS05	% homes for which all required communal passenger lift safety checks have been carried out. (KPI above)	100.00%
Respectful and helpful engagement		
TP06	% respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them	72%
TP07	% respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them	79%
TP08	% respondents who report that they agree their landlord treats them fairly and with respect	90%
Effective handling of complaints		
TP09	% respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling	30%
CH01	Number of stage one complaints per 1,000 homes:	32.1
CH01	Number of stage two complaints received per 1,000 homes:	0.5
CH01	Number of: stage one and stage two complaints received per 1,000 homes: (KPI above)	32.6
CH02	% stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	tba
CH02	% stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	tba
CH02	% stage one and stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales. (KPI above)	83.8%
Responsible neighbourhood management		
TP10	% respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	67%
TP11	% respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	77%
TP12	% respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour	69%
NM01	Number of: 1.anti-social behaviour cases, of which 2.anti-social behaviour cases that involve hate incidents opened per 1,000 homes. (KPIabove)	36.1

Housemark pulse survey benchmarking - IN MONTH performance

Appendix C

AUGUST 23 Housemark pulse survey benchmarking

Measure	peers				quartile	Polarity
	Q1	Median	Q3	SLHD		
'True' current tenant arrears at the end of the month (%)	3.63%	4.26%	6.28%	2.95%	Q1	Higher is Better
Average re-let time in days (standard re-lets in month)	31.81	49.49	72.30	26.43	Q1	Lower is Better
Percentage of homes with a valid gas safety certificate	100.00%	99.97%	99.85%	99.95%	Q2	Lower is Better
Percentage of dwellings vacant but available to let at the end of the month	0.47%	0.93%	1.23%	0.60%	Q2	Lower is Better
Percentage of Stage 1 and Stage 2 complaints resolved within timescale in month	84.95%	74.80%	57.40%	83.82%	Q2	Higher is Better
Responsive repairs completed in month per 1,000 properties	226.68	252.80	286.39	254.28	Q3	Lower is Better
New ASB cases reported in month per 1,000 properties	2.52	4.56	6.77	5.90	Q3	Lower is Better
Formal Stage 1 and Stage 2 complaints received in month per 1,000 properties	2.92	3.24	7.29	6.40	Q3	Higher is Better
Percentage of working days lost to sickness absence in month	3.72%	5.10%	5.35%	5.28%	Q3	Higher is Better
Percentage of responsive repairs completed within target timescale	97.40%	88.99%	82.07%	69.28%	Q4	Lower is Better
Percentage of voluntary staff turnover in month	0.50%	0.64%	0.91%	1.27%	Q4	Higher is Better

JULY 23 Housemark pulse survey benchmarking

Measure	peers				quartile	Polarity
	Q1	Median	Q3	SLHD		
Average re-let time in days (standard re-lets)	35.8	46.5	85.5	25.8	Q1	Lower is Better
Current tenant arrears at the end of the month (%)	3.47%	4.03%	5.35%	2.78%	Q1	Lower is Better
% voluntary staff turnover	0.32%	0.83%	1.03%	0.38%	Q2	Lower is Better
No. of dwellings vacant but available to let at m/end as % of units	0.47%	0.73%	1.10%	0.71%	Q2	Lower is Better
Responsive repairs completed in month per 1,000 units	206.8	236.2	314.8	238.5	Q3	Lower is Better
% of homes with a valid gas safety certificate	100.00%	99.98%	99.79%	99.96%	Q3	Higher is Better
Formal stage 1 and 2 complaints received per 1,000 units	2.96	4.24	6.04	4.70	Q3	Lower is Better
% of working days lost to sickness absence in month	4.34%	4.94%	5.39%	5.37%	Q3	Lower is Better
New ASB cases reported per 1000 units	2.25	5.20	6.66	5.20	Q3	Lower is Better
& of stage 1 and 2 complaints resolved within timescale in month	94.0%	87.8%	79.1%	75.5%	Q4	Higher is Better
% of Responsive repairs within target timescale	98.33%	89.40%	81.80%	72.78%	Q4	Higher is Better

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City of Doncaster Council

Report

Date: 06/12/2023

To: Cabinet

Report Title: Housing Retrofit – Gainshare Funding Award

Relevant Cabinet Member(s)	Wards Affected	Key Decision?
Cllr Glyn Jones	All	Yes

EXECUTIVE SUMMARY

1. Since declaring a Climate & Biodiversity Emergency in September 2019, the Council identified housing retrofit as one of the key contributors to achieving its zero emissions targets. Few other interventions deliver the same level and extent of impact than that of housing retrofit, which include benefits to the local economy, jobs, personal finance, physical and mental health from having a warm home, as well as reduced carbon emissions.
2. In 2019-20 the Council took a decision to deliver a Thermal Improvement Programme to insulate the remaining 1,800 uninsulated properties from its 20,000 housing portfolio. We now have around 600 that remain uninsulated.
3. These properties are made up of varying archetypes and are distributed across the borough, with some locations having a greater density of properties than others. The properties are deemed to be of non-traditional construction comprising of solid walls, narrow cavity or part solid wall and cavity wall and therefore require wall insulation to be applied to the outside or inside of the property. In this programme the works are focused on external wall insulation.
4. Delivery has been very challenging due to a number of factors including rising costs, availability of qualified labour and the required specification of materials, weather dependent works, and high levels of short-term government funding creating unprecedented demand on the insulation industry.

5. When the programme commenced in 2019, the cost of works was around £7,000 per 3-bedroom property, but when the programme paused and restarted late 2020, following the Covid outbreak and Brexit, the cost of works more than doubled.
6. The Council has therefore taken all opportunities to access external funding to offset the high delivery cost and even reduce the original forecast cost of delivering the programme.
7. A series of successful funding bids have secured £10.9m and of this the Council has been able to retain £7.15m for the Thermal Improvement Programme.
8. The most recent success has added a further £2.7m from the South Yorkshire Mayoral Combined Authority (SYMCA) Gainshare, of which a further £1.25m will contribute to the programme and £840,000 will help deliver 'deep retrofit' works to 21 Council properties. The remaining funds will help deliver a more inclusive neighbourhood programme by funding works to adjoining privately owned homes.
9. The deep retrofit works are expected to produce a number of co-benefits for the Council, the tenant, and the economy, as well as providing important data to help create a business case for a *return on investment* from a blended public and privately funded retrofit programme.

EXEMPT REPORT

10. N/A

RECOMMENDATIONS

11. To delegate acceptance of the funding award of £2.7m from the South Yorkshire Mayoral Combined Authority Gainshare and the entering into the funding agreement to the Director of Place and Assistant Director of Finance.
12. To agree that the funding be added to the Council's Housing Capital programme.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

12. Our most vulnerable residents will be supported to ensure they fully benefit from the works and take advantage of fuel savings and increased comfort, giving an improved outlook on household finance and health.

13. Reduced heating and energy bills allow more disposable income for residents, which can be spent locally as opposed to being paid to energy companies.
14. Residents will feel more included and able to contribute towards local and national targets to reduce carbon emissions. They can feel proud that they 'are doing their bit'.

BACKGROUND

15. The Gainshare funding award of £2.7m represents the sixth successful funding bid for housing retrofit since 2020-21. Other funding bids include:
 - a. Local Authority Delivery schemes – funded by Department for Energy Security & Net Zero (DESNZ)
 - i. Phase 1 – £684,000
 - ii. Phase 1B – £517,000
 - iii. Phase 2 – £2.45m
 1. The three phases of this funding programme delivered works to 315 homes, a total of 528 energy saving improvements
 - b. Social Housing Decarbonisation Fund – DESNZ
 - i. Wave 1 – £3.24m
 1. Works to 272 homes delivering 480 improvements
 - ii. Wave 2 – £4m
 1. Starting November 2023. Will include 370 homes and 540 improvements
16. Of the £10.9m of external funding secured, £7.15m has been retained and contributes to the delivery of the Thermal Improvement Programme. The remaining funds supported works to privately owned homes and project management costs.
17. The £2.7m Gainshare is proposed to fund the following:
 - a. £1.25m (250 council homes) contribution towards the Council's Thermal Improvement Programme
 - b. £500,000 (50 privately owned homes) contribution towards external wall insulation works to neighbouring privately owned homes
 - c. £840,000 (21 council homes) to match fund the cost of 'deep retrofit' works
 - d. £110,000 Project Management Fees for the Council, including Monitoring and Evaluation over the 2 years of the programme.
 - e. In summary, 96% of the funding will be allocated to capital works.
18. The Gainshare funding is to be defrayed by 31st March 2025.

19. Gainshare will act as match funding to the existing Council's Housing Capital Programme and the recently awarded government Social Housing Decarbonisation Fund (SHDF) Wave 2.
20. A forecast breakdown of the three contributing funds is as follows but are subject to final programme costs presented by the Council's contractor, Wates Living Space.

Works	No. Properties	Council Housing Capital	SHDF Wave 2	Gainshare	Total
Insulation - Council	250	1,250,000	2,500,000	1,250,000	5,000,000
Insulation - Privates	50	0	300,000	500,000	800,000
Deep Retrofit - Council	21	315,000	0	840,000	1,155,000
Project Management				60,000	60,000
Monitoring & Evaluation				50,000	50,000

21. The decisions relating to the Council's secured match funding are as follows:
 - a. Council Capital Strategy and Capital Budget 2022/23 – 2025/26, in February 2022, to deliver a 4 year programme of thermal improvement works to Council owned homes. Please see page 26 of the [report](#) – Appendix 1f – EXTERNAL WORKS – THERMAL EFFICIENCY - ECO WORKS.
 - b. Social Housing Decarbonisation Fund – Wave 2, of £3.9m has been awarded to the Council. Please see the confirmation of approval to receive the funding [here](#).
22. SYMCA have provided the Council with a small number of conditions to meet in advance of a forthcoming funding agreement.
 - a. Confirmation that all other funding is secured
 - b. Procurement of main contractor and evidence of cost certainty e.g. return of contractor tenders and confirmation of material costs
 - c. Submission of a detailed project plan and risk register including sufficient contingency provision for all activities and related mitigation costs.
 - d. Submission of acceptable Subsidy Control opinion
 - e. All required statutory consents including all planning conditions must be satisfied.
 - f. The following conditions must be included in the funding contract
 - i. Clawback on outputs and outcomes at SYMCA discretion.
 - ii. Scheme promoter to address any cost overruns without unduly compromising project outputs and outcomes.
23. In addition to the 7no. conditions presented by SYMCA for pre and post contract execution, the Council seeks to include a condition/permission on

flexible use of funding, specifically *to transfer any scheme underspend from qualifying works to privately owned homes to qualifying works on social homes, in order to reduce the risk of project underspend. The Council also seeks written confirmation of the available extensions beyond March 2025 if any programme delays are to be encountered.*

24. For those 21 Council homes proposed to receive *deep retrofit* works, a selection of different archetype and tenancies will be chosen from across the borough. This will provide a more informed monitoring and evaluation report to show the impact of the works. The properties are yet to be chosen.
25. The deep retrofit works will include insulation to walls, loft and ground floor, new windows and doors, air source heat pump, solar and battery storage. The works are expected to significantly reduce energy and heating costs and reduce carbon emissions. Once fully supplied by a renewable energy tariff, the homes may be deemed to meet the standard of *zero emissions in operation*.
26. While the works proposed are intended to be mitigating actions to reduce carbon emissions, the Council may also seek to incorporate measures to adapt to climate change, such as wider guttering, soakaways next to the front and back door, or window shutters to prevent overheating during extreme weather.
27. The evaluation and monitoring of the deep retrofit, and insulation only, works will help to prove a business case for producing a financial return on investment, of which the findings can be shared with government to allow consideration of a blended public and private financial package to help deliver these works at scale, across all housing tenures.
28. Wates Living Space are the incumbent delivery contractor and are in contract for the duration of the works through available contract extensions.

OPTIONS CONSIDERED




29. Option 1 – Do not accept the funding
 - a. The Council would continue to pay for works at a higher cost than that originally budgeted for, and possibly reduce the delivery of the programme or present a cost pressure.
 - b. The testing of ‘deep retrofit’ would not be undertaken due to the significant cost it presents per property.
 - c. The monitoring and evaluation of the impact of deep retrofit would be missed. The Council would rely on other case studies and experience of other housing providers when seeking to understand the viability of the business case to prove a return on investment.






REASONS FOR RECOMMENDED OPTION

30. The Council has already submitted five successful bids for this type of work. A sixth will enable the Council to direct resources in the most impactful and beneficial way and maximize the outcomes for some of Doncaster's most vulnerable households.
31. This sixth successful bid will enable the Council to seek greater social value from its contract, create job and apprentice opportunities as a result of giving continuity of delivery and security to the supply chain.
32. This will be one of many housing retrofit schemes which helps move the borough towards its net zero carbon emissions objectives.
33. The Council will seek to take and maximise inward investment and seek its share of all external funding opportunities.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

34.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change	✓			
<p>Each property receiving insulation measures will result in reduced carbon emissions, improved energy efficiency and lower energy demand and heat loss. Retrofit is one of the key priorities for tackling climate change.</p>				
 Developing the skills to thrive in life and in work	✓			
<p>This programme of work presents significant opportunity to safeguard and support local jobs by extending our contract with our preferred supplier. This will provide opportunities for re-skilling and for young people to find opportunities in retrofit. We anticipate that a number of apprenticeships can be supported by this scheme.</p>				
 Making Doncaster the best place to do business and create good jobs	✓			

Improving local housing to have higher efficiencies and standards will encourage residents to remain or relocate to Doncaster. It is hoped that the project will support economic resilience and a green recovery.				
 Building opportunities for healthier, happier and longer lives for all	✓			
This programme will support our most vulnerable and low-income households by creating healthier homes that improve the physical and mental health of the residents as a result of having a warm home and reduce risk of cold related ill health, this will support our fuel poverty/cost of living programmes.				
 Creating safer, stronger, greener and cleaner communities where everyone belongs	✓			
The actions being implemented reduce carbon emissions and will aim to protect residents from rising energy costs.				
 Nurturing a child and family-friendly borough	✓			
This project will look to support those on the lowest incomes many of which will be families. The thermal improvement programme will help to support the mental and physical wellbeing of children and young people by reducing incidences of cold related illness.				
 Building Transport and digital connections fit for the future				✓
Not Applicable				
 Promoting the borough and its cultural, sporting, and heritage opportunities				✓
Not Applicable				
Fair & Inclusive	✓			

Supporting residents with housing retrofit, ensuring all communities benefit.

Legal Implications [Officer Initials: NJD | Date: 23/10/23]

35. Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do. Section 111 of the Local Government
36. SYMCA have advised the Council of a number of conditions which will form part of the funding agreement (set out at paragraph 19) and the Council have made a request to SYMCA to allow unspent funding to be transferred to be used for privately owned homes for qualifying works on social homes.
37. Legal should be contacted to review the funding agreement once received. The Council we be required to comply with the terms and conditions of the funding agreement as failure to do so may invoke clawback.
38. The Council must procure any works/services relating to this funding in compliance with the terms and conditions of the funding agreement, the Councils contract procedure rules and the public contracts Regulations 2015.
39. Should the Council fail to comply with the terms and conditions of the funding agreement, SYMCA may invoke clawback of the funding.
40. Further legal advice will be given as the project progresses

Financial Implications [Officer Initials: DH/MS | Date: 25/10/23]

41. The report is seeking approved delegation of acceptance £2.7m South Yorkshire Mayoral Combined Authority Gainshare funding to the Director of Place and Assistant Director of Finance once a detailed funding agreement has been received.
42. The funding contribution will be used towards the Council's Thermal Improvement Programme equating to £5k per property for an estimated 250 Council properties and a further £40k per property for deep retrofit works to an estimated 21 Council properties.
A further £10k per property will be used to contribute towards external wall insulation works to 50 neighbouring private owned homes.
43. The exact terms and conditions of the grant are yet to be received however it is expected that match funding totalling £4.385m will be required. This will be met from approved resources for the Thermal Improvement programme in the Housing Capital programme, including the recently awarded government

Social Housing Decarbonisation Fund (SHDF) Wave 2. A breakdown of the indicative costs has been provided by the existing contractor and are detailed along with the match funding assumptions at Para 17.

44. Upon approval, the grant will be added into the Housing Capital programme and reflected in the quarterly Finance and Performance report.
45. The acceptance of the £2.7m Gainshare funding award is subject to Financial Procedure Rules, in particular:
 - a. E.13 Directors are responsible for ensuring that action plans are in place (including exit strategies and match funding arrangements) for all external funding within the Directorate.
 - b. E.14 The CFO, in consultation with the respective Director, is responsible for ensuring that all funding notified by external bodies is received and properly recorded in the Council's accounts. Directors are responsible for promptly informing the CFO about such funding and of any subsequent modifications to timing and amounts of anticipated funding.
 - c. E.15 Where the income is receivable against a grant claim, the respective Director is responsible for producing the grant claim and shall provide sufficient information to enable the claim to be signed by the Chief Executive, CFO or any other relevant person where appropriate.
46. The Council has an uncommitted allocation of Gainshare capital funding of £83m over 26 years. The housing retrofit works are considered to be committed by SYMCA. The Council could decide not to accept the grant and that would increase the uncommitted balance and enable the funding to be spent on other priorities.

Human Resources Implications [Officer Initials: AA | Date: 26/10/2023]

47. There are no direct HR Implications in relation this report.

Technology Implications [Officer Initials: NR | Date: 23/10/23]

48. There are no specific technology implication in relation to this report, however, where a technology requirement is identified, Digital and ICT will need to be consulted.

Procurement Implications [Officer Initials: GS | Date: 26/10/23]

49. The works set out in this report will be completed via contract agreement C9716 External and Internal Repairs and Improvement Works. This contract was commissioned in compliance with the Councils Contract Procedure Rules

and UK Procurement Regulations and by accessing the EN:Procure Installation and Repairs Framework which was procured via contract notice [2019/S 100-241324](#)

50. Procurement therefore supports the recommendations set out in this report.

RISKS AND ASSUMPTIONS

51. The timing of delivery combined with inconsistencies of labour and materials supply chain makes it challenging to deliver the scheme in full by March 2025. The council's experience of delivering housing retrofit over the past 3 years has been the most challenging. The works are to a higher standard and are more complex, as it the monitoring and reporting for compliance. This creates a significant draw on resources for the contractor and project managers in the council.
- a. The Council has procured a preferred contractor who has already started to mobilise in the target area.
 - b. The installation of external wall insulation is the most important part of the proposed bid, and key to securing the fuel poverty and carbon reduction outcomes. The works are weather dependent and, although we should be working in the dryer seasons, weather will no doubt interrupt the works at times.
 - c. In addition to our strong community connections and use of intelligence data, we have Neighbourhood Sustainability Officers whose job is to target and support households through the grant application process and so our resident liaison resource can ensure residents are fully engaged and supported pre, during and post works.
52. Not everyone will benefit.
- d. The Council has a strong record of delivering home energy efficiency improvements, but there are some who missed out on previous schemes that could be revisited.
 - e. The Council can seek to blend the SHDF with existing schemes to enable a more inclusive scheme, but there will still be some homes that cannot benefit from a full package of works due to the qualifying criteria limiting a totally inclusive scheme.
 - f. The SHDF funding will extend an existing program of works delivering high value works to low-income residents who are unable to afford them. This is a small scheme, but it is very worthwhile.
53. Works are not completed, and monies are not defrayed by the 31st March 2025, which would result in an underspend that would need returning to the funder.
- a. The council already has experience of this. The short timescales given for delivery and defrayment of funds are short. This is compounded by the various challenges, many of which are out of council control such

as the weather, rising costs influenced by global events, availability of labour due to the huge demand on the insulation market.

- b. The compliance and evaluation process has also had significant changes. Compliance experts are overwhelmed with offers of work. They are struggling to meet the demand and they can choose to work for the highest bidder.

CONSULTATION

- 54. Mayor – Ros Jones
- 55. Cllr Mark Houlbrook – Cabinet Member for Sustainability & Waste
- 56. Cllr Glyn Jones – Deputy Mayor and Cabinet Member for Housing and Business

BACKGROUND PAPERS

- 57. None.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

- 58. SYMCA – South Yorkshire Mayoral Combined Authority
- 59. SHDF – Social Housing Decarbonisation Fund
- 60. DESNZ – Department for Energy Security & Net Zero

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