



## 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, 13th March, 2024

**Time:** 10.00 a.m.

---

### **BROADCASTING NOTICE**

**This meeting is being recorded for subsequent broadcast via the Council's web site. The Council is a Data Controller under the Data Protection Act and images collected during this recording will be retained in accordance with the Council's published policy. Please be aware that by entering the meeting, you accept that you may be recorded and the recording used for the purpose set out above.**

**Damian Allen  
Chief Executive**

---

Issued on: Tuesday, 5 March 2024

**Governance Services Officer for this meeting:** Sarah Maxfield  
Sarah.maxfield@doncaster.gov.uk

City of Doncaster Council

[www.doncaster.gov.uk](http://www.doncaster.gov.uk)

## Item

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 8 March 2024. 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](mailto:Democratic.Services@doncaster.gov.uk))**

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 7th February, 2024 for noting (previously circulated).

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

<b><u>Key Decisions</u></b>	<b>Page No.</b>
6. Levelling Up Fund (Round 3) Funding Offer.	1 - 14
7. Stopping the Start: Smokefree Generation Plan and Funding.	15 - 28
8. Doncaster's Carers Journey 2024.	29 - 48
9. Quarter 3 2023-24 Finance and Performance Improvement Report.	49 - 110
<b><u>Non-Key Decisions</u></b>	
10. St. Leger Homes of Doncaster Ltd Performance & Delivery Update Quarter 3 Ended 31 December 2023 (2023/24) and Value for Money Statement for Year Ended 31 March 2023 (2022/23).	111 - 154
11. Biodiversity Duty First Consideration.	155 - 182

## **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

This page is intentionally left blank



## City of Doncaster Council

### Report

---

Date: 13<sup>th</sup> March 2024

To: The Mayor and Members of Cabinet

Report Title: Levelling Up Fund (Round 3) Funding Offer

Relevant Cabinet Member(s)	Wards Affected	Key Decision?
Mayor Ros Jones Cllr Glyn Jones Cllr Joe Blackham	Mexborough Ward; Thorne & Moorends Ward; Adwick & Carcroft Ward	Yes

#### EXECUTIVE SUMMARY

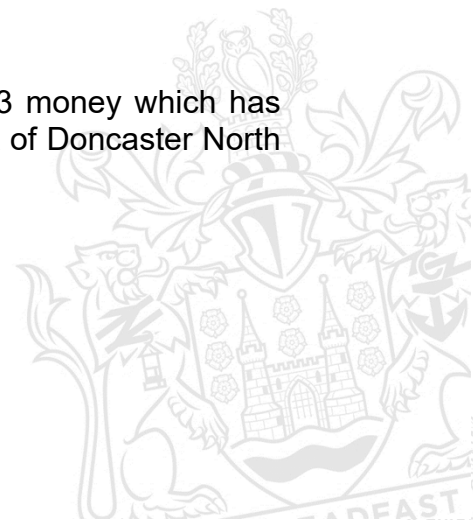
1. This report seeks approval to accept up to **£17,950,341** of Levelling Up Fund (LUF) Round 3 money awarded to Doncaster Council by the Department of Levelling Up, Housing and Communities (DLUHC).
2. On 20<sup>th</sup> November 2023, Parliamentary Under Secretary of State (Minister for Levelling Up) Jacob Young MP wrote to Ed Miliband MP (for Doncaster North). The letter confirmed that City of Doncaster Council has been provisionally awarded up to £17,950,341 for the Levelling Up Doncaster North project as part of the third round of the Fund.
3. Doncaster's successful LUF Round 3 package bid consists of three complementary projects within the Doncaster North constituency, specifically Woodlands, Mexborough and Moorends. The funding will enable capital interventions and regeneration in these key areas which are vital for the economic resilience, productivity and health and wellbeing of the area.

#### EXEMPT REPORT

4. This report is not exempt.

#### RECOMMENDATIONS

5. To accept up to £17,950,341 Levelling Up Fund Round 3 money which has been awarded to Doncaster Council by DLUHC in respect of Doncaster North and to add the funding to the Council's capital programme.



6. To provide delegated authority to the S151 Officer to accept and agree the terms and conditions of the associated Memorandum of Understanding and any further associated Grant Agreements in respect of Doncaster North, in consultation with the Mayor.
7. To provide delegated authority to the Director of Place, the Director of Corporate Resources and Chief Financial Officer in consultation with the relevant Portfolio Holders, to accept any additional monies provided by Government for Doncaster North schemes outlined in this report and to add these amounts to the relevant part of the Council's capital programme.
8. To approve the roll out of the schemes as outlined in this report, in accordance with the delegation below.
9. To provide delegated authority to the Director of Place, the Director of Corporate Resources and Chief Financial Officer in consultation with the relevant Portfolio Holders for initiation and the ongoing delivery of the programme, to include: creation of specific projects within the capital programme, funding commitment and spending decisions and the amounts awarded to outside bodies in contracts and grants, and to agree any changes necessary to the schemes, to ensure deliverability within the timescales in accordance with the terms and conditions of the grant.

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

10. The overarching aim of the Levelling Up Fund is to invest in capital projects to help improve local infrastructure. These improvements will have a visible, tangible impact on people and places, and support economic recovery in Doncaster North.
11. Doncaster is a place of places, and Doncaster North is critical to the economic future of the city and central to our levelling up programme. It contains key locations in which we aim to increase productivity, skills, economic resilience, and the health and wellbeing of residents. The projects within Doncaster's successful application will help meet the strategic objectives of plans and provide opportunities and a more diverse offer for residents.

## **BACKGROUND**

### **Levelling Up Fund**

12. In the March 2021 budget, the then Chancellor of the Exchequer Rishi Sunak MP announced a new £4.8 billion 'Levelling Up' fund aimed at improving the built environment, including cultural and heritage assets and achieving town centre regeneration.
13. Local Authorities were placed into different categories to reflect 'priority areas' for Levelling Up. Doncaster is designated a Category 1 priority area.
14. One scheme could be accepted per local constituency, meaning Doncaster could achieve up to three successful submissions. Submissions could be a single bid (one project) or a package bid (up to 3 multiple complementary

projects). Submissions could total a maximum sum of £20 million. Larger high value transport schemes could submit a bid between £20-50 million.

15. General criteria of LUF:
  - Projects to meet at least one of the round themes: transport investment, regeneration and town centre investment, cultural investment
  - Have a visible impact in local areas
  - Include at least 10% match funding (preferably private match)
  - Be deliverable by March 2026, one year less than if we had been successful with our initial R2 submission
  - Represent value for money (benefit cost ratio, social value)
  - Expectation that local MPs will be consulted, including evidence of support from at least one MP.
  - Public engagement/consultation is also recommended to ensure bids include local priorities.

### **Round 2 Application and Round 3 - Doncaster North**

16. Doncaster Council submitted two applications for Round 2; Edlington and Doncaster North – including Mexborough, Brodsworth Miners Welfare and Moorends. We were later informed that we had been unsuccessful on both counts.
17. On 20<sup>th</sup> November 2023, Parliamentary Under Secretary of State (Minister for Levelling Up) Jacob Young MP wrote to Ed Miliband MP (for Doncaster North). The letter confirmed that City of Doncaster Council has been provisionally awarded up to £17,950,341 for the Levelling Up Doncaster North project as part of the third round of the Fund. There was no separate application process or discussion, with the details of the scheme being selected by the Government from the earlier 'unsuccessful' Round 2 bid.
18. The Round 3 application consists of three complementary projects associated with communities within Doncaster North, specifically:

### **PROJECT ONE: Mexborough Town Centre (£12,531,172)**

19. The transformation of Mexborough town centre will involve targeted street and building enhancements, better integration of the town centre with local community facilities and the development of new public spaces.
20. The LUF delivery is complementary, and in addition to, the wider CRSTS programme of works in development for Mexborough. These works will total £10.8m with £2,226,100 of this allocation (as per our original submission) counted as match funding for LUF.
21. Key Deliverables:
  - Frontage improvements to buildings in the 'At Risk' conservation area (circa 20 properties) and bringing a prominent heritage building back into full use as a multi-offer venue
  - Targeted public realm works including upgraded surface treatments, street furniture and planting

- Community safety upgrades including lighting and CCTV
- Significant new public spaces including a pocket park on the former flyover site.
- Junction modifications, with enhancements to pedestrian movement, safety, and access
- Enhanced integration and active travel links to adjacent health, sports, and social facilities
- Improvements to key town centre gateways, including the setting of the library and market buildings.

### **PROJECT 2: Moorends Regeneration (£3,937,864)**

22. This project will help to transform the heart and heritage of Moorends with a revitalised public realm that will give greater priority to pedestrians and cyclists.
23. There is no match funding required for this project.
24. Key deliverables:
  - A more cultural space that celebrates the area's heritage with new public art.
  - More cycle infrastructure including cycle stands and segregated cycle lane
  - Street and shop frontage enhancements, including new street furniture and planting.
  - A series of street greening interventions including street trees, rain gardens and vertical planting that contribute towards more attractive and sustainable spaces
  - Improved links to the surrounding green spaces with improved walking and cycle routes along key streets
  - Reduce vehicle speeds and traffic levels with traffic calming measures at key locations, improving pedestrian safety.

### **PROJECT 3: Brodsworth Miners Welfare Institute (£1,481,305)**

25. This project will refurbish and repurpose the building in line with its Grade II listed status to enhance its role as an activity hub for the Woodlands and surrounding communities.
26. There is no match funding required for this project.
27. Key Deliverables:
  - Repairs, focussed on the building's arrangement, proposed fabric repairs and addition of modern technologies
  - External Works, creating a sense of arrival from the street and maximising the potential of existing spaces
  - Building Operations, developing the framework required for the hall to be transformed it into a viable community asset
28. In association with the proposed LUF project, Doncaster Council plans to develop a modular Youth Zone facility on the grounds of the institute, supporting



its sustainability and providing a safe environment with access to sports, arts, and music activities.

29. It is important to note that all three Doncaster North elements were included in our LUF R2 submission in August 2022, which was unsuccessful. For LUF R3, the Department for Levelling Up, Housing and Communities revisited R2 to select suitable schemes, including Doncaster North. Although we welcome the opportunity, we are currently assessing the viability of our initial proposals in the light of the reduced delivery window, inflation and additional information that may now render parts of the scheme unsuitable, particularly regarding value for money.
30. The assessment, which is being conducted as a matter of urgency, will not change the overall aims of the funding, only some of the detail. We will then seek to ensure the appropriate approvals are in place, not just with DLUHC, but via the appropriate Council channels. Our aim is, of course, to deliver the maximum value possible within the time, and this may involve some fundamental changes to the projects as they currently stand.
31. As part of DLUHC's contracting process, the Council submitted a Validation Form and supporting narrative document on 2<sup>nd</sup> February 2024 (as per a DLUHC deadline). These submissions confirmed that the full allocation is still required in order to deliver the outputs and outcomes included in the original proposal. The financial profile submitted as part of this validation process keeps all original allocations at project level unchanged, but is condensed into 2 years rather than the original 3 years. The submission also outlined the risks and issues surrounding the programme as it stands. Namely:
  - The reduced delivery window
  - Inflationary pressures
  - Issues around the 3<sup>rd</sup> Party ownership of premises required for delivery of outputs
32. This validation process is required as part of DLUHC's 'on-boarding' process and, if accepted, will allow us to progress to complete a Memorandum of Understanding with DLUHC. Submission does not, at this stage, constitute acceptance of the funds or a legal agreement to proceed to delivery, it is simply a mechanism to capture where we currently are in the process.
33. The risks detailed above are substantial but do not currently render the main thrust of our LUF3 programme unviable. A review of the programme is being undertaken and may result in the requirement for further adjustments to projects. These, when known, would be addressed by a Project Adjustment Request process, and will be managed via discussion with DLUHC.

## **OPTIONS CONSIDERED**

34. Two options have been considered:

Option A - Not to accept the funding from Levelling Up Fund Round 3.




Option B - To accept the funding from Levelling Up Fund Round 3. To approve the roll out of the approved schemes as outlined in this report. To provide delegated authority to the relevant directors for initiation and the ongoing delivery of the programme as approved, subject to deliverability within the timescales and terms and conditions of the grant.

## REASONS FOR RECOMMENDED OPTION

35. We are confident that Option B is the best result for Doncaster, as it will enable capital interventions and regeneration that simply would not be achievable without the additional capital funding LUF provides.
36. If Doncaster does not accept the Levelling Up Round 3 Funding this would end the LUF process for the Doncaster North constituency. It would deny Doncaster North the opportunity to develop in key areas which are critical to the economic future of the city as a key strategic growth area. It may also provide a negative impact for any future funding applications submitted to Government. If Doncaster does accept the funding, it will be a vital opportunity to improve the economic resilience, productivity and health and wellbeing of the area.

## IMPACT ON THE COUNCIL'S KEY OUTCOMES


37.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 <b>Tackling Climate Change</b>				✓
Considerations around climate change will underpin the work undertaken, but this is not the direct focus of the programme.				
 <b>Developing the skills to thrive in life and in work</b>				✓
LUF R3 is essentially a public realm programme, so although residents will benefit from improved environments, they will not be directly targeted as individuals.				
 <b>Making Doncaster the best place to do business and create good jobs</b>	✓			

The Levelling Up Fund projects present vital opportunities to create a stronger economy for Doncaster North.


This includes:

- Increasing the sustainability of Mexborough Town Centre and protecting an 'at risk' conservation area by bringing a prominent heritage building back into use, improving shop fronts, enhancing the public realm, delivering new and safer public spaces, increasing footfall, and integrating access with community, sports, and recreation facilities.
- Transforming the heart of Moorends to increase footfall, dwell time and pride in place by revitalising the public realm and delivering new infrastructure to increase active travel and pedestrian safety, supporting existing local businesses and attract new investment.




 <p><b>Building opportunities for healthier, happier and longer lives for all</b></p>	✓			
--	---	--	--	--

The Levelling Up Fund Projects present the opportunity to improve physical activity and overall wellbeing through the general enhancement of our communities, particularly around the spaces and facilities that are most important to our residents.

The overall schemes will enhance wider wellbeing by creating a more attractive Urban Centre environments and more opportunities for residents to engage with their town centre, both of which can improve physical and mental wellbeing.

 <p><b>Creating safer, stronger, greener and cleaner communities where everyone belongs</b></p>	✓			
--	---	--	--	--

- The Levelling Up Fund projects present a number of vital opportunities to create safer, cleaner and greener communities where everyone belongs, improving the environment and the wellbeing of residents and visitors.
- This includes:
  - Targeted public realm works in Mexborough including upgraded surface treatments, street furniture and planting
  - Significant new public spaces in Mexborough including a pocket park on the former flyover site.
  - Enhanced integration and active travel links to adjacent health, sports, and social facilities in Mexborough
  - A series of street greening interventions in Moorends including street trees, rain gardens and vertical planting that contribute towards more attractive and sustainable spaces.
  - More cycle infrastructure in Moorends, including cycle stands and segregated cycle lane
  - Moorends street and shop frontage enhancements, including new street furniture and planting.

<ul style="list-style-type: none"> <li>• Various traffic calming measures, enhanced community safety measures (lighting and CCTV), improvements to access, particularly around gateways and key buildings, etc.</li> </ul>				
 <b>Nurturing a child and family-friendly borough</b>	✓			
Public realm work and additional green spaces will support this objective, as well as the work around community safety, detailed above.				
 <b>Building Transport and digital connections fit for the future</b>				✓
Connectivity and access will be improved, but this is not the main objective of the projects on this occasion.				
 <b>Promoting the borough and its cultural, sporting, and heritage opportunities</b>	✓			
<p>The Levelling Up Fund projects present a number of vital opportunities to increase the creative and cultural offer in Doncaster, which will support wellbeing and business success.</p> <p>This includes:</p> <ul style="list-style-type: none"> <li>• Frontage improvements to buildings in the Mexborough ‘At Risk’ conservation area (circa 20 properties) and bringing a prominent heritage building back into full use as a multi-offer venue</li> <li>• Creating a more cultural space in Moorends that celebrates the area’s heritage with new public art.</li> <li>• Moorends street and shop frontage enhancements, including new street furniture and planting.</li> <li>• Refurbishing and repurposing of the Brodsworth Miners Welfare Institute building in line with its listed status to enhance its role as an activity hub for the Woodlands and surrounding communities.</li> </ul>				
<b>Fair &amp; Inclusive</b>	✓			
LUF3 provides funding for projects that will make improvements for everybody and will be available for all to use. The areas selected have significant levels of deprivation, and the projects will provide improved public environments for some of our most deprived residents.				

### Legal Implications [Officer Initials: PC Date: 09 February 2024]

38. Section 1 of the Localism Act 2011 provides the Council with the general power of competency, allowing the Council to do anything which a person is permitted to do.
39. Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services.
40. There are two funding streams, the LUF funding and the match element. The Council will be asked to enter into legally binding funding agreements for each stream. These agreements will set out how the monies can be used. Each funding agreement is likely to contain provisions that require any of the various project outcomes and outputs to be achieved by specific dates and by a final completion date.
41. In addition, the Council should on an ongoing basis throughout the various project periods assess if the funding is to be used at any point to provide a Subsidy to a third party. If so, the Council must comply with the terms of the Subsidy Act 2022 as well as the relevant funding agreements.
42. In procuring any goods or services for the delivery of the projects regard should be had for any requirements in either of the relevant funding agreements, the Public Contract Regulations 2015 and the Council's contract procedure rules.
43. Failure to comply with such terms may lead to claw back of funding streams by the relevant funder.
44. Following contract signature, the project managers should be completely familiar with the funding agreement terms and the project milestones to protect the interests of the Council.
45. Further legal advice and assistance will be provided as each project progresses.

### Financial Implications [Officer Initials: MS | Date: 09 February 2024]

46. On 20th November 2023, Doncaster Council was informed that it had been provisionally awarded up to £17,950,341 for the Levelling Up Doncaster North project as part of the third round of the Fund. The projected spend profile for LUF grant and Council match funding is shown below:

Projects	2024/25 (£)	2025/26 (£)	Total (£)
Mexborough Town Centre	3,630,000	11,127,272	14,757,272
Moorends Regeneration	1,747,756	2,190,108	3,937,864
Brodsworth Miners Welfare Institute	458,780	1,022,524	1,481,305
<b>Total</b>	<b>5,836,536</b>	<b>14,339,905</b>	<b>20,176,441</b>
LUF element	5,192,582	12,757,759	17,950,341

47. The funding will be added to the Council's capital programme. The total shown above will be funded by LUF as well as the £2.2m match funding for Mexborough Town Centre referred to above.
48. The specific terms and conditions associated with the funding haven't been received but are expected to be similar to those for LUF round 1:-
  - All funding to be spent by 31st March 2026 – this risk will need to be carefully managed given a large proportion of the spend is profiled to take place in 2025/26.
  - Local financial contribution expected (match funding) of at least 10% - this requirement is met when considering the overall programme value, which includes £2.2m funding from SYMCA that has been confirmed as being eligible.
  - LUF grant will be paid in arrears following submission of a S151 officer signed Statement of Grant Usage and corresponding quarterly monitoring return.
  - DLUHC may make appropriate adjustments to payments or withhold payments where there are significant concerns over delivery.
  - The Council will be responsible for meeting any cost overruns and the underwriting of funding contributions expected from third parties.
  - The Council will need to comply with DLUHC's Monitoring and Evaluation requirements as failure to do so may result in funding being withheld.
49. As stated above further work is needed to review the deliverability of the original proposals within the timescales and funding provided through the LUF grant. Grant acceptance and/or commitment is subject to key decision rules. The recommendation in this report is to delegate commitment and spending decisions in preparation for timely decisions once the business cases for individual projects have been further developed, at which point the financial implications and risks can be fully considered, considering any further guidance from DLUHC in respect of funding terms and conditions. Once specific schemes have been approved, the capital programme will be updated to include those specific schemes.
50. There may be some one-off initial costs that cannot be charged to the capital programme or covered by the LUF grant funding. These costs will need to be identified and funding sought from the earmarked reserve that was set up to meet the one-off revenue costs associated with major capital projects.
51. There are likely to be ongoing revenue costs as a result of the capital projects, e.g. street greening interventions and maintaining buildings, which will need to be quantified as projects are further developed. These costs are likely to be pressures on the Council's budget once the schemes are complete.
52. Any decisions in respect of land and property will need to be taken according to the Council's Financial Procedure Rules (FPR C.20 covers

disposals and acquisitions) and the budget transferred to the relevant scheme. In line with the capital key decision threshold, where the estimated disposal value is less than £1,000,000 the Property Officer, having taken financial and legal advice, may arrange for the disposal of land or property. In respect of the acquisition of land and property, where budget provision for an acquisition exists within the total Council budget, the Property Officer may approve a purchase of land or property.

53. The Shop Fronts scheme may involve grants to outside bodies. The Council's Financial Procedure Rules E.17-20 cover Grants to Outside Bodies and these procedure rules will need to be complied with, including record keeping, monitoring requirements and legally binding agreements being in place between the Council and the recipient(s).

#### **Human Resources Implications [Officer Initials: R.W | Date: 08.02.24]**

54. There are no specific human resources implications associated with this report.

#### **Technology Implications [Officer Initials: P.W | Date: 24.01.24]**

55. There are no specific technology implications. Any technology requirements (including CCTV) to support the delivery of the proposed projects should be discussed with Digital & ICT as part of the development of the schemes, with reports for consideration and prioritisation by the Technology Governance Board, where applicable.

#### **RISKS AND ASSUMPTIONS**

56. There are assumed risks with the delivery of the projects identified within this report. These have been detailed within the associated risk register, with mitigations and continuous assessments to be undertaken as part of the project delivery team.
57. At the time of writing, there were several identified risks associated with the overall project. Some of these stretched across all the identified schemes within the report, whilst other risks pertained to one of the identified schemes.
58. The main risks can be summarised as:
- Rising costs of the scheme due to inflation, specifically cost increases relating to land, materials and supply chains;
  - Changes and new and/or additional information that has rendered parts of the initial 2022 submission less optimal, particularly with regard to issues around the 3<sup>rd</sup> Party ownership of premises required for delivery of outputs
  - The overall capacity to deliver the exact content of the schemes outlined within a reduced timescale to meet the revised deadline of March 2026.
59. The Council has vast experience of managing risks associated with major capital projects, including risks associated with the above, but we have

more work to do around fully assessing what can realistically be done within budget and to time within a programme where the details were first proposed almost two years ago, and this will include extensive discussion with DLUHC about the full viability of some of the details.

## **CONSULTATION**

60. Extensive consultation was conducted for the development of the Mexborough Community Investment Masterplan which guided the investment priorities for this area. In addition, considerable engagement with Councillors and MPs, as well as multiple stakeholders across the private and public sectors informed the choice and initial design of project ideas.
61. Furthermore, a partnership of Locality, Commonplace and Koru Consulting was commissioned to undertake a community engagement exercise focussed on the LUF bids. Throughout May and June 2022, an online engagement platform was developed, launched and promoted to ensure that there were comprehensively determined levels of community support.
62. Based on an aggregation of the results, 84% of views expressed were positive, with only 9% indicating a negative view. A project level breakdown is: Mexborough 81% positivity rating; Moorends 70% positivity rating; Brodsworth Miners Welfare Institute 93% positivity rating.
63. Rt Hon Ed Miliband, MP for Doncaster North constituency has been actively engaged in discussions relating to the development of the scheme and confirmed his support of the current proposals by letter dated 2<sup>nd</sup> February 2024.
64. Further consultations will be conducted at key stages throughout the project timeline, with initial plans in place to undertake detailed scheme consultation for Mexborough within the next 6 months.

## **BACKGROUND PAPERS**

65. Doncaster LUF Round 3 Outcome Letter
66. Doncaster Council's final Levelling Up Fund Round 3 application will be available in full upon request.

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

67. DLUHC – Department for Levelling Up, Housing and Communities
68. LUF – Levelling Up Fund



## **REPORT AUTHOR & CONTRIBUTORS**

**Michelle Beeney, Senior Programme & Project Manager, Policy, Insight and Change** Email: [michelle.beeney@doncaster.gov.uk](mailto:michelle.beeney@doncaster.gov.uk) | Tel: 01302 737477

**Paul Bareham, Senior Policy & Insight Manager, Policy, Insight and Change**  
Email: [paul.bareham@doncaster.gov.uk](mailto:paul.bareham@doncaster.gov.uk) | Tel: 01302 736738

**Debbie Hogg, Director of Corporate Resources**  
Email: [debbie.hogg@doncaster.gov.uk](mailto:debbie.hogg@doncaster.gov.uk) | Tel: 01302 736907

This page is intentionally left blank



### Report

---

Date: 13<sup>th</sup> March 2024

To: Cabinet

Report Title: **Stopping the Start: Smokefree Generation plan and funding**

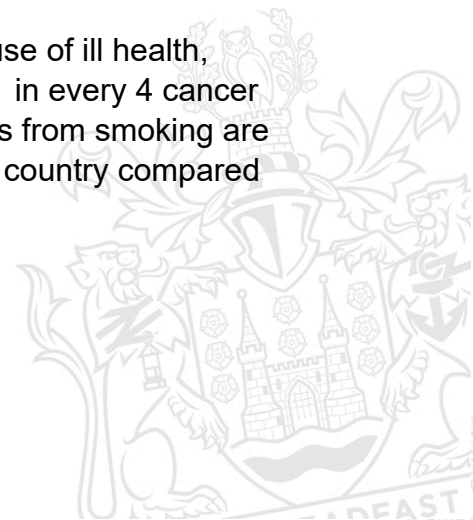
Relevant Cabinet Member(s)	Wards Affected	Key Decision?
Cllr Nigel Ball	All	Yes

#### EXECUTIVE SUMMARY

1. This report provides an overview of the recently published policy paper “Stopping the Start: Our new plan to create a smokefree generation”<sup>i</sup> which lays out the route for addressing the harms of tobacco addiction by supporting smokers to quit, prevent addiction to smoking before it starts, curb the rise of vaping in children and young people and the proposed funding of £499,326.00 per annum over five years to reduce smoking prevalence.
2. This report seeks approval to accept funding from the Department of Health and Social Care (DHSC) for the City of Doncaster Council to develop and deliver a programme of activities to reduce tobacco use and associated harms and prevent uptake of smoking over the five year funding period.
3. City of Doncaster Council currently receive funding to provide local stop smoking services and support through the public health grant, the new funding is in addition to that and will be provided through a new section 31 grant on top of the current public health grant allocations. The funding allocation has been calculated using local smoking prevalence data and must be invested in smoking cessation work whilst maintaining current local investment in cessation services.

#### The health risks of tobacco

4. Tobacco is the single most important entirely preventable cause of ill health, disability and death in this country and is the direct cause of 1 in every 4 cancer deaths, leading to 64,000 deaths per year in England. Deaths from smoking are more than two times higher in the most deprived areas of the country compared

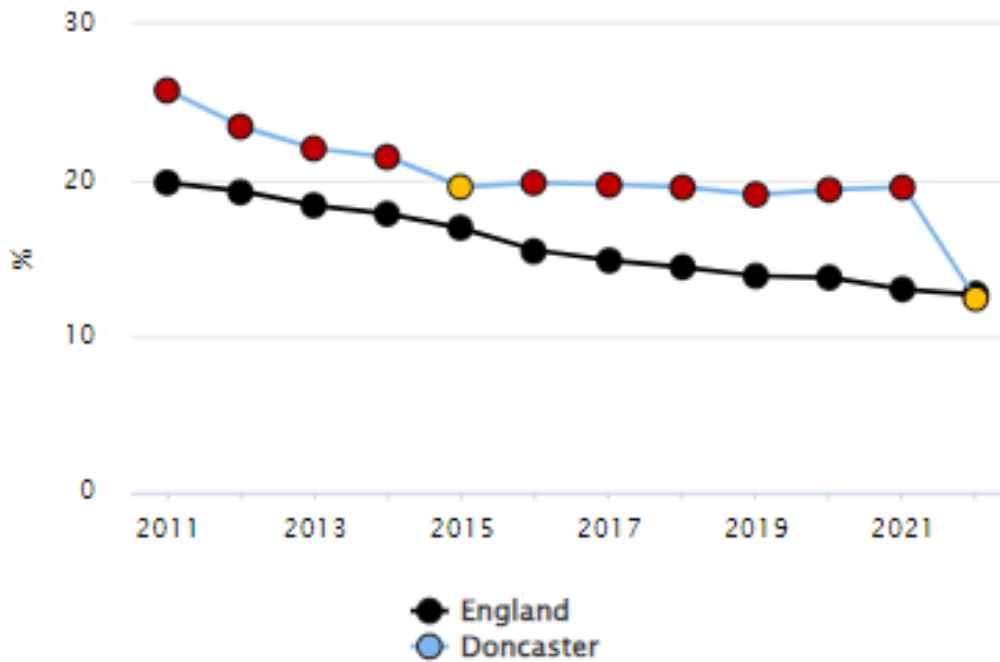


with the most affluent. No other consumer product kills up to two thirds of its users.

5. Smoking is highly addictive, with 4 in every 5 smokers starting before the age of 20 and remaining addicted for the rest of their lives. Addiction means people often want to quit but can't. Their freedom of choice has been taken away, causing harm to the individual and those around them, for example, through passive smoking or smoking in pregnancy. It is a major risk factor for poor maternal and infant outcomes, significantly increasing the chances of stillbirth and can trigger asthma in children.
6. Smoking leads to people needing care and support on average a decade earlier than they would have otherwise, often while still of working age. Smokers lose an average of ten years life expectancy, or around one year for every four smoking years.

## **Local Data**

7. The latest published data (2022) from the Office for Health Improvement and Disparities (OHID) and the Office for National Statistics (ONS) describes a significant reduction in the number of smokers in Doncaster over a 12 month period from a consistent prevalence of around 19.6% to 12.4% (see graph below). According to this data, approximately 30,200 Doncaster residents aged 18 and over smoke tobacco. This data comes from an annual national survey that includes responses from a relatively small number of Doncaster residents. There is a strong chance that the 12.4% prevalence reported more recently does not provide an accurate picture for Doncaster. Because of this, the financial allocation for Doncaster is based on three year rolling average data for smoking prevalence.
8. Until recently, smoking rates in Doncaster remained static over the last 7 years. Despite the local smoking cessation services achieving quits, an equivalent number of people were starting to smoke and becoming addicted to tobacco each year. This was compared with reductions in smoking prevalence in other areas within South Yorkshire.
9. Caution should be applied when interpreting the national data for 2022, this may not provide an accurate baseline to track effectiveness of services and initiatives beyond 2022. The next annual data release in autumn 2024 will help us to understand whether there has been any legitimate shift in smoking prevalence in Doncaster. Work will therefore continue locally to reduce the number of smokers in Doncaster, to fulfil our local ambition to become smokefree (5% prevalence or less) by 2030.



Area	Recent Trend	Count	Value	95% Lower CI	95% Upper CI
England	-	-	12.7	12.3	13.0
Yorkshire and the Humber region	-	-	13.1	12.2	14.0
North East Lincolnshire	-	-	21.8	16.5	27.1
Kingston upon Hull	-	-	18.9	14.3	23.5
Barnsley	-	-	15.8	12.1	19.6
Bradford	-	-	15.6	12.2	19.1
North Lincolnshire	-	-	15.4	11.7	19.1
Rotherham	-	-	14.0	10.2	17.9
Kirklees	-	-	13.4	10.1	16.7
Wakefield	-	-	12.5	9.5	15.5
Leeds	-	-	12.4	9.4	15.4
Doncaster	-	-	12.4	8.9	15.8
Sheffield	-	-	12.0	9.2	14.9
Calderdale	-	-	11.5	8.4	14.6
East Riding of Yorkshire	-	-	10.2	6.8	13.7
North Yorkshire Cty	-	-	9.6	7.1	12.2
York	-	-	8.7	6.0	11.5

Source: Annual Population Survey (APS)

[Indicator Definitions and Supporting Information](#)

- Each year in Doncaster, 5200 people are admitted to hospital due to smoking and tobacco kills around 675 people within our communities. It is estimated that smoking costs Doncaster £121m each year including the costs of healthcare, social care, lost productivity, and fire costs. Smoking is still the leading cause of preventable ill health and death, and a major driver of differences in health between rich and poor.
- Most smokers start young, they regret ever starting and try to quit multiple times. Two thirds of adult smokers have started smoking before they reach 18 years

old. In Doncaster's 2022 pupil lifestyle survey of year 8 and year 10 pupils, 368 young people described themselves as smokers.

12. In Doncaster's 2022 pupil lifestyle survey, 37% of 2502 primary school age children in years 4 and 6 reported living with someone who smoked, but this is higher (48%) for children who are entitled to free school meals and higher again (53%) for children with Special Educational Needs.

## **EXEMPT REPORT**

13. N/A

## **RECOMMENDATIONS**

14. To delegate to the Acting Director of Public Health and the Chief Finance Officer the acceptance of £499,326.00 per annum <sup>ii</sup> DHSC funding over a five year period commencing 1<sup>st</sup> April 2024, in association with the new national plan; Stopping the Start: our new plan to create a smokefree generation, and to agree to the associated terms and conditions.
15. To delegate to the Director of Public Health in consultation with the Portfolio Holder for Public Health, Communities, Leisure and Culture and Chief Finance Officer the decision as to how to use the DHSC funding within the set terms.
16. To support the proposed investment approach as outlined in section 31 of this report.
17. Note the significant public health impact that the implementation of the new smokefree generation plan will have on long term population health in Doncaster.

## **BACKGROUND**

18. Stopping the Start: A new plan to create a smokefree generation draws on the recommendations laid out in the 2022 independent report by Dr Javed Khan, which found that without action nearly half a million more people will die from smoking by 2030. An outline of the plan can be found below (section 19-21):
19. **Legislate to create a smokefree generation**
  - Increasing the age of sale, so that anyone born on or after 1 January 2009 will never be legally sold tobacco products
20. **Support People to Quit**
  - Increase funding to local authorities to reduce smoking prevalence
  - Increased funding for national campaigns
  - Roll out of the "Swap to Stop" scheme providing adult smokers with free e-cigarettes as part of a comprehensive quit offer
  - Funding of evidence based financial incentives for pregnant smokers to quit

## **Current Smoking Cessation services in Doncaster**

22. Smoking cessation services provide evidence based treatment in line with NICE guidance NG209 combining parallel pharmacotherapy and behavioural support. The Department of Public Health, City of Doncaster Council commission separate community smoking cessation services for children and young people aged 12 and over (Zone 5-19), adults (Yorkshire Smokefree) and smoking in pregnancy (health visiting service).
23. The community cessation services are separate from the local NHS secondary care tobacco treatment programme "QUIT", but the pathways do link and there is cross referral.
24. It is important for public health professionals to recognise the significant issues around the marketing of vapes, particularly towards young people and the production and sales of counterfeit and illicit products. However, vapes can be a very effective tool in supporting smokers to quit and have been successfully implemented into existing smoking cessation services as part of full treatment courses. The adult smoking cessation service in Doncaster has successfully bid for the first "pathfinder wave" of Swap to Stop and will be providing vapes as part of their cessation offer, this will include advice on reducing and stopping the use of e-cigarettes.

## **25. Youth Vaping**

- reducing the appeal and availability of vapes to children, whilst striking a balance with ensuring vapes are available for adults to help them quit smoking. And as-yet, unpublished consultation was carried out at the end of 2023 on the following changes:
  - restricting vape flavours
  - regulating vape packaging and product presentation
  - regulating point of sale displays
  - restricting the sale of disposable vapes
  - introducing an age restriction for non-nicotine vapes
  - exploring further restrictions for other nicotine consumer products such as nicotine pouches
  - preventing industry giving out free samples of vapes to children

## **26. Youth vaping in Doncaster**

Doncaster has an established dedicated youth vaping workstream with partners including enforcement, communities and health. Actions include:-

- Development of a partnership approach to address youth vaping
- Trading Standards have been pivotal in the investigation and enforcement in sales of illicit vapes, participation in days of action and operations, including the use of detection dogs to uncover deliberately hidden and illegal products.
- All secondary schools have been sent resources to support education around vaping

- Research through the Doncaster HDRC is currently underway to explore behaviours and perceptions of young people in Doncaster.

## 27. Enforcement

- Additional funding to support enforcement agencies such as Trading Standards, Border Force and HMRC
- Introduction of new powers for local authorities to issue on the spot fines to enforce age of sale legislation of tobacco products and vapes
- Enhanced online age verification to stop underage sales of tobacco products and vapes

## 28. Enforcement Activities in Doncaster

- The Trading Standards team, City of Doncaster Council will lead on any local enforcement of this legislation, and it is anticipated that additional government funding will be separately allocated to carry out this work. N.B. This is beyond the scope of this report.

29. In order to deliver the plan and support smokers to quit, a five year funding programme will be introduced on April 1<sup>st</sup> 2024. The funding aims to ensure that all local authorities across England are able to deliver a comprehensive offer of support to help smokers to quit through effective interventions. This will be achieved through:

- stimulating more quit attempts by providing more smokers with advice and swift support
- linking smokers to the most effective interventions to quit
- boosting existing behavioural support schemes designed to encourage smokers to quit (for example the 'swap to stop' scheme)
- building capacity in local areas to respond to increased demand
- strengthening partnerships in local healthcare systems

30. The plan outlines a framework for delivering services and support based on the latest public health evidence of what works; focussing on strengthening resources and capacity and enhancing local infrastructures

## Proposed Investment Approach

32. Doncaster's current Tobacco Control Plan is based on the World Health Organisation's Tobacco Control Framework, encompassing measures to prevent smoking and tobacco use, protection from environmental tobacco smoke, enforcement of legislation and specialist cessation treatment for anyone who smokes. Doncaster's tobacco strategy includes a combination of smokefree policies, services, action on illicit tobacco/age of sale, communication campaigns and harm reduction approaches. These interventions impact on a range of environmental, social, economic and behavioural factors that influence smoking behaviours and make it easier for smokers to stop and harder for children to start smoking. A systems wide approach to tackling tobacco is required to meet the



needs of the whole smoking population, not just to those who engage with our stop smoking services.

33. Doncaster Tobacco Alliance (City of Doncaster Council and partners) will lead on the development and strategic oversight of this programme. A workshop is planned for March 2024, which will identify the key areas of focus, objectives and outcomes over the next 5 years.
34. A Smokefree Generations delivery plan will be developed following the workshop, and will remain a live document throughout the 5 years funding period.
35. Success requires a long-term whole system approach, working with partners across Doncaster to identify opportunities to reach and engage with large numbers of smokers. Much of this work will focus on local health inequalities through targeting populations where smoking rates remain the highest.
36. From April 2024, there will be a new Doncaster Adult Community Tobacco Dependency Treatment Service, this provides an opportunity to work in partnership with the provider to build on the enhanced service specification to create greater demand for support and increased capacity to deliver across Doncaster.

### **37. Building capacity for local stop smoking support and services**

- **Leadership, co-ordination and commissioning** through increasing capacity and oversight, coordination and commissioning capacity.
- **Increasing local resources to help people quit** through recruitment of specialist staff, increasing and improving knowledge and skills of non-specialist staff, providing access to support in locations where smokers routinely attend, such as GP surgeries, mental health services and employers. Increasing spend on stop smoking aids as part of a smokers quit attempt. Enhancing current services and infrastructure through increased digital support, locations and targeted outreach in priority populations.

### **38. Building demand for local stop smoking service support and services**

**Increased referral and improved pathways** through investment in the delivery of MECC training and the “very Brief Advice” approach to partners across Doncaster, increasing partnership working with relevant agencies to form part of a local strategy to address associated health inequalities and increase demand for cessation services. Local partners include but not limited to:-

- primary care
- NHS talking therapies for anxiety and depression
- community mental health treatment services for people with severe mental illness
- drug and alcohol treatment services
- large and medium sized employers
- Jobcentre Plus
- charities and community organisations
- other locally identified priority partnerships

39. **Increased promotion of local stop smoking support** through investment in marketing and promotion of local interventions to quit smoking and development of new resources.

- Amplify national campaigns locally through targeted messaging and current services
- Develop Doncaster specific campaigns based on local intelligence and need.
- Continue to support and resource the Smokefree Starts South Yorkshire communications programme

40. **Working together to fund services** through joint funding activity.

- All four South Yorkshire local authorities and the South Yorkshire Integrated Care Board are working collaboratively to develop a South Yorkshire tobacco communications programme “Smokefree Starts”. Additional new funding will enable continued and enhanced support of this programme. The first campaign will launch in April 2024, focussed on smoking and mental health.

41. In addition to the above, additional activities may be carried out where good evidence of effectiveness can be demonstrated. i.e. wider tobacco control policies and efforts to reduce youth vaping, such as local awareness raising campaigns. Allocation of funding towards this area of work will be dependant on the terms and conditions set by the DHSC (to be published).

## **OPTIONS CONSIDERED**

42. Option 1 (recommended): Accept and support the proposed funding of £499,326.00 per annum from the DHSC to enable the continuation and further expansion of a local tobacco strategy in line with the new national plan and related guidance.
43. Option 2: Not agreeing to accept the £499,326.00 per annum funding from the DHSC. Although this option will not prevent residents from accessing the local tobacco dependency treatment services in Doncaster, it will significantly impact the local and national target of reducing smoking prevalence to 5% by 2030.

## **REASONS FOR RECOMMENDED OPTION**




44. This new funding will enable the City of Doncaster Council to strengthen the current systems across Doncaster to develop and provide effective and



accessible resources for our residents to quit smoking and lead healthier longer lives. Additional funding will enable us to scale up our existing community offer to treat more smokers.

45. Stopping young people from ever smoking is probably the most significant public health intervention of this generation. Communicating to young people in a way that they understand and empowering them with the knowledge to make informed decisions that prevents young people from ever smoking whilst recognising that whilst vaping is significantly less harmful than nicotine smoking, it is not risk free. Vaping must not be considered an alternative to smoking for those have never smoked. This message is in tandem with the narrative that despite not being risk free, vapes are a less harmful alternative to cigarettes, and a tool for current adult smokers to quit smoking.


### IMPACT ON THE COUNCIL'S KEY OUTCOMES

46.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 <b>Tackling Climate Change</b>	✓			
<p>Comments: A reduction in tobacco smoking will have a significant impact on the environment, reducing air pollution and littering. Cigarettes are the biggest source of microplastic pollution globally. Disposable electronic cigarettes are made from single use plastic, lithium and from production, transportation, use and then disposal, place a significant carbon burden on countries of production and Doncaster.</p>				
 <b>Developing the skills to thrive in life and in work</b>	✓			
<p>Comments: A thriving and sustainable city economy relies upon its residents being healthy and economically active. Smoking is the biggest cause of preventable disease and premature mortality and places a heavy economic burden on the city. By ending tobacco addiction residents will also have more money available to them for other uses.</p>				
 <b>Making Doncaster the best</b>	✓			


<p><b>place to do business and create good jobs</b></p>				
<p>Comments:</p>				
 <p><b>Building opportunities for healthier, happier and longer lives for all</b></p>	<p>✓</p>			
<p>Comments: 58.4% of current smokers want to quit. Stopping smoking will always be beneficial to health. After the age of 35-40 years, for every year of continued smoking, a person loses about 3 months of life expectancy.</p> <p>Studies show that if smokers quit before the age of 30, they can avoid more than 90% of the smoking-attributable risk of lung cancer. Stopping smoking at age 30, 40, 50 or 60 gains, respectively, about 10, 9, 6 or 3 years of life expectancy. A similar study of British women also found that stopping smoking before the age of 40 avoids more than 90% of the increased risk of dying caused by continuing to smoke, while stopping before the age of 30 avoids over 97% of the increased risk.</p> <ul style="list-style-type: none"> <li>• Stopping smoking reduces the risk of 50 different illnesses and conditions</li> <li>• Risk of heart attack will drop by a half one year after quitting</li> <li>• Risk of cancer will fall</li> <li>• Overall fitness and breathing will improve</li> </ul> <p>Smoking and Mental Health</p> <p>It is a common misconception that smoking support mental wellbeing, aiding the smoker to deal with stress and anxiety. When in fact the opposite is true, evidence shows that after the withdrawal stage of quitting people will have reduced anxiety, depression and stress and increased positive mood compared with people who continue to smoke.</p>				
 <p><b>Creating safer, stronger, greener and cleaner communities where everyone belongs</b></p>	<p>✓</p>			
<p>Comments: A 2021 report by DEFRA examining tobacco litter estimated the cost to UK local authorities of around £40 million per year. The Litter strategy for England highlights <u><i>“the most effective way to tackle smoking related litter is by reducing the prevalence of smoking in the first place”</i></u></p>				

[Government explores next steps to clean up tobacco litter in England - GOV.UK](https://www.gov.uk)  
([www.gov.uk](https://www.gov.uk))

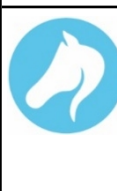
 <b>Nurturing a child and family-friendly borough</b>	✓			
--	---	--	--	--

Comments: The proposed legislative changes will significantly impact this generation, eliminating smoking and reducing health inequalities.

One of the most effective ways to reduce the number of young people smoking is to reduce the number of adults who smoke. We know that children are heavily influenced by adult role models who smoke: Children are 90% more likely to smoke if they live in a household with a smoker. Continuing to encourage adult smokers to quit must therefore remain an important part of reducing prevalence amongst the young and achieving a smokefree generation.

 <b>Building Transport and digital connections fit for the future</b>				✓
--	--	--	--	---

Comments:

 <b>Promoting the borough and its cultural, sporting, and heritage opportunities</b>				✓
---	--	--	--	---

Comments:

<b>Fair &amp; Inclusive</b>	✓			
-----------------------------	---	--	--	--

Comments: Because smoking is so harmful, differences in smoking prevalence across the population translate into major differences in death rates and illness. Smoking is the single largest driver of health inequalities in England and Doncaster. Every resident in Doncaster has the right to good health. Increasing the demand and capacity of smoking cessation services will ensure that all residents are able to get the support they need to quit and stay quit.

### Legal Implications [Officer Initials: NJD Date: 31/1/24]

48. Section 1 of the Localism Act 2011 gives the Council the power to do anything that individuals may generally do.

49. Section 2B of the National Health Service Act 2006 (as amended by Section 12 of the Health and Social Care Act 2012) places a duty on Councils to take appropriate steps to improve the health of the people who live in their area.
50. The Council will received £2,486,000 funding from Department of Health and Social Care, the Council must ensure that the funding is only used for the purpose for which it has been given
51. Legal Services should be consulted at the earliest opportunity to review any terms and conditions of acceptance of the grant funding and ensure that any obligations and in particular, clawback provisions are passed down to third parties
52. Any funding administered by the Council must ensure that it meets any applicable subsidy control requirements. Further legal advice can be provided upon this as the funding is administered.
53. Any goods and services should be procured in accordance with the Council's Contract Procedure Rules and where applicable, the Public Contracts Regulations 2015.

#### **Financial Implications [HR | Date: 25/01/24]**

54. The City of Doncaster Council have received notification from the Department of Health and Social Care that as part of the government plan for a Smokefree Generation, an annual grant has been awarded with year 1 being £499k. Whilst the government has committed £70m per annum for 5 years (2024/25 to 2028/29) exact allocations beyond 2024/25 have yet to be confirmed. The full grant conditions are expected by the end of January 2024, however current information for the funding allocation of circa £499k per annum will be via a Section 31 ring-fenced grant. The Council will be expected to comply with the reporting requirement for expenditure by submitting quarterly reports to NHS England.
55. Further to the above conditions, early correspondence has stipulated that local authorities must maintain their current level of spend on stop smoking services throughout the grant period.
56. The Council's Financial Procedure Rules E9-15 set out the approval required for acceptance of a revenue grant in excess of £250k, in absence of the official terms and conditions of the grant key decision rules apply.

#### **Human Resources Implications [Officer Initials: SB | Date: 30/01/2024]**

57. There are no obvious HR Implications arising from this ODR

## Technology Implications [Officer Initials: PW | Date: 23/01/24]

58. There are no direct technology implications. Any technology requirements (including increased digital support) to support the delivery of the new smokefree generation plan should be discussed with Digital & ICT at the earliest opportunity, with reports for consideration and prioritisation by the Technology Governance Board, where applicable.

## RISKS AND ASSUMPTIONS

59. In order to receive the additional funding, existing investment in smoking cessation must not be reduced over the five year period.

## CONSULTATION

60. N/A

## BACKGROUND PAPERS

- 61. [Stopping the start: our new plan to create a smokefree generation - GOV.UK \(www.gov.uk\)](#)
- 62. [Local stop smoking services and support: guidance for local authorities - GOV.UK \(www.gov.uk\)](#)
- 63. [Local stop smoking services and support: funding allocations and methodology - GOV.UK \(www.gov.uk\)](#)

## GLOSSARY OF ACRONYMS AND ABBREVIATIONS

64. DHSC Department of Health and Social Care

## REPORT AUTHOR & CONTRIBUTORS

**Victoria Shackleton, Public Health Tobacco Control Coordinator**

01302 862146 | [Victoria.shackleton@doncaster.gov.uk](mailto:Victoria.shackleton@doncaster.gov.uk)

**Rachael Leslie, Public Health Tobacco Control Coordinator**

01302 734583 | [Rachael.Leslie@doncaster.gov.uk](mailto:Rachael.Leslie@doncaster.gov.uk)

---

<sup>i</sup> [Stopping the start: our new plan to create a smokefree generation - GOV.UK \(www.gov.uk\)](#)

<sup>ii</sup> [Local stop smoking services and support: funding allocations and methodology - GOV.UK \(www.gov.uk\)](#)

This page is intentionally left blank





### Report

---

Date: 13<sup>th</sup> March 2024

To: The Chair and Members of Cabinet

### Doncaster's Carers Journey 2024

Relevant Member(s)	Cabinet	Wards Affected	Key Decision?
Cllr Sarah Smith		All	Yes

#### EXECUTIVE SUMMARY

1. Carers are people who support a partner, family member, friend or neighbour who relies on this support to help them live their life. This is sometimes called "informal" care because it is unpaid aside from the limited support offered by welfare benefits. There is a large amount of evidence both nationally and internationally about the essential nature of the support that informal carers provide, and how statutory services like those provided by the Council and the NHS would be overwhelmed if it did not exist.
2. Doncaster's All-Age Carer's Strategy 2022-2025 was agreed by organisations across Team Doncaster and approved by Council Cabinet. It was co-produced by Council officers and Team Doncaster partners alongside informal carers.
3. Doncaster's Carers Journey 2024 has been put together by in a similar way. It is designed to review what has been done to better support informal carers in 2023, and what is planned to be achieved over 2024.
4. Doncaster's Carers Journey will be updated on an annual basis based on a "you said, we did" approach that will build on achievements and continue to embed co-production.

#### EXEMPT REPORT

5. This report is not exempt.

#### RECOMMENDATIONS

6. To approve "Doncaster's Carers Journey 2024".

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

7. Our vision is for every carer of every age and from every background in Doncaster to live in the place they call home with the people and things that they love, in communities where they look out for one another, doing things that matter to them.

## **BACKGROUND**

8. Doncaster's Carers Journey 2024 parallels the All-Age Carers Strategy in being structured around six themes which were chosen by Doncaster carers themselves:

- Identification
- Recognition
- Information and Advice
- Rights
- Connection
- Independence and Wellbeing

9. Each theme is set out in a dedicated section that provides a clear definition, some examples of progress, and first person insights from the lived experience of individual Doncaster carers.

10. 2024 priorities for each theme are then grouped together, setting out in one place the commitments that Doncaster's statutory organisations have made to further improving support this year.

11. Finally the document sets out ways for more of Doncaster's carers of all ages to have their voices heard.

## **OPTIONS CONSIDERED**

12. Not producing a "Doncaster's Carers Journey 2024" (option one)









13. Team Doncaster officers compiling the document (option two)

14. Team Doncaster officers compiling the document alongside Doncaster carers as part of an ongoing programme of improvement (option three).

## **REASONS FOR RECOMMENDED OPTION**

15. Option Three is recommended. It is essential to keep track of improvements to the identification, recognition, information, advice, rights, connection and wellbeing that Doncaster's carers should be experiencing through Team Doncaster partners working closely alongside.

## 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
 <b>Tackling Climate Change</b>				✓
Focusing on supporting carers to live their lives on their own terms, developing the skills that are important to them and maintaining their sense of personal independence and contribution.				
 <b>Developing the skills to thrive in life and in work</b>	✓			
Focusing on supporting carers to live their lives on their own terms, developing the skills that are important to them and maintaining their sense of personal independence and contribution.				
 <b>Making Doncaster the best place to do business and create good jobs</b>	✓			
Focusing on developing employment opportunities both for carers and for people who would like to support them.				
 <b>Building opportunities for healthier, happier and longer lives for all</b>	✓			
Carer priorities include increasing information, advice and access to support that will support health and wellbeing.				
 <b>Creating safer, stronger, greener and cleaner communities where everyone belongs</b>	✓			
Carer priorities include ensuring access and opportunity for all of Doncaster's communities, built on a shared understanding of human rights.				
 <b>Nurturing a child and family-friendly borough</b>	✓			
Carers support includes helping carers of children and young people with special educational needs and disabilities, as well as carers who themselves are children and young people.				
 <b>Building Transport and digital connections fit for the future</b>	✓			
Carers priorities include connecting people with their communities (including communities of interest) and using digital means to help achieve this where appropriate.				
 <b>Promoting the borough and its cultural, sporting, and heritage opportunities</b>	✓			
Carers priorities include connecting people with their communities, including the local strengths that different neighbourhoods have in relation to their cultural, sporting and heritage opportunities.				

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
Fair & Inclusive	✓			
<p>“Doncaster’s Carers Journey 2024” is explicitly intended to address the disadvantages that carers disproportionately face which are compounded by other protected characteristics.</p>				

**Legal Implications [SRF 03/01/2024]**

16. There are no legal implications arising from this report.

**Financial Implications [CL 03/01/2024]**

17. The contents of the Local Account are in line with existing Adults, Wellbeing and Culture budgets and therefore there are no current financial implications arising from this report. Any future financial implications arising would need to be managed within the overall Adults, Wellbeing and Culture budgets.

**Human Resources Implications [SB 05/01/2024]**

18. There are no direct human resource implications in relation to this report.

**Technology Implications [PW 04/01/2024]**

19. Priority 6 includes the provision of the AskSARA online tool which was approved by the Council’s Technology Governance Board (TGB) in April 23. Any additional technology requirements to support the key priorities will be considered by TGB for inclusion in the Technology Forward Plan, to ensure the resources, expertise and capacity within services is available. This will be monitored and continuously reviewed via TGB.

**RISKS AND ASSUMPTIONS**

20. “Doncaster’s Carers Journey 2024” sets out carer priorities for 2024 co-produced alongside Doncaster carers themselves. Full delivery of many of these improvements will also require joint work alongside a wider range of partners.

**CONSULTATION**

21. “Doncaster’s Carers Journey 2024” has been developed alongside local carers using a co-production approach and alongside partnership organisations at the Carers Strategic Oversight Group.

## **BACKGROUND PAPERS**

22. "Doncaster's Carers Journey 2024"

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

23. None

## **REPORT AUTHOR & CONTRIBUTORS**

**Bal Mohammed, Strategic Carers Lead**

01302 736577 | [bal.mohammed@doncaster.gov.uk](mailto:bal.mohammed@doncaster.gov.uk)

**Phil Holmes**  
**Director of Adults, Wellbeing and Culture**

This page is intentionally left blank

# 2024

# DONCASTER'S CARERS JOURNEY

**CO-PRODUCED BY**

**Carers Action Group and Carers Oversight Board  
City of Doncaster Council**



# About this journey

The Doncaster Carers Journey is a collaborative effort by Doncaster carers, structured around the six themes from Doncaster's All Age Carer's Strategy (2022 – 2025).

The document has been put together by the Carers Action Group and Carers Strategic Oversight Board, with half of its members being carers who have directly experienced or are currently relying on care and support services in Doncaster.

The groups reflect a commitment to transparency, genuine engagement, and the aspiration to make a positive impact for carers. The document presents the voices of carers sharing their experiences, offering an overview of the progress made so far and the current priorities that carers have identified for 2024.

## Contents

2. About this journey
3. Introduction
4. Am I a carer?
5. Theme 1 - Identification
6. Theme 2 - Recognition
7. Theme 3 - Information & advice
8. Theme 4 - Rights
9. Theme 5 - Connection
10. Theme 6 - Independence & Wellbeing
11. Key facts & figures
12. Priorities for 2024
13. Partners and Support Networks / Get involved

“We didn't realise that we were carers. We thought we were just a family.”

“As a carer you can feel isolated and mentally and physically tired.”

“I looked after my dad and daughter and then I took ill and now my husband became the carer. We all care for each other.”





# Introduction

Page 37  
Councillor Sarah Smith

**As a carer and a passionate advocate in the new-ish role of Cabinet Member for Adult Social Care for City of Doncaster Council, and the Co-chair for the Carers Strategic Oversight Board; I am thrilled to be part of our shared journey of designing & creating support that truly values and uplifts the incredible works of carers across Doncaster.**

This is the first Doncaster Carers Journey report and whilst it reveals that there is still a lot of progress to be made, I believe report provides us with a roadmap of your priorities. This isn't what the City of Doncaster Council thinks is important – it's what you and the people of Doncaster say is important.

This isn't merely a statement for the future; it's a commitment. I commit to championing co-produced policies that prioritise your well-being, ensuring access to the resources, training, support and breaks that carers deserve. I am committed to helping people know that they are a carer – and that you know your rights. Your unwavering dedication does not go unnoticed, and I am resolute in ensuring that all carers have a voice in the decision-making processes that shape our lives, communities, and surroundings.

I'm excited to join Bal, Debbie, and others, actively promoting co-production and working with our partners to have these priorities embraced by organisations throughout Doncaster. Your experiences and ideas are not just valued; they are indispensable. Together, let's collaboratively create a culture that supports and thrives on the active engagement of carers in shaping our shared future. Join me in making life better for all carers - of all ages, areas, backgrounds, cultures and interests – in Doncaster.

With dedication: Enthusiastically, Councillor Sarah Smith.  
(Cabinet Member – Adult Social Care, City of Doncaster Council)

## Bal Mohammed

**I am pleased to introduce myself as the newly appointed Carers Strategic Lead, Co-chair of the Carers Strategic Oversight Board and Co-chair of the Carers Action Group at the City of Doncaster Council.**

With a deep commitment to carers' welfare and personal experience as a carer, I bring a unique perspective that informs my work. Having been a carer, I understand a number of the challenges, enhancing my dedication to this role. This first-hand experience not only fuels my passion for the cause but also serves as a guiding force in shaping policies and initiatives that are not only empathetic but also practical and effective. I am eager to lead our efforts in providing comprehensive support to carers. My mission is to ensure to that carers receive the recognition, assistance, and resources that they deserve, fostering a caring and supportive environment. I am excited to collaborate with all partners, mostly importantly, carers, to make a meaningful difference in the lives of carers.

**Your experiences and ideas are not just valued; they are indispensable!**

## Debbie Osborne

**I am very pleased to be the newly elected Co-chairperson for the Carers Strategic Oversight Board and also Co-chair of the Carers Action Group.**

I have been a carer for over 30 years for various members of my family and have had to navigate services in mental health, physical disabilities, social care, education, older people's, and children's services. I know how being a carer can be lonely and frustrating as well as being very rewarding. I have also worked at Doncaster Carers Centre for 25 years, firstly contacting them as a carer. I became a volunteer and I then moved on to a paid position from which I retired a few years ago. I am passionate about improving the lives of carers in Doncaster and whilst I have seen many improvements over the years, we still have a lot of work to do and I am looking forward to working with Sarah, Bal and all partners on the Carers Strategic Oversight Board and the Carers Action Group to ensure that carers receive the recognition, assistance, and resources that they need both now and in the future.

# Am I a carer?

A **carer** is a person who supports someone close to them who needs extra help as they grow older, or due to a disability or health condition.

Carers are sometimes referred to as '**unpaid carers**' because they are not paid for their caring role. People who receive Carers Allowance are still unpaid carers. You are not classed as a carer if you have a paid job like a care worker or a support worker, or you work as a volunteer in a caring role.

**If you support a partner, family member, friend or neighbour who relies on you for help to live their life, you are a carer.**

A **young carer** is a person under 18 who provides or intends to provide care for another person (of any age) with a disability, illness, mental health requirement, or use substances (e.g. drugs or alcohol). They may look after one of their parents or care for a brother or sister. They may also give a lot of physical and emotional help to a parent, brother, or sister who is disabled or ill.

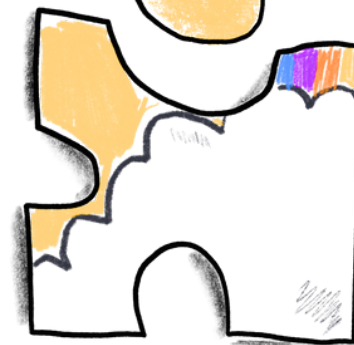
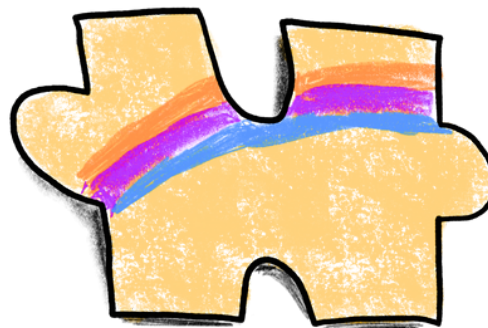
A **parent carer** is someone who provides care and support to their child or adult child who has a physical, mental, or emotional disability, illness, or addiction that prevents them from living independently.

The care provided by carers is vital, as it significantly contributes to improving the wellbeing and quality of life of the people they support. Without the help and support that carers provide, many children and adults would face more challenging circumstances, and some could even be at serious risk.

## Do all these pieces fit together?

Do you spend time caring for someone, adult or child?

Does this involve support with everyday life like eating, washing, shopping, managing money, appointments etc?



Is your caring work unpaid?

Does this person need extra support due to their age, disability or a health requirement?

# Identification

**The All Age Carers Strategy (2022 – 2025) aims to identify carers early on, so that they can access support sooner and reduce the risk of reaching crisis point.**

The strategy also helps address health disparities through health check-ups and vaccinations and allows carers to be involved in decision-making about the care they provide. Partners in health, social care, education, and housing will proactively identify carers as soon as possible and will have the ability to engage in conversations with them about their caring responsibilities.

Information technology (IT) systems will support joined up working and the clear documentation of carer identification. Furthermore, carers will be encouraged to identify themselves and register with carer support services to ensure timely access to the support they require. During the transition from being young carers to adult carers, carers will receive additional support.

“

“It wasn't until I spoke to someone from Doncaster Parent Voice at a school parents coffee morning that I realised I wasn't just my daughter's mother but also her carer (she has special educational needs due to her being Autistic, she is 9 years old).”

“

“I moved in with my nanna when my grandad died. She has Dementia and could not cope by herself. My colleague told me about Doncaster Parent Voice. I had been living with her for 18 months and the people at the DPV supported me to realise I was my nanna's carer.”

“

“I didn't class myself as a carer, I just got on with it. I married for sickness and health, and in my mind, I wasn't a carer, I was his 'wife'. It wasn't until I spoke to the the Carers Wellbeing Service they advised me that I was an unpaid carer for my husband. I care for my husband 24/7: I have looked after my husband for many years not knowing I was a carer.”

“

“If I didn't have to help at home I would like to watch TV and text my friends. My friends think it's nice that I help out at home because my mum and dad wouldn't be able to do things with me. I feel sad that my mum and dad aren't well enough to do things but I feel proud that I am there to help them.”

## Progress

- The Young Carers Service have implemented training courses such as 'improving the identification and support of young carers training' which will support professionals to identify young carers.
- St Leger Homes/City of Doncaster Council's housing department created a feature on how to identify carers and the support available which was distributed to 20,000 homes across the city in order for its readers to understand/identify themselves as carers.
- RDaSH (Rotherham, Doncaster and South Humber NHS Trust) has identified and supported staff who are also carers through their staff Wellbeing Passport and their staff supervision and PDR process.
- Doncaster Bassetlaw Teaching Hospital has added the Nursing assessment information to the Clinical system in May 2023 to facilitate identification of carers.
- Integrated Care Board has hosted the Commitment to Carers Programme "Commitment to Carers", delivered by the South Yorkshire Primary Care Workforce & Training Hub, which is part of Primary Care Doncaster's team. The Commitment to Carers Programme has provided webinars and events to help GP practices identify and code carers.



# Recognition

**Carers often feel unheard and underappreciated by services, such as benefits, where the carer's income is often lower than many unemployment benefits.**

Better recognition means that carers are acknowledged and valued as skilled care partners, actively participating in care planning and shared decision-making processes. Young carers are recognised and supported to balance their caring roles and education.

“

When I contacted Doncaster Carers Wellbeing Service, I had no idea who or what was out there to support me. My support worker provided me with all the up-to-date information and advice to enable me to continue in my caring role, this was really helpful as I was unaware of what services were out there. They made me feel valued and recognised my worth as a carer.”

“

Being interviewed by carers/people with lived experiences was a truly empowering experience. Their warmth and hospitality created an environment allowing me to showcase my best skills and qualities”.

“

I joined Doncaster Parents Voice last year and have since been involved in co-production work with council and health services; this has made me feel valued as a parent carer.”

“

Now I am with Doncaster's Young Carers Service I do think some recognise I am a Young Carer and I get support, but I don't think school really help with it”.



## Progress

- The Council have invited carers to be actively involved in the recruitment and selection process of council workers. We co-produced the job description and job advert for our Carers Strategic Lead with carers, who were also fully involved in the shortlisting and interviewing. We also involved an equal mix of senior leaders and people with lived experience in the interview panels for the recruitment of the Assistant Director – Integration and Partnerships, and two Heads of Service.
- Arrangements have been strengthened so that the Carers Wellbeing Service and the Doncaster Young Carer Service work closely together for young carers to be appropriately recognised and supported as they approach adulthood.
- The Council have expanded its training programme for managers. An example of this is the recent introduction of training to support managers to have ‘good conversations’ with council workers who are also carers.
- RDaSH (Rotherham, Doncaster and South Humber NHS Trust) has respected and listened to carers as expert care partners and has actively involved them in their care planning and shared decision-making. The trust has also had a Carers Charter in place since 2019.
- Doncaster Bassetlaw Teaching Hospital trust has been reviewing its policies to ensure carers are recognised at all points of contact with DBTH. It has also launched its Nursing, Midwifery and Allied Health Professionals Quality Strategy 2023 – 2027, which recognises patient experience and carers.

# 3 Information & advice

## Carers need personalised, high-quality information and guidance to address their own needs effectively.

Better information and advice will mean that carers will have better access to timely, high-quality information and advice, designed specifically for them, presented in a clear and understandable way.

### JANE'S STORY

Jane cares for her father Frank, who has Alzheimer's. He is in his late 90s and was a war veteran, a wise and witty man. But his memory and cognition have deteriorated, and getting a diagnosis and support was a struggle. Jane felt ignored and overwhelmed by the system, and had no one to share the burden with.

She contacted Doncaster Partnership for Carers (DPFC) and found a lifeline. They listened to her, advised her, and supported her. They also invited her to the Open House, where she met other carers who understood what she was going through. She found a sense of community and comfort in a time of isolation and despair.

Jane says: "DPFC was a godsend. They were the only ones who treated me like a human, not a case number. They helped me cope with the challenges of caring for my dad, and connected me with people who knew what it was like. They were my angels."

"As a parent carer, I have found the information and advice I have received from Doncaster Parent Voice has been useful when navigating education and health services."

"I received an up to date information pack from the Carers Wellbeing Service in an easy read format, with details of services that are relevant to my caring requirements."

"They (Doncaster Carers Wellbeing Service) took the time to talk through things slowly and in a way that I could understand. I feel more confident now. I know I can contact them anytime for advice and support."

"The Young Carers Practitioner helps me and my family with any information that we ask for, they provide advice to help us understand our situation and quality of living."

## Progress

- The Council offers free courses to carers, including First Aid, Moving and Handling, and supporting autistic people, people living with dementia, and more. Bite-sized sessions have been conducted in collaboration with carers social groups, such as the Asian Ladies group, a mental health peer support group and more.
- The Council has improved its carers section of the website in collaboration with carers to make information and advice clearer and consistent. Doncaster Parents Voice who are a partner organisation have increased their online presence, including the popular Doncaster Autism page on Facebook (that has been accessed by carers), providing up-to-date information, advice, and guidance to carers.
- RDaSH (Rotherham, Doncaster and South Humber NHS Trust) has launched a new 5 year clinical and organisational strategy and 28 promises, with a specific promise to carers: "Support unpaid carers in our communities and among our staff, developing the resilience of neighbourhoods to improve healthy life expectancy". (October 2023)
- Doncaster Bassetlaw Teaching Hospital has updated its website and patient advice and liaison office to provide information and sign posting to carers organisations. The trust also includes analysis of feedback by groups including carers.
- Integrated Care Boards have offered access to digital resources and guidance to GP practices and carers through the Commitment to Carers Programme. The Commitment to Carers Programme also holds monthly strategic meetings.



# Rights

## Carers are not often aware of their legal entitlements.

Access to information and advice centred on their rights would provide a clear understanding of their entitlements and expectations as carers. Better rights will mean that carers are well-informed about their rights and have access to advocacy services, enabling them to confidently communicate their needs and exercise their rights.

“

I spoke to a support worker at the Carers Wellbeing Service, and they pointed me in the right direction of who to contact regarding my rights.”

“

My mum and dad have 'looked it up' and we would speak to a Young Carers Practitioner if we needed to know more.”

“

Doncaster Parent Voice hold workshops for parent carers about the rights of parents and young people these have been a source of valuable information for me and my family”



## Progress

- The Council's young carers champion programme has been reintroduced, providing young carers with the opportunity to discuss and gain knowledge about their rights in the education.
- Carers Rights Day 2023 was celebrated by the Council, the Carers Wellbeing service, and carers. The event enabled carers to gain insights into their rights from multiple representatives, covering aspects such as accessing services, maintaining their health and wellbeing, and obtaining crucial information and support. A key focus of this year's occasion was to unify carers from all backgrounds to collaboratively shape the future outlook of the Carers Wellbeing Service
- RDaSH (Rotherham, Doncaster and South Humber NHS Trust) has appointed a Deputy Director for Patient Experience and Involvement, and a new Patient Experience and Involvement Team, including an Expert by Experience Lead, who will lead strategically on their carers promise. The trust has also committed to a range of national programmes, such as the Triangle of Care, to ensure a quality and therapeutic inpatient environment for carers.
- Doncaster Bassetlaw Teaching Hospital will launch its Carers contract and relaunch John's campaign on the 26th of February 2024, to respect and uphold the rights of carers.

# Connection

## Most carers often prioritise the needs of the person they support over their own, delaying their own support and putting their caring responsibilities first.

To alleviate the stress of caring and enhance their understanding of the system and available support, carers often seek connections with people who share similar experiences. Engaging in conversations with people facing similar challenges provides a sense of understanding and diminishes feelings of loneliness for carers.

To better connect carers with a community of people with lived experience, carers will be supported to join local networks and groups with like-minded carers. They will receive formal support from peers to enhance their overall caring experience. Carers will be confident in articulating their opinions, communicating their lived experiences, and ensuring their voice is acknowledged. They will be recognised in the context of their family and local community and will be able to meet their own cultural and spiritual needs.

To prevent isolation, carers will sustain social connections and be provided with opportunities to engage in peer-focused support (for connection and advice).

“

The coffee mornings and family days out with Doncaster Parents Voice help me stay connected with other parents of children and young people with special educational needs / disabilities.”

“

I have put off an operation that I was in desperate need of, but I put this off due to my caring role as I didn't know what was out there, it wasn't until I had spoken to Doncaster Carers Wellbeing Service that I realised that home care and breaks were available for the person that I care for.”

“

I can't always do the things I want after school and at night because I am caring, like spending time with my friends. I would like to just go out and ride my bike, but I wouldn't see my family struggle”, (Doncaster Young Carers Service) groups help me to spend time away”.

## Progress

- More carers are joining different groups, such as the Carers Action Group and a carers and autism art club. This helps carers to connect with each other better.
- The Council's partners have expanded a range of new groups available for carers. For example: Doncaster Parent Voice have initiated online coffee and chat sessions for working carers, counselling for parent carers, and a newly established walking club. These groups provide carers with opportunities to come together, exchange experiences, and build connections.
- The Council's young carers council has integrated with the youth council to incorporate young carers into the youth segment of these groups, fostering a more comprehensive overall approach.
- The Head of Patient, engagement, experience and involvement at Doncaster Bassetlaw Teaching Hospital has begun making connections with local community groups to foster collaboration and support for carers.
- Integrated Care Boards have fostered collaboration and involvement of carers through the Commitment to Carers Programme, which has featured the South Yorkshire Unpaid Carers Event in June 2023 and the Carers Ambassador role.

# Independence & Wellbeing

**Carers require a life beyond their caring roles. It is common for them to feel as if their own identity is overshadowed by their caring role, where all discussions revolve around the person they support.**

Taking time to work, learn, socialise or pursuing simple interests or enjoying simple pleasures like a peaceful bath, positively impacts the wellbeing of carers. Small measures, such as early Covid vaccinations, make a significant difference by reducing worry and supporting the physical health of carers.

This will mean that carers will have improved wellbeing and the opportunity to have a life of their own, with more opportunities for one-to-one and group support available to them. They will also have access to sufficient training and support to instil confidence in their caring roles and have equal access to substitute care for the people they support. They will also have access to impartial advice about tools and equipment to make daily living easier.

## AVA'S STORY

Ava, aged 15, is a young carer for her brother and sister, who have special needs. She wakes up early every morning to help her mum care for them, and then goes to school. When she comes back, she makes tea, sorts the washing, and cleans the house. At night, she helps with bathing and bedtime, before she can do her school work or something she enjoys. She says: "Some of my friends know that I'm a young carer but only my close friends. I'm proud to be a carer as I wouldn't be the person I am today without it, caring does get me down but I know that I'm needed. I couldn't watch them struggle and looking after them makes me feel like a good person."

## Progress

- The Council have developed and delivered wellbeing sessions tailored to different carers groups across the city, providing carers with opportunities to pursue hobbies and interests.
- The Council has compressed some of its carers training courses from full day to half day sessions, intending to boost carer attendance and enhance participation by providing added flexibility.
- Doncaster Bassetlaw Teaching Hospital has launched its Peoples Strategy with a focus on staff wellbeing, which also benefits carers who work for the trust.

“

My call to [Carers Wellbeing Service] was my very first as I navigated supporting my parents, and I actually opened up with 'hello, my name is XX and I don't know where to start'. Despite my vague and overwhelmed introduction, the worker was lovely: she really listened to my situation in supporting my parents, asked me about their needs, signposted me to various places, registered all the necessary details, offered to send me lots of information and was sensitive and professional listening to some of my worries and frustrations.”

“

I have joined the Carers Walking Club which gives me the chance to meet new people and keep fit at the same time.”

“

I've had fun getting to go out and meet new friends and do different things (with Doncaster Young Carers Service) we would not normally do because getting out for us is a very rare thing with my brother and his conditions.”






# Key facts and figures

Source: Census, 2021

On Census Day 2021 (March 2021) there were approximately **28,130** unpaid carers in Doncaster; this equates to 9.7% of the usual resident population, aged 5 years and over.



In Doncaster, the ward with the highest percentage of people providing unpaid care was **Sprotbrough (11.0%)**




The ward with the lowest percentage was **Town (6.8%)**

**Proportion of Carers who find it easy to locate information about services**



Doncaster	Regional	National
51.9%	56.3%	57.7%

The percentage of people providing unpaid care was higher in females than males




**11.3%** Female  
**8.0%** Male

There are approximately **625 young unpaid carers** aged between 5 and 17 years in Doncaster. This equates to **1.3% of 5 – 17 year olds**

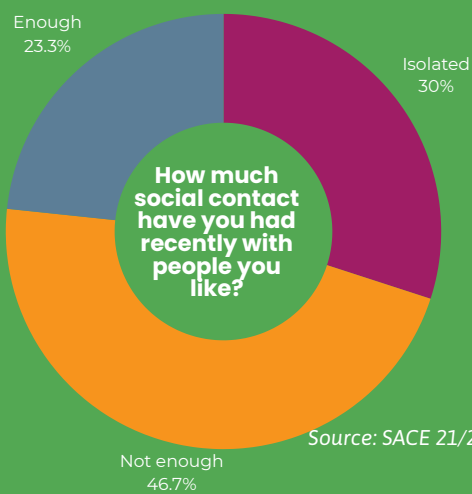


Of those carers surveyed in the biannual national survey of adult carers in England 2021/2022 – the proportion of carers who find it easy to find information about services, 51.9% lower than the regional and national average.

The Proportion of Carers who report that they have been included or consulted in discussion about the person they care for **Doncaster is 65.1%**  
(Regional is 64.7% National is 64.7%)



21/22 - The proportion of carers who reported they had as much social contact as they would like fell to **23%** in Doncaster, as it did both nationally, to **28%** and regionally to **31%**

## How carers spend their time

**65%** stated they did not do enough with their time on things they value or enjoy and a further **29%** stated they did nothing they value or enjoy. [4% spend time doing things they value/enjoy and 2% did not respond]

These figures encapsulate the diverse experiences of carers, shedding light on the multifaceted nature of their roles and the need for support to enhance their overall wellbeing.

## Support services accessed by carers

**74%** had accessed support services that helped them in their role as a Carer. [48% information and advice, 20% support from carers groups/talking in confidence, 5% carer training and 1% employment support]

These figures reveal the profound influence of support services on the wellbeing of carers, underscoring the vital role of personalised support.

## Health impact on carers

Carers face various challenges, including **61%** experiencing health issues (31% worsened existing conditions, 30% developed new issues). Notably, 32% consulted a GP, and 38% endured physical strain; over **62%** faced emotional struggles, with **80%** experiencing sleep disturbances and 25% reporting a loss of appetite.

These figures highlight diverse health challenges for carers, emphasising the need for holistic support.

"SACE, A BIENNIAL SURVEY BY COUNCILS, FOCUSES ON CARERS AGED 18 OR OVER, ASSESSING THEIR OPINIONS ON LIFE BALANCE ALONGSIDE CARING. KEY TO THE DHSC AND CQC, IT EXPLORES SERVICE IMPACT ON CARERS' WELLBEING. OF 342 SURVEYED VIA CITY OF DONCASTER COUNCIL, 35% (121) RESPONDED, EMPHASISING THE CRUCIAL ROLE AND CHALLENGES FACED BY UNPAID CARERS."

## 9,094 Carers are entitled to Carer's Allowance in Doncaster

If you're aged 16 or over and spend at least 35 hours a week supporting someone, you may be eligible for Carer's Allowance.



End of Q4 22/23 Source: DWP

# Everyone's caring journey matters.

# Priorities for 2024

## 1. Identification

- Based on carer feedback, the Council will work closely with Doncaster Healthwatch and Primary Care Networks to enhance the utilisation of GP resource packs in GP surgeries throughout the city. This aims to improve the identification of carers and provide better support.
- Health services are planning to deliver webinars for health practitioners that focus on GP resource packs, Workforce Offers from Carers UK, and Carer Ambassadors to further support the recognition of carers that access primary health care services.
- The Carers Wellbeing Service will increase its visibility by setting up pop-up stands at various community locations, including the one-stop shop at the Council's Civic offices, to make the service more accessible and responsive to the needs of the community.
- The Council are working with Carers UK towards achieving the Carer Confident Accreditation which will help staff members to identify carers better.
- Primary Care Doncaster will survey GP practices' patients and ask them how practices can remove barriers to identifying carers accurately and serve them better. They will work with Integrated Care Boards to take the findings forward.

## 2. Recognition

- The Council's Cabinet Member for Adult Social Care is working towards carers being recognised (locally) as a 'protected characteristic' to prevent any unfair treatment of carers and allowing them opportunities to thrive.
- Doncaster Bassetlaw Teaching Hospital will embed patient, family and carer involvement in its policies, procedures and governance, to recognise and value the contribution and expertise of carers.

## 3. Information & advice

- The Council will realign its communication and marketing strategy to ensure that all partners (including Carers Wellbeing Service, St Leger Homes / housing, Young Carers Service and so forth) which will enable a joined up approach in communicating key and up-to-date information and advice relating to carers.
- Doncaster's Carers and Wellbeing Service will undergo a relaunch. This involves a rebranding initiative aimed at improving the service's accessibility and visibility.
- Doncaster Bassetlaw Teaching Hospital will increase options for feedback from carers, by establishing a Carers Working Group and using various channels and methods to collect and respond to carers views and suggestions.
- Primary Care Doncaster will run patient engagement events on various topics, and devote one of them to the carers agenda. This will provide information and advice to carers and GP practices.

## 4. Rights

- The Council will use carers feedback (including from events such as Carers Rights Day 2023) to shape our approach and better advocate for carers' rights.
- The Council will use various communication channels, including intranet pages and newsletters, to raise awareness of carers' rights. This is in response to feedback indicating that carers and their line managers do not have a complete understanding of these rights, despite the presence of established key policies, procedures, and guidance.
- Doncaster Bassetlaw Teaching Hospital will launch its Carers contract and relaunch John's campaign, to ensure that carers are treated with dignity and respect, and have access to the support and services they need.

## 5. Connection

- The Council will expand opportunities for carers to access broader peer support i.e., through group sessions, social media platforms, or one-to-one connections based on shared experiences and values. This will be done through working closely with partner organisations and carers to improve access and create more networking chances.
- Doncaster Bassetlaw Teaching Hospital will hold community events with carers groups in collaboration with Health-watch and Voluntary section organisations, to increase engagement and awareness of carers issues and needs.
- Primary Care Doncaster will involve carers in how to plan primary care services going forward, by inviting them to the patient engagement events and the strategic meetings.

## 6. Independence & Wellbeing

- The Council will reassess the provision of recreation and leisure activities available to carers. This is based on feedback from carers who have noted that participating in such activities can provide opportunities for exercise, relaxation, and connection with nature independently. The Council will explore avenues for targeted funding to support this initiative.
- The Council will provide the 'AskSARA' service, an online tool offering advice about equipment to make daily living easier. By responding to specific questions, people, we people receive personalised suggestions for equipment and simple home modifications, creating accessibility, safety and wellbeing.



Would you like impartial advice about tools and equipment to make daily living easier?

Over 90 topics to choose from

Make life easier in three easy steps...

- 1 Choose a topic
- 2 Answer simple questions
- 3 Get tailored advice

**AskSARA**

AskSARA is an online tool with impartial personalised help and advice that you might find useful in your daily life.

**Let's begin**

# Partners and Support Networks

In Doncaster, there are several Partnership Boards and networks that consist of representatives from diverse groups that draw on care and support in Doncaster. These forums empower members to actively contribute to shaping care and support tailored to specific groups.

- Carers Action Group
- Carers Strategic Oversight Board
- Making It Real Board
- DonMentia
- Commitment to Carers
- Learning Disability Partnership Board
- Autism Partnership Board
- Mentally Well Alliance
- Doncaster Parents Forum (VOICE)
- SEND Partnership Board
- Carers All Together group

If you are interested in joining or learning more about the Partnership Boards and networks in Doncaster, please visit:  
**YourLifeDoncaster.co.uk**



# Get Involved

Team Doncaster is committed to ensuring that all carers in Doncaster have a voice and are represented. By getting involved, you can help make a difference in the lives of carers in your community.

Doncaster carers have supported with identifying key priorities for 2024. To make these priorities a reality, we are seeking more people with lived experiences to get involved. This is an opportunity for you to help shape care and support across Doncaster and make a difference in the lives of carers in your community.

**If you are interested in participating in the Carers Action Group, please e-mail:**

**Ba.Mohammed@doncaster.gov.uk** 

If you are interested in finding out more information about support for carers and carers rights, please contact:

**Carers' Wellbeing Service.**

Website: [morningspace.co.uk/doncastercarers-wellbeing-service](https://morningspace.co.uk/doncastercarers-wellbeing-service)

Email: [DoncasterCarers.WellbeingService@morningspace.co.uk](mailto:DoncasterCarers.WellbeingService@morningspace.co.uk)

Telephone: 01302 986 900



**You care.**



**We care.**



[www.doncaster.gov.uk/CarersJourney](http://www.doncaster.gov.uk/CarersJourney)



# City of Doncaster Council

## Report

---

**Date: 13<sup>th</sup> March 2024**

**To the Mayor and Members of the Cabinet**

### **2023-24 Quarter 3 Finance and Performance Improvement Report**

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

### **EXECUTIVE SUMMARY**

1. As we end quarter three and enter 2024, we are starting discussions on our new budget and corporate plan. The Local Government sector has seen well documented examples of significant difficulties with increasing demands and rising costs portrayed in the national media. Doncaster has, and continues, to face difficult choices but a continued focus on performance, value for money and the achievement of efficiencies is essential to our ongoing delivery for residents and business across the City.
  
2. Continued conflict in Ukraine and 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. The Employment and wage rates are relatively stable and close to the regional average, but the inflationary pressures are still having impact, even though they are falling - levels remain at 4% (CPI December 23). The 'Cost of Living' pressures continue and although some easing, many will still see increasing costs and will be taking difficult decisions as a result.
  
3. The Council continues to be impacted by these inflationary pressures, however, is managing the position and this is reflected in the balanced position forecast on the revenue budget, at quarter 3. There remain several key pressures, namely overspends on both adults and children's social care costs significantly exceeding budgets, full details on the main variances are provided in paragraphs 134 to 155. It is by using over £4.0m of non-recurrent underspends, including additional one-

off grant funding allocated, that the overspend has been reduced and a balanced position is forecast.

4. The position has improved since quarter 2 (when a £1.7m overspend was projected) largely through the inclusion of the additional one-off grant funding, including -£1.35m additional Top Up Grant and -£0.64m business rate levy surplus included in the local government finance settlement.
5. We continue to explore all options to reopen a functioning airport in Doncaster and a key report was taken to South Yorkshire Mayoral Combined Authority on the 13 February which provided the Outline Business Case and next steps. This is an ongoing piece of work and updates will be released at the appropriate time and in line with key developments.
6. Our Budget and Corporate Plan outlines the investment and savings 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. A new budget and Corporate Plan for 2024-25 is due at Council for agreement in February 24.

#### **EXEMPT REPORT**

7. This report is not exempt

#### **RECOMMENDATIONS**

8. The Mayor and Members of Cabinet are asked to approve and comment on the quarter 3 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.
  - Approve payment to St Leger Homes as part of the contract management arrangements, for the additional inflationary costs over and above those budgeted within the Housing Revenue Account (£0.57m) and General Fund (£0.16m), with reconciliations at year-end to ensure any surplus is returned to the Council.

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



### TACKLING CLIMATE CHANGE

Service Standard	Quarter 2 23-24	Quarter 3 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	1,550,000		
(PLA) Successful household waste and recycling collections	99.95%	99.89%	99.9%		
(PLA) Number of homes retrofitted to improve energy efficiency (cumulative)	154	339	640		

### What is going well?

- The Authority continues in the third year of the naturalisation trial. Three of the naturalisation sites have attracted net-gain monies, and work on these sites have been undertaken during quarter 3; this includes sites being cut, arisings removed, and the areas scarified and sown with a variety of seed mixes. A range of information is being gathered and monitored from 4 sites where maintenance varies (regular mown, annually mown and areas left), including Ph levels, soil temperatures at varying depths and ground compaction. Over 100,000 plant bulbs have been ordered and planted to increase the diversity within naturalised sites over this winter.
- We continue to sustain a very high standard in relation to the successful collections of household waste and recycling in this period, with the figure at 99.89% in this quarter, compared to 99.95% in the previous quarter. The figure has remained consistently high since the contract with SUEZ started in 2018.

### What needs further improvement?

- There are currently 4 housing retrofit schemes in place. 2023-24 target of 640 homes to be retrofitted across the 4 schemes, each scheme is broken down below:
  - Social Housing Decarbonisation Fund.** SLHD thermal improvement programme – target of 250 homes - 94 complete to date. Note this project has been delayed by over 3 months due to a change in location and issues with supply chain.
  - The Great British Insulation Scheme (ECO Plus),** expected to start in August – target of 300 homes. We are currently unable to report on the performance of this project which started mid September and no data has been shared by DESNZ.
  - ECO4 – 50 homes target** - 216 complete to date
  - Boiler on Prescription** – 40 homes target - 29 complete to date

12. 339 homes have been completed to date (660 home energy improvements). The target is offtrack due to a combination of unavailable data and delayed mobilisation on site of two major schemes. However, there are 339 households who have benefited from insulation and heating improvements of significant value in their homes, with improved comfort and lower heating bills.
13. Of the 4 schemes, 2 are over performing. One scheme is lacking data due to lack of sharing by government. We are lobbying DESNZ for the missing data.
14. The Council's Thermal Improvement Programme is behind schedule and will not deliver its target of 250 homes, but is likely to achieve around 150.
15. Current forecast for year-end would be to achieve works to around 500 of the 640 home target.



## DEVELOPING THE SKILLS TO THRIVE IN LIFE & WORK

Service Standard	Quarter 2 23-24	Quarter 3 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) % of 16/17 year olds not meeting the duty to participate	6.5%	5.6%	8%	✓	↓
(CYP&F) Special Educational Needs Team - Education, Health and Care Plans Issued Within 20 Weeks EXCLUDING Exception Cases	36.51%	58.06%	50.70%	✓	↑
(CYP&F) Secondary schools' persistent absent rate (10% Absenteeism)	29%	27.6%	26%	⚠	↑
(CYP&F) The number of children in Elective Home Education	571	658	575	✗	↓
(CYP&F) % of Children missing in education where referrals are closed following case work.	52.61%	58%	70%	✗	↑
(CEX) Number of Refugees (both asylum and resettlement) supported into ESOL and/or Employment	123	78	-	📊	↑

### What is going well?

16. The number of Education and Health Care Plans issued within 20 weeks has risen significantly from 36.51% in quarter 2 to 58.06% in quarter 3, the highest



completion rate since quarter 2 21/22. This was achieved due to an increase in resource in the SEND team.

17. 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 December 2023 was 7,365 an increase of 180 young people (16-18) from December 2022. Doncaster's average of 16/17 year olds not meeting the duty to participate in education, employment, or training (NEET) is 5.6% for quarter 3 (National: 10.2%; Yorkshire and Humber: 8.7%). 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) decreased to 96 (3.63%) in December 23 (from 97 (3.78%) in October 23).
  
18. As part of the Education and Skills 2030 strategy, a programme was developed to ensure equitable and inclusive learning opportunities for all. The activities below are part of key activities to support the strategies 5 priorities i.e. Best Start, Accelerating Achievement, Post 16, pathways to employment and equity and inclusion. This is further underpinned by the development of a Talent Innovation Eco-system. Key areas are progress are shown below:
  - Work to develop a Doncaster Skills Profile continues at pace.
  - We have now a number of Continuing Professional Development sessions with school and college leaders to consider how the profile can be embedded into their respective curriculums and what to design a prototype profile. Future sessions are planned for February, March and April. We have designed a number of workshops to engage employers from across Health & Care and Digital & Creative.
  - 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 Mexborough between 12th and 15th February.
  - We have been working to secure a new offer at the building on Carolina Way which formerly hosted the National College for Advanced Transport and Infrastructure and hope to announce details of the new occupant and offer in the next couple of months.
  - The Council has taken on responsibility for running the Apprenticeships Support and Knowledge (ASK), re-invested in the Zero Gravity to make these higher-education access programmes available to all year 12 students.
  - We have submitted a series of proposals under the 'People and Skills' element of the UK Shared Prosperity Fund to provide additional activity to support the move into and progression within employment. This includes continued funding of the Youth Hub and Advance services, as well as new activity under a 'Skills Innovation Accelerator' Programme.
  
19. In the capital programme the works at the Oakwood short break centre are now fully complete.

## What needs further improvement?

20. Persistent absence in secondary schools has reduced slightly compared with the same point last year, and in Doncaster it has fallen by more than most Local Authorities. Our ranking is 119 out of 151, which is better than at the same point last year.
21. The number of children who are electively home educated have been as high as 658 this quarter. There have also been a high number of referrals into the service mainly from secondary schools this quarter from parents who are wishing to home educate their children. (the highest being 9 from Trinity academy). Compared to the same quarter last year this is an increase of around 100 young people. The reasons for young people becoming home educated include, parents choosing this because of ethical reasons, not being happy with their current school, making the decision because it is the right decision to support their child's mental health.
22. Officers support parents to make the right choices at the point where the parent informs the school they are deciding to home educate. EHE officers work closely with the family in the first instance to make sure they are fully aware of the responsibility they have when home schooling their children and signpost them to where they can get advice and guidance.
23. Officers check evidence sent in regarding suitability of the education being delivered by the parents and where we deem the education not to be suitable for the child's age, ability and aptitude our officers work with the parent initially to support them to educate their child, or help them apply to return to school or in exceptional circumstances issue a school attendance order through the courts. Once a child is identified to return to school we offer Big picture as an option of supported reintegration back into the mainstream school. In some cases we do have resistance from mainstream academies to re-admit the young person, in this case we ask the standards and effectiveness team to support or challenge the school where necessary.
24. Children missing education are children of compulsory school age who are not registered pupils at a school or being electively home educated. This can include children who are moving out of Doncaster into another area, children who have moved abroad, children who have moved into Doncaster and have not applied for a school roll.
25. Schools refer children who leave their school into the attendance and pupil welfare service via an online portal. Where referrals come into the service, they are quickly allocated to officers who contact the parents via telephone or home visits. Information sharing such as benefit checks are done to ascertain the whereabouts of the child. When schools report children have moved out of Doncaster, we work jointly with other Local authorities to make sure we know where the children are and who is safeguarding their welfare after their move; it is only when we are confident that they are in education elsewhere that we remove them from our register. In quarter 3 the team closed 544 (58%) of open cases,

leaving 306 children Missing in Education. These cases will also include children who leave our schools and are under the admissions process in another authority where we hold the case until, we have confirmation that they have enrolled in school.





26. Children missing education (CME) numbers fluctuate week to week as schools refer into the service and our officers do the checks and close the cases (some weeks up to 30 cases are closed when children are confirmed as starting a new school in another area or where they have moved abroad or are identified as attendance issues rather than CME)

27. The Children in Care cohort, Year 12 and 13 caseload currently stands at 171. Of this quarters Year 13 cohort, 40% are out of area and 43% are Unaccompanied Asylum Seeking Children (UASC), a slight rise on quarter 2. There has recently been an influx of UASC mainly in this year group who require support for English for speakers of other languages (ESOL) either locally or in the area they are placed. The virtual school continues to effectively support young people to access ESOL courses at colleges or 1:1 in house tuition. The virtual School collaborates with 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 20% and Year 13 at 27%. The increase for Y12 will reflect the dropout figures collated from Further Education establishments between October and December 2023.



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

Service Standard	Quarter 2 23-24	Quarter 3 23-24	Target	RAG	D.O.T (long)
(CR) Percentage of Non-domestic Rates Collected	97.97%	97.46%	97.30%	✓	↑
(PLA) Increase in city centre footfall figures through the economic recovery plan work	3,615,173	3,522,760	3,400,000	✓	↑
(PLA) Processing of Planning Applications: Major Applications	91.49%	92.06%	94.00%	⚠	↑
(CR) % of Local Authority Spend with Doncaster Companies/ Suppliers	64	67	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)	115	129	130	⚠	↑
(PLA) Overall Investment Gained (into and within Doncaster)	£44.83m	£19.67m	£35m	✗	↓

Service Standard	Quarter 2 23-24	Quarter 3 23-24	Target	RAG	D.O.T (long)
(PLA) Overall new inward investment gained into Doncaster with the support of Business Doncaster	£19.68m	£14.24m	£25m		
(AWC) Number of People with a Learning Disability Helped into Work	4.13%	4.14%	5.1%		

### What is going well?

28. In the first three quarters of the year 76.48% of the total debit has been collected. This compares with 76.27% at the same time in 2022/23. This is despite a backlog of work, which has now been reduced and means collection remains on track to maintain its target position.
29. At the end of quarter 3 there were 129 new jobs created over £31,000 salary per annum facilitated by Business Doncaster, compared to 115 in quarter 2, which is right on target. Of the new jobs created, 26 are in the manufacturing sector, 43 in green technology, 17 in CDI, 23 in logistics, 15 in the leisure sector, 3 in construction and 2 in health technologies. It is anticipated that the target for the year will be reached at the end of quarter 4.
30. At the end of quarter 3, footfall figures into the city centre remain 6.7% above target. All three months in quarter 3 footfall were slightly above the target figure, and December saw the biggest footfall of the year, as expected, helped by the Frost Festival and Penguin Trail. The final week before Christmas saw a 15.2% increase in footfall compared to that same week in the previous year (2022); 27.3% more than the weekly average over the year, 4.1% above the North and Yorkshire average and 1.4% more than the UK Average, which is a great achievement.

### What needs further improvement?

31. This quarter performance for numbers with a learning disability (LD) helped into work remains static at 4.14% (this amounts to 35 people), just slightly below the regional (Yorkshire & Humber) average of 4.8%. Plans developed by the Employment Working Group are driving activity to increase the number of disabled people (including individuals with a learning disability) to obtain paid employment. The Local Supported Employment (LSE) programme now has 15 people with a learning disability enrolled on the programme, 1 person employed, 2 people entering employment next quarter, 2 in volunteering roles and 3 going onto apprenticeships. The ambition of the programme is to support 28 adults with a LD (known to ASC) into paid employment over a 2 year period.
32. We expect to see this indicator improve and reach our target (of being in line with the Y&H average) by quarter 2 of 24/25. The work to support adults with a disability to obtain and sustain employment however is much wider and broader than the LSE programme. Activity also includes development of supported internships in the council, reviewing our council recruitment practices in line with feedback from

people with lived experience to remove barriers to people with a LD from obtaining employment and work with organisations / employers via an employment forum to support organisations to become more disability friendly.

33. An employer's forum has also been established support organisations/employers to become more disability friendly. Adults, Wellbeing and Culture will develop plans to provide leadership and support for employers, employing people with a learning disability or autism. The Making it Real Board will work alongside the workstream to support delivery.
34. The service standard focuses on people with a learning disability who are in contact with Adult Social Care who are supported to gain employment, further work linked to data validation will progress in quarter 4.
35. Overall recorded investment into the city at the end of quarter 3 stands at £79.8 million which is below target. Major investment for the period was from Europool Systems, a new logistics-based investor at the IPort. A split of the £79.8 million is 51.7% assisted investment by Business Doncaster and 48.3% unassisted. The pipeline of investment remains strong, and with several speculative industrial developments expected. The quarter 4 target is still expected to be exceeded at the end of the financial year.
36. At the end of quarter 3 the figure for new inward investment stands at £34.4million, which is below target. However, there have been four big new investments during the quarter, and the pipeline of potential new investment does remain strong. During the period there has been a digital marketing campaign initiated aimed at new investors, and with a number of speculative property developments due to be completed, it is expected that the annual target will be exceeded at the end of quarter 4.
37. At the end of quarter 3 the determination rate for the processing of planning applications was 92.06%, exceeding the 60% national target, but slightly below than the 94% internal stretch target. Put into context, that figure is a result of 5 applications not hitting the determination (or where applicable the agreed extension of times (EOT) date). This figure relies largely on agreement with the applicant. This need to agree an EOT on major applications is not unusual, as many applications are complex by their very nature and commonly require on-going negotiations e.g., Section 106 agreements and committee approvals to seek a positive resolution on the proposals. 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 15.87%, which is comparable with last quarter (this figure was at 15% in quarter 2).



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

Service Standard	Quarter 2 23-24	Quarter 3 23-24	Target	RAG	D.O.T (long)
(AWC) Permanent admissions to residential and nursing care homes, per 100,000 population (18-64 Only)	7.02	9.72	14.09		
(AWC) Percentage of Adult Social Care provision rated as Good or Outstanding by the Care Quality Commission	75.17%	70.94%	75%		
(CEX) Sexual Health Service: Percentage of contraception that is LARC (Long Acting Reversible Contraceptives)	33%	-	28%		
(CEX) Health Visiting: percentage of new birth visits completed within 14 days (Universal Partnership Plus families)	99%	98.3%	90%		
(AWC) Duration to complete Adult Social Care Needs Assessment (days) MEDIAN AVERAGE	42	32	42		
(CEX) The % mothers quit Smoking during pregnancy	100%	-	85%		
(CEX) Tobacco Control: Percentage 4 week quit rate recorded by the Yorkshire Smoke-free service for Doncaster residents	71.1%	70.6%	50%		
(AWC) We will ensure you have an annual review of your care	75%	75%	75%		
(AWC) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	153.6	155.3	166.8		
(AWC) Proportion of Adults with Learning Disabilities Who Live in Their Own Home or With Their Family	81%	80.2%	81%		
(CEX) Substance misuse service: Percentage of alcohol treatment successful completions residents	-	36.8%	37%		
(AWC) % of people who are still at home 91 days after their period of re-enablement	75.6	77.4	81.0		
(AWC) EDI Percentage of Adult Social Care request for where ethnicity recorded	83.5%	83.5%	100%		
(AWC) Number of Carers Assessments Completed	104	75	-		
(AWC) Average number of days from request to adaptation completed (MEDIAN)	67	62	TBC	-	
(AWC) Duration to complete OT assessment (days) MEDIAN	2	1	TBC	-	

## What is going well?

38. 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 calculation. The percentage of new birth visits completed is above target as quarter 3 data shows performance at 99.1%, and the target for all families to have a visit within 21 days after birth is 95%.
39. 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. The latest data shows that the current success rate is 70.6%, compared to 71.1% in the previous quarter, exceeding the 4-week quit rate target once again (50%).
40. Approximately 30% of pregnancies are unplanned, attributed to the effectiveness of some contraceptive methods. By contrast, the effectiveness of long-acting reversible contraceptive (LARC) methods and their increased uptake could help to reduce unintended pregnancy. In quarter 3 for the percentage of people who are being administered LARC has risen to 33%. The service continues to promote LARC as a contraception choice and will continue to do so through a variety of ways including taking forward the recommendations highlighted in the recent audit with GP practices. It is also hoped the newly established community clinics hosted within some Family Hub buildings will continue to have a positive impact on LARC provision and uptake.
41. The percentage of Mothers who quit smoking had seen a decline in previous quarters; in Doncaster we were way behind the target figure of 85%, reporting a 62% success rate in previous quarter. This was attributed to people identified in the period not undertaking the CO2 verification which is patient choice (declined face to face visits and no access visit) which required to verify quitting. A more consistent approach to following up quit attempts to ensure that families receive the support they need to quit during a pregnancy and refrain from smoking beyond the birth of the baby. We are really pleased to see 100% of verified mothers quit in this quarter. The provider has been making additional efforts to ensure mothers who report remaining smokefree at 4 weeks are verified by CO2 monitor to give a more accurate indication of sustained quit. We hope this substantial increase can be sustained into the future.
42. Quarter 3 has seen a further reduction in assessment waiting times linked to the implementation of the new approach to accessing adult social care, reducing from a median average of 42 days to 32 days. The aim is to sustain the median average of 32 days during quarter 4 as a new adult safeguarding model is trialled with safeguarding functions moving into the Central Locality Team and Mental Health Team commencing in April 2024.
43. We have maintained a consistent 75% performance regarding the number of people who have received an annual review of their care and support arrangements in quarter 3. During quarter 4 changes will be made to the referral

process into the Occupational Therapy service, this may impact reporting figures but will be monitored closely.

44. The median average time for an OT assessment to be completed is now one day, in line with the target for all new referrals to be assessed within 48 hours.
45. The number of permanent admissions to residential care for working age adults (aged 18-64 years) remains on track although has still been increasing marginally. Quarter 4 will be critical as it is generally a time when care providers seek fee increases. Staff have received support on how to use an evidence-driven approach to discuss reasonable fee rates with care providers in these circumstances and to maintain focus on helping people receive the least restrictive support that enable their personal safety, choice and control.
46. The number of admissions to residential care for older people (aged 65 years and over) is on target and performance has improved in quarter 3. A weekly practice forum enables discussions as to why placements are proposed and if alternative support options have been considered, this forum will track interventions on a quarterly basis to improve/inform practice.
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 75.6% to 77.4%. 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, this is being addressed through the Home First Board. Current Doncaster performance is below our local target but is in line with the national average

### **What needs further improvement?**

48. 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. The data is collated over a 12-month rolling period (i.e., October 2022 to September 2023 for this period's reporting) and the latest data shows that the success rate has fallen slightly, and is at 36.8% for quarter 3, which is slightly lower than in quarter 2 when the success rate was at 37.3%. The national target is 37%.
49. Regarding waiting times linked to adaptations, the median average stands at 62 days from request to adaptation completed. Our breakdown of the data shows that for Local and Private the median number of days taken from referral to order is 42 days (an increase from 37 days) and the median number of days taken from ordering of the adaptation to completion, has decreased to 14 days from 25 days in quarter 2. For Disabled Facilities Grants (DFG) the median number of days taken from referral to approval of adaptation is 148 days (an increase from 140 days in quarter 2) and the median number of days taken from approval of adaptation to completion is 70 days (an increase from 64 days in quarter 2). An action plan



remains in place to support adaptations to improve performance following the increase in referrals linked to the change in work in Occupational Therapy. Changes to the reporting system for DFG cases in March 2024/April 2024 will allow for additional oversight and monitoring to ensure progress is being made on the key areas to reduce waiting times with a specific focus on the referral to adaptation timescale which is currently 148 days. Improvements in all areas is expected in Quarter 1 24/25.

50. The percentage of adult social care requests for support with ethnicity recorded has remained static in quarter 3. There is an ongoing focus to improve the data, an audit is currently being undertaken of the records, where stated not known (in quarter 3 this equates to 442 people).

51. In the capital programme the home alarm digital switch over scheme has slipped by £0.4m.



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

Service Standard	Quarter 2 23-24	Quarter 3 23-24	Target	RAG	D.O.T (long)
(PLA) Percentage of Fly Tips Investigated and Removed Within 7 Days from Public Areas	96%	99.5%	80%	✓	↑
(PLA & SLHD) Number of affordable homes provided (Council, and private sector provider/build)	182	136	29	✓	↓
(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	0%	100%	100%	✓	-
(AWC) Percentage of Safeguarding concerns and enquiries that are repeats in a 12-month period	36.2%	33.1%	35%	✓	↑
(CEX) Number of Veterans identified and supported within the Communities service (standalone casework and cases within existing themes)	97	90	70	✓	↓
(PLA) Play Areas - Percentage of Quarterly Mechanical Playground Inspections Carried Out	100%	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	100%	100%	100%	✓	↑
(AWC) Percentage Feeling Safer After Safeguarding Intervention	78.50%	71.76%	75.00%	✓	↑

Service Standard	Quarter 2 23-24	Quarter 3 23-24	Target	RAG	D.O.T (long)
(PLA) Recycling Rate for Household Domestic Waste	50%	46.7%	50%		
(AWC) Number of identified rough sleepers within the month	24	34	25		
(AWC) Safeguarding: Duration (Average days - Referral to Completed S42)	144.90	155.69	130		
(AWC) Number of High-Risk Cases Referred to MARAC	265	254	-		
(PLA) Net additional homes provided (Council and private sector provider/build)	311	473	-		
(AWC) No of Referrals to the Domestic Abuse Hub	419	372	-		
(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	281	205	-		
(CEX) Number of people and families, whereas 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.	6,412	6,463	-		
(CEX) Number of Veterans identified and supported within the Communities service (standalone casework and cases within existing themes)	97	90	-		
(PLA) Total number of Fixed Penalty Notices (FPNs) and Community Protection Notices (CPN's) issued by the Neighbourhood Response Team	218	137	-		
(PLA) Total number of incidents attended by the Neighbourhood Response Team	5,730	4,831	-		

## What is going well?

52. During quarter 3, our Stronger Communities Area Teams responded to 6,463 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. 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.

53. Stronger Communities Area Teams have continued to identify and support victims of crime and anti-social behaviour (ASB) where vulnerability triggers are met using the agreed risk assessment process. The number identified and or supported has reduced this quarter (205 compared to 281 in quarter 2), which is due to dedicated work in identified 'hotspot' locations where there have been repeat issues of ASB. In some locations, this has resulted in the closure of vulnerable victim cases, whilst in other cases, despite the closure, support work has continued by Stronger Communities Area Teams as either a Stronger Family or Wellbeing case.

54. 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.

55. We have seen a decrease in the number of Veterans identified and supported (90 compared to 97 in quarter 2 but this figure is still above the target of 70. A number of significant achievements have been made, including:

- Support requested from Leeds and Barnsley Councils as Doncaster is considered to be best practice
- Veteran Co-ordinator support for individuals is now being recorded within the 72hrs Rapid Response recording
- Continuously increasing number of engagement figures from the Doncaster Armed Forces Facebook page
- Through liaison with the Veteran Co-ordinator, St Leger Homes are now advertising their vacancies through CTP (Career Transitions Partnership), ensuring that those leaving
- Continued growth of the Armed Forces and Veterans' Forum.
- Plans to develop a Council Employee Veteran Forum continue to progress
- Training has taken place with Adult Social Care Teams to ensure that staff understand the importance of asking the question and to raise awareness of what support is available.

56. During quarter 3, the 80% target for removing fly tip waste within 7 days of cases being reported has been exceeded, as 99.5% of reported cases were closed within the time limit. The additional resources allocated to the service in 2021, combined with changes to operational service delivery, have reduced our backlog of cases.

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 time scales. There were 1680 reports of fly tipped waste received and cleared in quarter 3, compared to 2005 in quarter 2 this follows previously evidenced seasonal trends.

57. Licensing Act 2003 applications processed within the statutory timescale continues to meet 100%.

58. Collaborative working between the CCTV suite and Neighbourhood Response Team continues positive results on 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 has been especially problematic. In addition to the fixed penalty notices issued in this period, the Neighbourhood Response Team have given 131 verbal warnings in relation to parking, 10 Community Protection Warning letters for noise, and 1 Community Protection notice, again for noise. The Neighbourhood Response Team has attended a total of 4831 incidents in quarter 3, compared to 5,730 in quarter 2.

59. The number of people who reported they felt unsafe prior to safeguarding intervention and said they felt safer afterwards has decreased to 71.7% during quarter 3 from 78.5% in quarter 2. This is due to the number recorded as 'don't know' (19) rather than the number recorded as 'no'. There were 5 people who reported 'not feeling safer after the safeguarding intervention' 6% of the total number of enquiries completed. A deep dive on these cases has been completed to understand the reasons for the person not feeling safer and if needed, further actions to be taken.

60. The indicator for Recycling Rate for Household Domestic Waste reports one quarter in arrears. The recycling rate for Q2 23-24 is 46.7% which is an increase from 45.1% for same period last year. This is due to an increase in the number of households hence 5.75% more household waste collected than this time last year as well as a 10.95% boost in waste being sent for Reuse/Recycling/Composting than this time last year. This is a positive trend which reflects a growing awareness of environmental responsibility.

61. During quarter 3 there were 254 operational play inspections carried out, compared to 236 in quarter 2, which is more than the 90% target. Routine inspections were introduced during summer to carry out additional checks at high usage play areas, over this quarter 116 routine inspections have been completed in addition to the operational inspections. Base line information has been gathered on all play areas within the borough looking at the quality and value of the play equipment provided at each site. This information is being used to complete a list of play areas where investment is most needed with a view to allocating resources where most appropriate.

62. Quarter 3 sees completions of 136 affordable homes, compared to 182 in quarter 2. These include:
- 21 Section 106 units across 4 Private Developer sites
  - 105 Homes England funded units across 2 Housing Association sites
  - 10 St Leger Acquisitions

### **What needs further improvement?**

63. 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 completed to ensure correct configuration for smartwatch cameras. There are several re-deployable CCTV cameras funded through SS4 which have encountered installation delays and will now be installed in the new financial year.
64. In quarter 2 of 2023, we applied for Green Flag status across 7 sites across the Borough. In quarter 2, we saw the retention of 6 existing Green Flag awards. Work has started in quarter 3 on updating the management plans for the parks which will be entered for a Green Flag award in 2024. Seven Street Scene parks will be entered again this year and it is hoped that all will achieve the award, building upon the six successful parks last year. Work has already started in some of the parks to address any areas of weakness identified during previous judging, for example improved signage in Elmfield Park. Judging will take place after April 2024.
65. Quarter three performance for Safeguarding: Duration (Average days - Referral to Completed S42) has seen a slight increase from the quarter two position and remains above the target of 130 days. Lengthy court proceedings of 780 days for one case have impacted on performance and system issues has affected reporting. There is one further case of over 800 days that is expected to close during quarter 4 which will impact quarter 4 reporting, a new process is now being implemented by the Principal Social Worker to ensure cases can be closed in a timely manner where court proceedings are ongoing (coroner, court of protection, criminal proceedings).
66. The Domestic Abuse Hub has seen a decrease in referrals within quarter 3. This is linked to the change in process for those referrals received from South Yorkshire Police where there was no consent obtained to refer to the Domestic Abuse Hub as reported in the quarter 2 report. If those referrals were included within the performance figures, then referral rates would be consistent with previous quarters. The level of high-risk domestic abuse cases referred to MARAC also remain consistent. Of the 254 cases discussed during quarter 3, 60 were repeat high risk incidents (23.62%).

67. We have seen an increase in the number of monthly rough sleepers. We continue with our monthly analysis of people's 'routes' to the street to understand where we need to focus on identifying prevention opportunities. Over this quarter we have seen a particularly high number of females and couples. This presents particular challenges as emergency temporary accommodation options are limited. The development of the assessment hub (which will provide single rooms) will increase the options for single females.

68. In the housing capital programme external planned contractors works there has been a revision to the delivery plan associated with this work that has resulted in a reduction of the forecast spend of £1m. The deliverable spend is affected by the contractor's capacity to carry out the planned works. The previous delayed starts are affecting the delivery profile of subsequent schemes. Other contributing factors include delays obtaining retrofit assessments needed to complete scheme designs and scaffolding sub-contractors.



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

Service Standard	Quarter 2 23-24	Quarter 3 23-24	Target	RAG	D.O.T (long)
(CYP&F) Percentage of Children Accessing Their Entitlement for Free Childcare (3 & 4 Year Olds)	99.6%	100%	95%	✓	↑
(CYP&F) Number of Referrals into 'Your Family' Teams	400	2,202	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	456	417	400	✓	↓
(CYP&F CSC) Number of Referrals processed in 24hrs	93.9%	93%	85%	✓	↑
(CYP&F CSC) Rate of Children in Care - Number per 10,000 Population	82.84	83.93	80.00	✓	↓
(CYP&F CSC) Children with a Child Protection Plan per 10,000 pop aged U18	50.08	48.67	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%	78.93%	65%	✓	↑
(CYP&F CSC) Number of External Residential Placements	39	40	48	✓	↑

Service Standard	Quarter 2 23-24	Quarter 3 23-24	Target	RAG	D.O.T (long)
(CYP&F) Percentage of Children Accessing Their Entitlement to Free Childcare (2 years olds)	79.7%	83.3%	82%		
(CYP&F CSC) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years)	61.9%	63.0%	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.	78.7%	77.2%	80%		
(CYP&F CSC) Rate of Children in Need	348	337	385		
(CYP&F CSC) Percentage of Single Assessments Completed Within 45 Days (YTD Cumulative)	76.3%	84.5%	85.0%		
(CYP&F CSC) Referrals to Children's Services that are repeat referrals within 12 mths	32.21%	31.86%	22.00%		
(CYP&F CSC) Referrals - Number per 10,000 Population	231	218	154		
(CY&F) Children receiving a Multi-Service Early Help support - rate per 10,000 population	287.2	297.2	326		
(CEX) Deliver a wellbeing offer - Number of wellbeing cases handled by Wellbeing Team within the Communities Service	650	619	-		
(CY&F) PLACEHOLDER % of CiC who achieve legal permanence via adoption, SGO or CAO	TBC	TBC	TBC	TBC	TBC

## What is going well?

69. Demand into the Your Families Teams continues to increase in quarter 3. In total 2,202 cases were seen; 1679 see and solve, 431 triaged local help and 95 discussed in Local Solutions Groups. The top issues are finance, housing and anti-social behaviour. Central locality presenting the most with (728), East (652), North (488) and South (334). Contacts are resolved within 24 hours at 93% using see and solve model.

70. Doncaster continues to be above the national trend for 2-year-olds accessing their 15 hours entitlement to funded childcare, performing 9.3% above the national average at 83.3%. Doncaster continues to have the second highest take up rate with more children compared to Barnsley and Rotherham. Doncaster take up for 3–4-year-olds accessing their entitlement to free childcare reached 100% in quarter 3. Nationally the estimated take up is 94%.

71. Early Help case work evidenced positive impact for children, young people and families as can be seen in quarter 3 results. Through the program this quarter 318 Family Stars were completed. Although there was a decrease of 113 stars

completed since last quarter, there was an increase in outcomes of 1.67%; we are now reporting Outcome Star through mosaic case management system. Most elements of the program evidenced an improved score, these were Boundaries and Behaviour, Family Routine, Physical Health, Education and Learning, Keeping Your Children Safe, and Meeting Emotional Needs. Social Networks did not show any improvement, and Home and Money, Your Wellbeing, and Progress to Work saw a decline in scores.

72. The proportion of social care referrals with a decision within 24hrs has continued to perform higher than target, achieving 93% this quarter. A review has been undertaken in the Early Help process and partnership pathways, which has led to a reduction of contacts into the Front Door. Continued discussions with South Yorkshire Police on a regional footprint ensure that we continue to challenge on duplicate contacts and those that do not meet the threshold for intervention. We expect continued positive impact for quarter 4.

73. The number of children in care per 10,000 per population has shown a slight increase this quarter. In the six months to the end of the quarter 117 children entered care, with 95 children leaving care. 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.

74. We continue to ensure that decisions regarding children in care, are regularly reviewed to ensure there is ideally an exit out of care back to family or a plan of legal permanence. For the last 2 months we have measured the percentage of children leaving care due to being adopted or a Special Guardianship order being granted. In November 2023 this was 10% and in December this was 20%. Given this is a new measure we will have a clearer target trajectory at the end of quarter 4.

75. Doncaster have seen a slight increase in the number of children placed in external placements from last quarter from 39 to 40. This position remains positive and has been maintained through ongoing focus on strategies to bring children back into Doncaster and by supporting children to return to the care of parents or wider family where it is safe to do so, In the 6 months to the end of quarter 3, 43% of children who left care returned to live with parents or other relative.

### **What needs further improvement?**

76. The rate of children and young people receiving Early Help, per 10,000 population (Early Help Pathway - Level 2 and Level 3) has remained static at 297 in quarter



3. The team continue to ensure children, young people and families receive the right support at the right time.

77. While there has been a small decline in number of referrals and rereferrals this quarter this work remains an area of focus given Doncaster is an outlier in relation to our statistical and local neighbours. The high number of contacts and referrals we have from partners that are not progressing through to intervention have been reviewed. This work has highlighted that we need to continue work with the police to reduce duplication and encourage triage. The second step is to progress with the plan to have more appreciative inquiry discussions at the front door. A shift to the appreciative inquiry model will be progressed via the multiagency MASH steering group and Doncaster Childrens Safeguarding Partnership and as this measure will only improve with positive wider partner engagement.

78. Linked to this is the number of rereferrals within 12 months. An ongoing review is highlighting where we need to target discussions to positively reduce rereferrals. This includes ensuring there is a lead practitioner who supports the team around the family on closure; strengthening testing family networks before we end our involvement and ensuring there is purposeful intervention and measured impact. Given this measure spans 12 months, any evidence of impact will take a full 12 months to fully show in the performance.

79. The percentage of single assessments completed within 45 days has significantly improved in quarter 3 to 84.5%. This is an 8% increase since last quarter and shows positive ongoing upward performance. We endeavour to improve caseload management, training and communication to meet and move beyond our target.

80. The percentage of children subject to Child Protection plans visited within agreed timescales (every 10 working days) has a slight decline in quarter 3. Further investigation into this performance confirmed that the actual timeliness of visits to children on a child protection plan is around 90%. The discrepancy between real time assurance and reported performance are linked to data capture and the time of the month that performance is recorded. We are reviewing a new process to support a more accurate reflection of visits completed in timescale.

81. There continues to be high levels of contacts to Children's Social Care. The third quarter does show a positive reduction but also includes Christmas during which we generally see a spike prior to the holiday season. We are continuing to have conversations in relation to implementing a system to encourage partners to have a conversation prior to submitting a contact. We are also increasing the use of the step-down to Early Help process.

82. The percentage of Care leavers in Education, Employment and Training increased slightly to 63.9% in quarter 3. This is due to internal resourcing in Education, Employment and Training. At this time of year there is usually a downward trend due to Further Education applicants deciding to not progress. In addition, there has been pressure from extra cases of Unaccompanied Asylum-Seeking Children

also quite rightly seeking support. We are confident that once a full complement of Careers Staff is on board, we will return to our previous outstanding performance of at least 72% in Education, Employment and Training. We will endeavour to ensure that young people get support regarding Education, Employment and Training in a timely manner, by working closely with care homes, foster carers, and education colleagues to ensure each young person has access to Education, Employment and Training opportunities.



## BUILDING TRANSPORT & DIGITAL CONNECTIONS FIT FOR THE FUTURE

Service Standard	Quarter 2 23-24	Quarter 3 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)	43% Annual Figure (2023-24)	43%	✓	↓

### What is going well?

83. Work is underway to fulfil the ambition to make Doncaster the centre of excellence for artificial intelligence in the UK via a two-year Doncaster AI Framework. This includes identifying and establishing a 'physical space' that links to a Digital Hub/Doncaster Technology proposition. There are several short and medium-term suggestions on where this could be situated, with a longer-term ambition to host this in the City Gateway office building. The draft Doncaster AI Manifesto has been shaped with input from City of Doncaster Council, Doncaster Chamber of Commerce and Automated Analytics. A steering group has been formed featuring representation from the above-mentioned organisations.

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 continues to stand in the upper quartile nationally for this indicator and represents ongoing and consistently excellent performance.

85. In the capital programme, the new Iport bridge, 'Porter's Bridge' is now complete, which was designed with the local community in mind and will boost public transport, walking and cycling links to South Yorkshire's major iPort employment site.

## What needs further improvement?

86. There has been ongoing discussion around the work on the South Yorkshire Mayoral Combined Authority Digital Infrastructure Strategy. 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. This work will align with the Doncaster AI Framework work mentioned above. The Council's Digital Strategy development work continues including identifying a physical Digital Hub in Doncaster.



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

### OPPORTUNITIES

Service Standard				Quarter 2 23-24	Quarter 3 23-24	Target	RAG	D.O.T (long)
(AWC)	Customer	Satisfaction	levels reported at Archives	-	80%	70%	✓	-
(AWC)	Customer	Satisfaction	levels reported at Danum Gallery Library and Museum	-	90%	85%	✓	-

## What is going well?

87. Since City of Doncaster Council invested in the new Archives facility, the evidence of customer satisfaction has been overwhelmingly positive, predominantly in two areas: quality of customer service, and access to resources provided.

88. The Council's investment into DGLAM is deriving multiple benefits, one of which includes positive customer feedback. Volume of compliments are higher than Archives, consistent with opening times and service provisions. Compliments cover the range of services on offer, customer service, the café offer, and learning and educational service provisions.

## What needs Further Improvement?

89. Reports in relation to progress on reducing social isolation and increasing skills through volunteering in libraries will commence from Q4 onwards.



Service Standard	Quarter 2 23-24	Quarter 3 23-24	Target	RAG	D.O.T (long)
(CR) Housing Benefit - Average Number of Days to Process a New Claim	12.38	11.94	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	21.76	20.21	30		
(CEX) CUST 04 90% of Telephone Calls Will be Answered Within 150 Seconds	92%	94%	90%		
(CR) % of Council Tax collected in the year	93.83%	93.84%	94.50%		

**What is going well?**

- 90. The average number of days to process a Housing Benefit claim continues to improve and gets better each quarter. Although the team deal with additional work from the Household Support Fund, the prioritisation of allocating new HB claims within 2 days of receipt, and the clearance of a previous backlog of work has resulted in this improvement this year. Resource from the Benefits Team has assisted the Council Tax Team to reduce their backlog.
- 91. In Quarter 3 Customer Services received 42,909 telephone calls, with 94% being answered within 150 seconds, with an average time to answer of 33 seconds, this exceeds the target set of 90%.
- 92. Council Tax Support Performance in the third quarter has continued to be on target, with the average time to process an application at just over 16 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 to deal with the claim. It is anticipated this performance will remain at this level despite the increased workload from the Household Support Fund which is still ongoing.

**What needs further improvement?**

- 93. 74.48% of the total Council Tax debit has been collected in quarter 3 of this year. This compares with 75.02% for the same period in 2022/23. Although this is 0.54% lower than last year, based on previous trends collection tends to pick up in the final quarter. A contributing factor is the backlog of work across the team, which

has also significantly reduced in the quarter, and therefore should aid further improvement. Although an improvement is forecast, it isn't anticipated that the target will be achieved by the end of the year; this is potentially reflective of ongoing cost of living situation affecting individual households and the lower payments being received by residents this year, compared to previously.

## **Workforce**

94. Over the quarter, the overall turnover rate for the council has reduced by 0.51% from 13.81% to 13.30%, which is a decrease of 2.2% compared to quarter 3 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. We continue to increase the number of apprentices, trainee and career graded roles. We are looking at certain roles as to those where we can grow our own talent, train and develop with a view of them obtaining the full role in the future. Trainee/career graded posts provide a clear career development path for the employee and reduces the need to recruit. The application form has been shortened to make it easier for applicants to apply. Amended job adverts, job role summaries have started to be used and positive feedback has been received in terms of increasing numbers of candidates that applies. We have now become a sponsorship organisation where we sponsor skilled workers on the skilled shortage occupation list of roles from abroad. This will expand our field and we have already started to recruit Children's Social Workers. We are working with our agency provider on permanent recruitment challenges which have been successful in areas such as front line care roles and specialist social work roles. Recruitment campaigns on specific hard to fill roles continue to reach as many people as possible
95. Sickness absence rate for quarter 3 was 11.54 days per full time equivalent employee, against the corporate target of 10 days. This is a reduction of 0.13 days from 11.67 days in quarter 2. 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.
96. Agency worker spend has increased in quarter 2 for the whole Council. Children's Social Care are now included in the overall Council position which is at a spend of £1.69 million, an increase of £80k from quarter 2, the number of assignments at the end of the quarter has remained the same at 99. The overall cost of bookings has increased. 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.
97. Mandatory training completion rates have had a slight increased but still further completions are needed. Completion rates for Equality in the Workplace is at 79% completion rate; Data Protection is at 93% complete, Cyber Security is at 83% completion rate for all Council staff; Protecting Vulnerable Children and Adults is 79% for all staff. 59% of all managers have completed their Health and Safety

training. Completion rates for senior managers have also slightly increased, with 70% completing Equality Act module, 83% completing Hate Crime training and 83% 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.

98. As part of the corporate calendar of EDI events, support and engagement was provided for world mental health day, black history month, international men's day and International Day of Persons with Disabilities

99. The number of employee-reported injuries at work in quarter 3 was 63 compared with 51 in the same quarter last year. There continues to be a higher number of employee injuries reported from those Directorates that have more significant numbers of operational employees carrying out physical work activities. These are now concentrated in the Place (29), AWC (19) and CYPF (13) compared with one incident each reported from CEX and Corporate Resources. The top three main causes of employee injuries reported across the council in Q3 were slips and trips (18), physical assaults (11), and hit by a moving, falling object (8).

100. There have been 4 RIDDOR incidents reported in this quarter compared to 4 in quarter 3 last year. The Corporate Safety Team are supporting services with the investigation process and any subsequent recommendations.



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

101. The Choose Kindness movement has carried out the following engagement activity:

- The Stronger Communities Teams have briefed all their staff about the movement and have then carried out over 80 engagement sessions with a range of different groups and organisations that they work with in which they promote the aims of the movement and encourage sign up to the pledge.
- Alongside the launch by the Education Service of the 'Be the Kind Kid' book in schools, all schools have received an email about the movement, with links to resources to help engage and promote.
- Kindness was the main theme of the Team Doncaster summit in November which engaged significant partners and representatives of community groups.
- Continued social media promotion - with encouraging levels of engagement to relevant posts.
- Choose Kindness messaging and branding underpinning the council's 'Winter' campaign.
- City of Doncaster Council has taken the pledge and has promoted internally to staff.

102. As a result of the engagement activity, there has been encouraging sign up to the Choose Kindness pledge. At the end of quarter 3 the sign up figures were:

- Individuals x 560
- Businesses x 52
- Schools x 18
- Clubs and societies x 12

103. Based on demographics recorded we know that the majority of those currently taking the pledge are female, white/British and aged between 45-64.

104. Work is underway to establish Choose Kindness Locality Clubs across the four localities, with those involved in the movement tasked to set up. The aim of these is to begin to involve more local people, groups, businesses and schools and promote and share the Choose Kindness message throughout our communities at a more localised level.

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

105. There is a focus on reducing the number of older adults who are being supported to reside in a care home on a permanent basis. To ensure that decisions are based on the rights and choices of the person, by providing care and support in the least restrictive way,

106. What older adults describe as being important to them is having control over their daily lives. If an older adult is residing temporarily in a care home our aim is to provide a timely, strengths based review of their care and support to maximise the persons opportunity to return back home, into their community. Evidence suggests that the longer an older adult resides in a care home, the likelihood is that the person becomes institutionalised & loses confidence to return home.

107. There continues to be challenges due to the reduced community provision and gaps within the domiciliary market, which we continue to identify ways to improve this

108. A deep dive of all the new placements into residential care for older adults took place for Q1, to provide a deeper level of understanding into practice. The highlights from this exercise were that:

- 100 new placements were made
- 74 people were in short stay prior to their permanent placements
- The highest reason for short stay was related to a hospital discharge
- The main reason for admission into long stay was due to a person's Mental Health/ Dementia & behaviours, which is consistent with our previous deep dive
- 91% of the placements were deemed to be unavoidable & proportionate to the level of support required by the person

109. We are Developing our practice forum to improve our practice and offer to our older population. We are working towards a locality-based approach for the

reviews of people who are discharged from hospital into a care home for a period of short stay, to maximise their opportunity to go.

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

110. Our Domestic Abuse (DA) training continues to be delivered by our workforce development officer. A variety of DA training courses are delivered. 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" Operational staff deliver DA programmes to educate people affected by DA to increase awareness of the impact that DA has on people's lives.
111. Our survivor liaison workers provide face to face community engagement in localities across the borough. Regular community engagement takes place in localities to ensure the service is visible and accessible. We have a young persons DA Caseworker and a male DA Caseworker to provide support to a wider client base.. Community engagement and survivor liaison work is ongoing to reach out to the LGBT+ community. Other work has started to engage with and support minority communities across the borough. This work is being directed via community groups and the minorities partnership board network. Staff are linking with the People Focussed Group to offer wider support.
112. DA specialist workers continue to work in the Housing Options team at St Leger Homes to enable dedicated and focussed support to people fleeing DA and needing accommodation. This team provides an essential support function for DA Victims.
113. Regular communication takes place through the DMBC communications team, dedicated campaigns are used at different times in the year. A monthly newsletter is circulated to the DA Champions network. The Champions network reaches across the Borough.
114. Governance is provided by the DA Strategic Board and Safer Stronger Doncaster Partnership. The bi-monthly DA/SA Theme Group links into both the Strategic Board and SSDP.

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

115. 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.



116. 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.
117. The team have sponsored the Information Zone at Doncaster Pride for the last 2 years and will be sponsoring again for UK Pride in 2024. The team work closely with the Integration and Partnerships team to support with refugees and Ukrainian guests.
118. The team are planning 2 recruitment showcases in 2024 capitalising on the success of the 2<sup>nd</sup> Recruitment Showcase on the 27<sup>th</sup> September at The Dome to link local residents with recruiting employers.
119. The team are part of the Employability Hub at HMP Doncaster offering ex-offenders careers advice and guidance and links to local employers.
120. We are working with a number of employers to deliver mental health training to staff
121. We are working with other employees and the council AFCL team on language and learning skills and have had particular success in Edlington with Polypipe
122. 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.
123. As part of our 'Meet the employer' support with the DWP, we went to the 'Your Choices' event at the 'Blue building' where we met with various DWP customers to offer employment support when they met with employers there or in the future. 5 DWP clients signed up for and are now receiving YEH support. We also hosted an apprenticeship awareness day where YEH and DWP clients came in to discuss what an apprenticeship is and signed up if interested with the aid of Doncaster College's lead apprenticeship advisor and invited our clients to the CDC's apprenticeship insight day where our lead apprenticeship advisor gave a presentation about the benefits and rewards of starting an apprenticeship with the CDC.
124. To make our Launchpad start up programme more accessible we hold approximately 5 drop in sessions per month across the city so those interested in self employment can meet a Business Adviser and do not have to travel into town. These are promoted on social media, regular venues used are in Thorne, Mexborough, Bentley, Intake and Warmsworth.

125. 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 & Young People**

126. As part of our Children and young People's plan we have continued to deliver the local 'Children and Young People's Mental Health Strategy'. We are completing actions for Year 1 and currently listening to children and young people about Y2 priorities. so far our work has included:

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

#### **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**

127. The rate of children in care per 10,000 per population at the end of Q3 was 80, which is the same as the position at the end of the previous quarter. There was a small increase in the actual number of children in care at the end of the quarter (538) when compared to the end of Q2 (531) In the six months to the end of the quarter 117 children entered care, with 95 children leaving care. As indicated in previous submissions a key change in Doncaster has been the significant increase in the number of Unaccompanied Asylum Seeking Children (UASC) entering care, which at the end of Q3 stood at 55. These children either present in the area or are part of the national transfer scheme and so this increase is beyond our control

128. We continue to ensure that decisions regarding children in care, or those close to this are focussed on achieving permanent, long-term plans for them. In the six months to the end of the quarter 19% of children who left care were made subject to an adoption order or Special guardianship Order. In the 6 months to the end of Q 3 43% of children who left care returned to live with parents or other relative.

129. We have maintained the number of children placed in external placements (39). As noted in previously submitted commentary this is a significant improvement from the previous quarter. This position has been maintained through ongoing focus on strategies to bring children back into Doncaster and by supporting children to return to the care of parents or wider family where it is safe to do so.

## **FINANCIAL POSITION:**

### **Revenue Budget**

130. The forecast for the year-end is a breakeven position. The key factors in service budgets are consistent with the quarter 2 reported position and include: -

- Adults Social care - £3.50m 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 - £1.78m due to additional demand and increased average external placement costs.

131. The position has improved since quarter 2 largely through the inclusion of £1.35m additional Top Up Grant and £0.64m business rate levy surplus included in the local government finance settlement.

132. In previous years the position has improved as the year has progressed as cautious projections are gradually reduced. Should the position worsen by the year-end earmarked reserves will need to be released to deal with any overspend.

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

	<b>Gross Budget £m</b>	<b>Income Budget £m</b>	<b>Net Budget £m</b>	<b>Project ion £m</b>	<b>Q3 Variance £m</b>	<b>Q2 Variance £m</b>
Adults, Wellbeing and Culture	167.7	-93.1	74.6	79.0	4.4	3.4
Children, Young People & Families	159.7	-69.6	90.1	92.0	1.9	2.8
Corporate Resources	95.3	-71.1	24.2	24.4	0.2	0.0
Chief Executive	56.1	-35.4	20.7	20.4	-0.3	-0.1
Place	179.1	-89.1	90.0	89.2	-0.8	-0.1
<b>Services Budgets</b>	<b>657.9</b>	<b>-358.3</b>	<b>299.6</b>	<b>305.0</b>	<b>5.4</b>	<b>6.0</b>
Council-Wide budgets	-24.1	-134.3	-158.4	-163.8	-5.4	-4.3
<b>Grand Total</b>	<b>633.8</b>	<b>-492.6</b>	<b>141.2</b>	<b>141.2</b>	<b>0.0</b>	<b>1.7</b>

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

## Adults, Wellbeing and Culture

	<b>Gross Budget £m</b>	<b>Income Budget £m</b>	<b>Net Budget £m</b>	<b>Project ion £m</b>	<b>Q3 Variance £m</b>	<b>Q2 Variance £m</b>
Adult Social Care	21.8	-13.8	8.0	8.0	0.0	0.1
Communities	132.2	-28.5	103.7	107.4	3.7	2.9
Director Of Adult Services	13.7	-50.8	-37.1	-36.4	0.7	0.4
<b>Adults, Wellbeing and Culture Total</b>	<b>167.7</b>	<b>-93.1</b>	<b>74.6</b>	<b>79.0</b>	<b>4.4</b>	<b>3.4</b>

135. Adults, Wellbeing and Culture is forecast to overspend by £4.45m at quarter 3. This is an increase in overspend to the quarter 2 position by £1.03m.

- £0.52m of this increase arises from direct care costs within Adult Social Care (the "Care Ladder"). The biggest reasons for this are continued growth in the number of older people being supported in care homes and the forecast failure to achieve planned savings in double-handed care.
- £0.12m of this increase arises from indirect care costs within Adult Social Care, there are several positive and negative shifts within this category, but the biggest challenge is an increase in bad debt position from charging people for their care.
- £0.39m of this increase arises from the forecast failure to achieve planned savings in Culture and Heritage.

136. Expenditure on social care and support to Doncaster adults (the Care Ladder) is forecast to overspend by £3.50m, this is an increase of £0.52m to the quarter 2 position. The £3.50m Care Ladder budget includes a residential care forecast overspend of £3.35m, which is offset by an underspend in non-residential care of -£1.18m. There is also a forecast overspend of £1.17m on Supported Living Services and £0.16m on Extra Care and Shared Lives. The residential care £3.35m overspend is made up of: -

- £0.36m 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 760, which is a 66 client increase on the budgeted figure. This is a movement of -£0.61m to quarter 2 which is mainly due to Financial Assessments backlog starting to be cleared and resulting in backdated client contribution income and transfer of clients to Supported Living care. This is partially offset by a lower number of leavers during the quarter than previously forecast. A leavers analysis has been carried out for previous financial years and the forecast for quarter 4 has been adjusted to 7% leavers in January and 6% in February and March. Although client numbers are forecast to fall to 729 by the end of the year, the increase in costs has been seen early on in quarters 1 and 2 and therefore results in increased costs for most of the year.
- £2.82m Working Age Adults – this is an increase of £0.16m from the quarter 2 position and is largely due to backdated costs being higher than forecast for quarter 3. The monthly average cost during quarter 3 has increased slightly by 0.5% over the quarter.

- 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 monthly. 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 people's rights and ensure that everything possible has been exhausted to support people to remain / return home before permanent residential care is agreed. The service is 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 is 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.
  - £0.18m Short Stay residential Care is -£0.20m lower than quarter 2. The activity is significantly higher (around 550 days higher on average per month) as is the average cost, but this is partly offset by a reduction in the forecast backdated costs. The reduction in the overspend is mainly due to a significant increase in the forecast client contribution income for backdated transactions for Financial Assessments. It is forecast that activity will gradually reduce throughout the year to around 3,500 days per month because of transfers to Domiciliary care.
137. The Non-residential care -£1.18m underspend is made up of: -£1.72m additional income (due to increased costs), £0.24m Domiciliary care and £0.30m direct payments overspend because of recent increases seen in average direct payments. This is a movement to quarter 2 of £0.83m, of which £0.54m relates to savings not being achieved for Two Carers, £0.08m increased costs for Social Care in Prisons and an increase in Domiciliary care over the quarter.
138. Supported Living is expected to overspend by £1.17m which is an increase of £0.34m to quarter 2. The movement includes £0.10m for the Fire Safety compliance and transfer of clients from Older People residential care. There has also been continued increase in monthly hours during the year.
139. Extra Care and Shared Lives are anticipated to overspend by £0.16m due to due to an increase in Shared Lives placements, but the forecast has not changed since quarter 2.
140. Other Communities and Adult Social Care is expected to overspend by a further £0.95m which is an increase of £0.51m to the quarter 2 position. The £0.51m

movement is made up of £0.39m movement in overspends within Culture and Commercialisation, a £0.15m increase in bad debt provision to reflect the quarter 3 debt position and an increased number of debts written off, £0.22m for Future Options for agency costs and Deprivation of Liberty Safeguards budget. These overspends are partially offset by a -£0.14m movement on Home First which includes staffing underspends and recharges to the Disabled Facilities Grant for Adaptations staff time.

141. The total Culture and Commercialisation position is forecast to overspend of £0.72m. The movement since quarter 2 of £0.39m follows a review of all Culture savings targets and income budgets, the forecast has been updated for non-achievement of savings and income.

#### Children, Young People & Families

	<b>Gross Budget £m</b>	<b>Income Budget £m</b>	<b>Net Budget £m</b>	<b>Project ion £m</b>	<b>Q3 Variance £m</b>	<b>Q2 Variance £m</b>
Centrally Managed	11.1	-3.9	7.2	7.5	0.3	0.2
Partnerships, Early Intervention & Localities	35.9	-21.5	14.4	14.4	0.0	0.3
Education Skills Culture & Heritage	31.5	-30.5	1.0	0.8	-0.2	-0.1
Children's Social Care	81.2	-13.7	67.5	69.3	1.8	2.4
<b>Children, Young People &amp; Families Total</b>	<b>159.7</b>	<b>-69.6</b>	<b>90.1</b>	<b>92.0</b>	<b>1.9</b>	<b>2.8</b>

142. Children, Young People and Families is forecast to overspend by £1.90m at quarter 3 (a decrease of -£0.95m since quarter 2), mainly relating to placements and the associated travel assistance. The overspend includes the following variances. -

143. Travel Assistance is projected to overspend by £0.45m based on current routes and net growth to date (an increase of £0.07m since quarter 2 incl. £0.08m because of the SYMCA 25% increase to the cost of a Zoom Zero Travel Pass from 1st November 2023), which was out of the control of the Local authority. £0.41m 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 these are anticipated to end within the next month. Further to the consolidation of routes in September the overspend had been further mitigated through pro-active management of single route taxis which realised £0.15m savings, in addition to achieving the ITT budget savings required. Pro-active work around delivering the already agreed savings and finding new savings if possible are paramount to the service and directorate.

144. Children's Social Care's projected outturn at quarter 3 is an overspend of £1.78m (a decrease of -£0.64m since quarter 2). The main elements of the overspend are £3.10m 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 has been in place from July 2023 chaired by Children's Social Care Assistant Director and continues to ensure the momentum on delivering savings continues with a focus on care planning and trajectory of need. There is also a £2.43m overspend on agency worker costs; offset by staffing (non-Care Ladder) underspends of -£4.11m due to ongoing vacancies, which has contributed to the increase in agency spend.

145. 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 £3.10m includes: OOA placements including Day Education £2.65m, External Accommodation for 16+ CiC £1.09m, and Unaccompanied Asylum Seeking Children (UASC) placements £0.84m, offset by underspends for Fostering - £1.00m, Internal Provision (Residential & Internal Accommodation for 16+ CiC) - £1.23m. Further detail is as follows: -

- OOA placements projected overspend of £2.65m is mainly due to the average costs of packages being higher than budgeted throughout 2023/24 £3.10m, and the placement numbers being above budgeted at 1st April 2023, which continued for the first 4 months of the year £0.65m; offset by increased Health contributions towards packages -£1.10m. Please note there are still 7 cases to be heard at Continuing Health Care Eligibility Panel, therefore Health's contribution may increase depending on the outcomes of these cases. The number of OOA placements, at 1st April 2023 was 54, 11 OOA placements above the budgeted 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 41 (as budgeted) and the average for the year to be 43 (1 more than budgeted); therefore the £0.65m pressure is expected to be temporary for 2023/24. The forecast overspend of £3.10m 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 £326k (net of Health contributions); £45k more than budgeted average cost of £281k per annum. Unfortunately, there is no correlation between cost and quality / outcomes for young people although this remains a key focus on terms of challenging placement providers.
- External Accommodation for 16+ CiC projected overspend of £1.09m is mainly due to the average costs of packages 2023/24 £0.95m, and delays in internal provision being operational £0.14m. The number of 16+ CiC in external Accommodation at 1st April 2023 was 30; 6 placements above the budgeted 24 which meant a significant budget pressure was carried forward into 2023/24. The forecast assumes by the end of March 2024 that placement numbers will be 23 (1 less than budgeted) so this pressure is expected to be temporary for 2023/24. At budget setting it was expected that internal provision at Askern Court would be open for April 2023; this now expected to be

operational in April 2024 due to an increase in the capital works required. The £0.95m forecast overspend due to increased package costs is a mixture of a permanent and temporary pressure as provider fees continue to be above the budgeted amount but what were the 2 most expensive placements have reduced and are expected to reduce further as the children approach turning 18 years old. 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 £0.84m. 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 UASC 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 £4.15m offset by grant funding of only -£2.88m. The gap between expenditure and grant funding is £1.27m (a £0.84m overspend against the budget). The forecast includes an assumption that there are an additional 10 under 18 placements by the end of March 2024. The Care Ladder budget modelling for 2023/24 assumed Home Office contributions would fund 82% of the package costs but the forecast assumes only 69.4% 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 3 is an underspend of -£1.00m 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 has continued throughout 2023/24. The number of Fostering placements, at 1st April 2023 was 342, 31 less than the budgeted amount of 373 and the projected placement numbers by the end of March 2024 is 302 (56 less than budgeted). The forecast average for the year is 311, split 43% IFA's / In-House Fostering 57%; the budgeted average for the year is 366 fostering placements split 42.9% / 57.1%. therefore, the forecast underspend of -£1.00m is due the number of placements being less than budgeted throughout the financial year.
- Internal Provision (Residential & Unregulated) forecast at quarter 3 is an underspend of -£1.23m. The four existing In House Residential homes (Amersall, Cromwell, Morrison & Pinewood) are forecast to underspend by -£0.10m due to being unable to recruit to staffing vacancies. The forecast for Skylarks (2 x 2 beds), which is not expected to be operational in 2023/24, is an underspend of -£0.74m, again from being unable to recruit the staff required. Askern Court (5 beds) requires capital works to be completed and is not expected to be operational in 2022/24; the forecast underspend due to this is -£0.44m. 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 16+ Accommodation. Hatfield Water Park is a new scheme post



budget setting and is now expected to be operational in Spring 2024 costing £0.05m in 2023/24.

146. The forecast spend on agency workers is £3.33m against a budget of £0.90m. This £2.43m overspend is offset by staffing (non-Care Ladder) underspends of -£4.11m mainly in Social Work Teams, Fostering Team and Parenting and Family Support Service. There has been an increased need for agency social workers to cover vacancies, maternity leave and the retention of some for longer based upon demand / caseloads. Caseloads, particularly in Assessments, the Area Child Protection Service (ACPS) and Children in Care, have continued to be high resulting in additional resource being required via agency placements. The average number of agency workers in December 2023 was 42.2 FTE's, of which 36.5 FTE's were Social Workers. Yorkshire and Humber DCS's have signed a memorandum of understanding in relation to capping agency pay.

### Corporate Resources

	<b>Gross Budget £m</b>	<b>Income Budget £m</b>	<b>Net Budget £m</b>	<b>Project ion £m</b>	<b>Q3 Variance £m</b>	<b>Q2 Variance £m</b>
Corporate Resources Director	0.3	-0.3	0.0	0.0	0.0	0.0
Finance & Technology	85.3	-67.9	17.4	17.4	0.0	-0.2
Legal & Democratic Services	9.7	-2.9	6.8	7.0	0.2	0.2
<b>Corporate Resources Total</b>	<b>95.3</b>	<b>-71.1</b>	<b>24.2</b>	<b>24.4</b>	<b>0.2</b>	<b>0.0</b>

147. Corporate Resources is projected to overspend by £0.19m at quarter 3 which is an increase to the position reported at quarter 2 of £0.03m.

148. The main area of overspend is due to a sharp increase in the spend on temporary bed and breakfast accommodation in the quarter which attracts limited subsidy. This pressure has increased from £0.10m in quarter 2 to £0.45m at quarter 3. Work is being undertaken reviewing external funding sources as to the eligibility of utilising them to mitigate some of this shortfall. There is also still an overspend within the Legal Childcare budget of £0.13m (which has reduced slightly) relating to increasing spend on professional experts due to changes in how court proceedings are conducted. The service is looking at ways of reducing spend in other area's such as counsel fees to partly mitigate this.

149. The overspends outlined above are being partly mitigated by staffing and non-pay savings, some of which are 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.

## Chief Executive

	Gross Budget £m	Income Budget £m	Net Budget £m	Projection £m	Q3 Variance £m	Q2 Variance £m
Public Health	34.0	-28.5	5.5	5.8	0.3	0.3
Policy Insight & Change	22.1	-6.9	15.2	14.6	-0.6	-0.4
<b>Chief Executive Total</b>	<b>56.1</b>	<b>-35.4</b>	<b>20.7</b>	<b>20.4</b>	<b>-0.3</b>	<b>-0.1</b>

150. Chief Executive's is projected to underspend by -£0.34m. This is due to underspends against the apprenticeship programme -£0.09m and salaries budgets in Policy, Insight & Change, Human Resources and Communities, offset by a £0.15m budget shortfall against localities leads posts and a £0.12m overspend by Doncaster Culture & Leisure Trust (DCLT). 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	Projection £m	Q3 Variance £m	Q2 Variance £m
Economy & Development	40.1	-24.0	16.1	15.0	-1.1	-0.3
Director Of Place	0.2	-0.1	0.1	0.2	0.1	0.2
Environment	107.2	-37.0	70.2	69.7	-0.5	-0.5
Strategic Housing	4.6	-2.2	2.4	2.4	0.0	-0.1
Trading Services	24.2	-24.7	-0.5	0.1	0.6	0.5
Communities - Safer Stronger	2.8	-1.1	1.7	1.8	0.1	0.1
<b>Place Total</b>	<b>179.1</b>	<b>-89.1</b>	<b>90.0</b>	<b>89.2</b>	<b>-0.8</b>	<b>-0.1</b>

151. Place is projected to underspend by -£0.81m at quarter 3, this is an improvement of -£0.76m since quarter 2. The main variances are: -

- Bereavement Services: £0.58m overspend mainly due to a projected shortfall against the income target for cremations as a result of increased competition from a new private crematorium which opened in May. There has been a 29% reduction in cremations up to quarter 3 compared to last year. Fewer cremations mean lower utility costs which partly mitigate the income reduction. The impact of the opening of the new crematorium will continue to be monitored. The position has worsened since quarter 2 by £0.04m mainly due to the write-off of bad debt.
- Flood Risk and Drainage: £0.76m overspend (£0.70m worse since quarter 2) mainly due to overspend additional one-off costs associated with recent storm events (£0.10m relating to storm Henk, and £0.57m relating to storm Babet) full impact still to be confirmed, as well as an overspend on Gulley frames £0.07m.
- Waste: -£0.90m underspend (-£0.20m improvement since quarter 2); mainly due to a projected underspend of -£1.59m on waste PFI due to the inclusion of the estimated 2023/24 power gainshare income of -£1.36m, this estimate has

been reviewed in-line with latest indices and increased by -£0.02m since quarter 2, although the indices used to confirm the payment can be volatile there is more confidence in the accuracy of the projection. This additional income has been reduced by; projected overspend of £0.24m on recycling rebate the price of recyclates is expected to fall, £0.37m overspend on Trade waste mainly due to underachievement of income, £0.21m 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.

- Facilities Management: -£0.58m underspend; an improvement of -£0.51m since quarter 2. The main reason for both improvements is due to underspends on utilities -£0.50m (-£0.20m of this underspend is due to vacant buildings and will contribute towards future savings targets). Utilities budgets have been reset based on building forecast usage and projections revised based on actual bills to date. The budget proposals have been adjusted for in 2024/25 using the latest information about energy use and costs.
- Business Doncaster: -£0.33m underspend; an improvement of -£0.15m since quarter 2, mainly due to staffing underspends from vacancies and funding posts from temporary grants. The improvement from quarter 2 is mainly due to increased staffing underspend and -£0.07m due to additional funding from ERDF grant.
- Streetlighting: -£0.2m underspend; an improvement of -£0.23m since quarter 2. The underspend and improvement have been due to -£0.1m underspend on accident damage, -£0.08m due to increased recovery of third-party insurance contributions as a result of proactive work between the service and legal.
- Schools Catering is projecting an overspend of £0.03m; this is an optimistic projection and assumes approx. £0.60m will be recovered from schools in line with the service policy on full cost recovery. This £0.60m is mainly due to reduced income from schools because of changes in agreed meal numbers compared to levels agreed in the quote process. Increased food and staffing costs have been managed within the Schools Catering service though budget efficiencies including reduced equipment spend and reducing kitchen hours.
- Other services forecasting an improved position since quarter 2 include Planning which improved by -£0.12m mainly due to increased income from planning applications and staffing underspends. Regulation and Enforcement improvement of -£0.09m mainly due to increased income from bus gate enforcement, staff savings and reduction in security costs.

#### Council Wide budgets

	<b>Gross Budget £m</b>	<b>Income Budget £m</b>	<b>Net Budget £m</b>	<b>Project ion £m</b>	<b>Q3 Variance £m</b>	<b>Q2 Variance £m</b>
Change Programme	0.0	-0.2	-0.2	-0.2	0.0	0.0
General Financing/Treasury Management	5.5	-0.6	4.9	3.4	-1.5	-1.3
Levying Bodies/Parish Precepts	17.5	0.0	17.5	17.5	0.0	0.0

Other Centrally Funded	2.5	-9.7	-7.2	-9.6	-2.4	-2.9
Revenue Costs Ex	-20.1	20.1	0.0	0.0	0.0	0.0
Capital Programme						
Technical Accounting	-34.7	0.0	-34.7	-34.7	0.0	0.0
Business Rate Retention	0.0	-143.8	-143.8	-145.2	-1.4	0.0
Severance Costs	5.2	-0.1	5.1	5.0	-0.1	-0.1
<b>Council Wide Budget Total</b>	<b>-24.1</b>	<b>-134.3</b>	<b>-158.4</b>	<b>-163.8</b>	<b>-5.4</b>	<b>-4.3</b>

152. Council Wide is forecast to underspend by -£6.23m at quarter 3. The main underspends are: -

- -£1.82m released from service budgets due to a review of energy price inflation;
- -£1.47m 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;
- -£1.35m additional Top Up Grant due to 2023/24 post business rates revaluation adjustment;
- -£0.64m estimated Business Rates levy surplus distribution announced in the final Local Government finance settlement 2024/25;
- -£0.49m release of remainder of COVID-19 earmarked reserve £0.44m and Domestic Abuse Hub earmarked reserve £0.05m.

153. These are partially offset by an overspend on: -

- £0.52m 2023/24 pay award. The estimate was for a 4% pay award but the actual increase is around 7%. 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).

154. The main changes since quarter 3 are: -

- -£1.35m additional Top Up Grant due to 2023/24 post business rates revaluation adjustment;
- -£0.64m estimated Business Rates levy surplus distribution announced in the final Local Government finance settlement 2024/25.

155. 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)**

156. The overall projection for the HRA remains largely unchanged from quarter 2, the contribution to balances will be £1.18m and HRA balances are projected to be £7.24m at 31 March 2024.

157. SLHD management fee is up by £0.20m as a result of SLA increases, provision for bad debt is down £0.08m, rent income is up £0.13m, other income is down £0.17m (district heating) and interest on balances is up £0.13m.

158. When compared to the original budget estimate 2023/24 SLHD is projecting an overspend of £0.57m due to higher than budgeted pay award for staff, increases in service level agreements with CDC, also due to higher than budgeted pay award, and higher inflation on a small number of other budgets. An increase of £0.57m is requested in the SLHD management fee, with a reconciliation at year-end to ensure any surplus is returned to the Council. There are resources available within the HRA to fund this increase as efficiencies and savings have been delivered by SLHD during the year in the rent income budget (£0.77m) and the provision for bad debts (£0.16m).

159. Current rent arrears at quarter 3 are £2.59m (3.09% of the rent debit), this is an increase of £0.12m from £2.47m (2.92%) as at quarter 2. At 31 December, the amount of former tenants' arrears was £1.21m an increase of £0.06m from quarter 2, there were no write offs in the quarter.

## Fees and Charges

160. The Council's Financial Procedure Rules require any changes to fees and charges to be included in the quarterly finance and performance monitoring reports. There have been no changes in quarter 3.

## Capital Budget

161. The 2023/24 capital programme consists of 486 schemes with current projections estimating £123.3m 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 Q3 (£'000)	Number of Schemes	Future Years Budget Brought Forward (£'000)	Projected Future Years Budget as at Q3 (£'000)
<b>ADULTS, WELLBEING AND CULTURE</b>	<b>7,936</b>	<b>5,700</b>	<b>8</b>	<b>19,929</b>	<b>27,420</b>
ADULTS SOCIAL CARE	7,892	5,626	3	19,929	27,420
CULTURE AND COMMERCIALISATION	44	74	5	0	0
<b>CHIEF EXECUTIVE</b>	<b>12,125</b>	<b>10,873</b>	<b>23</b>	<b>2,017</b>	<b>3,895</b>
LEISURE SERVICES	11,475	10,222	22	2,017	3,895
POLICY INSIGHT AND CHANGE	650	650	1	0	0
<b>CHILDREN, YOUNG PEOPLE &amp; FAMILIES</b>	<b>13,093</b>	<b>7,435</b>	<b>102</b>	<b>24,612</b>	<b>33,181</b>
CENTRALLY MANAGED	370	113	1	400	600
COMMISSIONING & BUSINESS DEVELOPMENT	7,719	3,075	70	20,501	27,115
PARTNERSHIPS AND OPERATIONAL DELIVERY	4,292	3,801	25	3,712	5,200
CHILDRENS SOCIAL CARE	711	445	6	0	266
<b>CORPORATE RESOURCES</b>	<b>9,591</b>	<b>2,743</b>	<b>15</b>	<b>1,470</b>	<b>7,783</b>
FINANCE & TECHNOLOGY	9,391	2,543	14	1,470	7,783
LEGAL & DEMOCRATIC SERVICES	200	200	1	0	0
<b>PLACE</b>	<b>158,142</b>	<b>96,550</b>	<b>338</b>	<b>216,950</b>	<b>286,674</b>
ECONOMY & DEVELOPMENT	62,888	33,288	92	36,458	69,182
ENVIRONMENT	14,351	13,317	173	21,005	23,839
STRATEGIC HOUSING	71,196	42,286	56	159,246	191,323
COMMUNITIES - SAFER STRONGER	86	127	1	0	0
TRADING SERVICES	9,622	7,533	16	241	2,330
<b>Grand Total</b>	<b>200,888</b>	<b>123,300</b>	<b>486</b>	<b>264,978</b>	<b>358,953</b>

162. At quarter 3 there has been a 39% reduction in the projected in-year spend compared to the opening budget of £200.9m which is a reduction of £77.6m.

Directorate	Current Year Budget Brought Forward (£'000)	Current Year Budget as at Q1 (£'000)	Sum of Q2 Current Year Budget	Current Year Budget as at Q3 (£'000)	% Reduction in forecast at Q3
<b>ADULTS, WELLBEING AND CULTURE</b>	<b>7,936</b>	<b>6,406</b>	<b>6,100</b>	<b>5,700</b>	<b>28%</b>
ADULTS SOCIAL CARE	7,892	6,362	6,056	5,626	29%
CULTURE AND COMMERCIALISATION	44	44	44	74	-68%
<b>CHIEF EXECUTIVE</b>	<b>12,125</b>	<b>12,175</b>	<b>11,400</b>	<b>10,873</b>	<b>10%</b>
LEISURE SERVICES	11,475	11,525	10,750	10,222	11%
POLICY INSIGHT AND CHANGE	650	650	650	650	0%
<b>CHILDREN, YOUNG PEOPLE &amp; FAMILIES</b>	<b>13,093</b>	<b>10,604</b>	<b>8,645</b>	<b>7,435</b>	<b>43%</b>
CENTRALLY MANAGED	370	359	107	113	69%
COMMISSIONING & BUSINESS DEVELOPMENT	7,719	5,362	4,200	3,075	60%
PARTNERSHIPS AND OPERATIONAL DELIVERY	4,292	4,440	3,894	3,801	11%
CHILDRENS SOCIAL CARE	711	444	445	445	37%
<b>CORPORATE RESOURCES</b>	<b>9,591</b>	<b>6,743</b>	<b>4,343</b>	<b>2,743</b>	<b>71%</b>
FINANCE & TECHNOLOGY	9,391	6,543	4,143	2,543	73%
LEGAL & DEMOCRATIC SERVICES	200	200	200	200	0%
<b>PLACE</b>	<b>158,142</b>	<b>101,173</b>	<b>100,031</b>	<b>96,550</b>	<b>39%</b>
ECONOMY & DEVELOPMENT	62,888	35,908	34,910	33,288	47%
ENVIRONMENT	14,351	13,257	13,425	13,317	7%
STRATEGIC HOUSING	71,196	42,806	43,743	42,286	41%
COMMUNITIES - SAFER STRONGER	86	86	86	127	-47%
TRADING SERVICES	9,622	9,117	7,867	7,533	22%
<b>Grand Total</b>	<b>200,888</b>	<b>137,101</b>	<b>130,519</b>	<b>123,300</b>	<b>39%</b>

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

Scheme	Variance within Quarter (£'000)
NET ZERO CARBON	-1,570
EXTERNAL PLANNED MAINTENANCE (HOUSING)	-1,000
ARMTHORPE ACADEMY LAND PURCHASE	-797
<b>Grand Total</b>	<b>-4,299</b>

164. Current spend to date is £65.1m which is nearly 53% of the £123.3m projection for the year.

Directorate	Current Year Budget as at Q3 £'000	Current Actuals plus WIP £'000	% Spend after 6 months
<b>ADULTS, WELLBEING AND CULTURE</b>	<b>5,700</b>	<b>4,100</b>	<b>71.9%</b>
ADULTS SOCIAL CARE	5,626	4,069	72%
CULTURE AND COMMERCIALISATION	74	30	41%
<b>CHIEF EXECUTIVE</b>	<b>10,873</b>	<b>5,515</b>	<b>50.7%</b>
LEISURE SERVICES	10,222	5,512	54%
POLICY INSIGHT AND CHANGE	650	3	0%
<b>CHILDREN, YOUNG PEOPLE &amp; FAMILIES</b>	<b>7,435</b>	<b>3,742</b>	<b>50.3%</b>
CENTRALLY MANAGED	113	0	0%
COMMISSIONING & BUSINESS DEVELOPMENT	3,075	1,979	64%
PARTNERSHIPS AND OPERATIONAL DELIVERY	3,801	1,546	41%
CHILDRENS SOCIAL CARE	445	218	49%
<b>CORPORATE RESOURCES</b>	<b>2,743</b>	<b>1,467</b>	<b>53.5%</b>
FINANCE & TECHNOLOGY	2,543	1,467	58%
LEGAL & DEMOCRATIC SERVICES	200	0	0%
<b>PLACE</b>	<b>96,550</b>	<b>50,318</b>	<b>52.1%</b>
ECONOMY & DEVELOPMENT	33,288	16,963	51%
ENVIRONMENT	13,317	6,241	47%
STRATEGIC HOUSING	42,286	23,184	55%
COMMUNITIES - SAFER STRONGER	127	123	97%
TRADING SERVICES	7,533	3,806	51%
<b>Grand Total</b>	<b>123,300</b>	<b>65,142</b>	<b>52.8%</b>

165. There are 105 schemes totalling £9.4m which have budget allocated to them but are yet to incur any spend.

Directorate	Count of Budget in year but no spend?	Sum of Total for budgets with no spend in year (£'000)
<b>ADULTS, WELLBEING AND CULTURE</b>	<b>2</b>	<b>21</b>
CULTURE AND COMMERCIALISATION	2	21
<b>CHIEF EXECUTIVE</b>	<b>6</b>	<b>1,618</b>
PUBLIC HEALTH	6	1,618
<b>CHILDREN, YOUNG PEOPLE &amp; FAMILIES</b>	<b>24</b>	<b>2,107</b>
CENTRALLY MANAGED	1	113
CHILDRENS SOCIAL CARE	1	85
COMMISSIONING & BUSINESS DEVELOPMENT	12	1,197
PARTNERSHIPS AND OPERATIONAL DELIVERY	10	712
<b>CORPORATE RESOURCES</b>	<b>4</b>	<b>493</b>
FINANCE & TECHNOLOGY	3	293
LEGAL & DEMOCRATIC SERVICES	1	200
<b>PLACE</b>	<b>69</b>	<b>5,180</b>
ECONOMY & DEVELOPMENT	15	1,089
ENVIRONMENT	36	1,589
STRATEGIC HOUSING	15	2,427
TRADING SERVICES	3	75
<b>Grand Total</b>	<b>105</b>	<b>9,420</b>

### Current Status of Schemes in the programme

166. 159 schemes have either not started or are still at the planning phase which is over 32% of all the current year schemes.

Status	Number of Scheme	% in phase based on scheme numbers
Underway	185	38.07%
Completion Phase	122	25.10%
Block Budget	20	4.12%
Planning Phase	66	13.58%
Not Started	93	19.14%
<b>Grand Total</b>	<b>486</b>	<b>100.00%</b>

167. 185 schemes have been classified as underway and 122 schemes are now in the completion phase.

### Future programme

168. Future years spend is now projected at £358.9m in quarter 3 which has increased from the projection of £349.7m at quarter 2 which is mainly due to the slippage of existing schemes.



## Capital Receipts

169. 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**

170. 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	-165.73	-0.13	1.73	1.10	2.70
Doncaster Council	-135.10	-135.21	-0.11	1.43	0.92	2.24

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

The council tax collection fund variance in the year is a -£0.13m surplus. This is attributable to the high long-term collection rate -£0.83m and transfers from general fund mainly relating to hardship reliefs -£0.35m, partially offset by lower growth £0.68m and higher levels of Local Council Tax Support granted £0.37m. The in-year surplus reduces the closing balance to a deficit of £2.70m.

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 £24.89m compared to the target of £24.75m at the end of quarter 3. The target for reduction of Council Tax arrears was £1.95m for the quarter and the actual reduction in arrears was £1.49m. The reduction is slightly down on the £1.58m reduction for the same period last year. During the quarter significant progress has been made to reduce the team's backlog which it is hoped will improve the position in the final quarter.

- Business Rates:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance * £m
Collection Fund	-108.20	-103.97	4.23	-19.61	20.58	5.20
Doncaster Council	-53.02	-50.95	2.07	-9.61	10.08	2.55

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

The business rates collection fund variance in the year is a £4.23m deficit. This is attributable to lower growth than anticipated £4.48m, an increase in appeals £0.54m and increased small business rates relief £0.56m. This is partially offset by lower retail relief granted than anticipated -£1.05m (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 -£0.32m

and lower charitable relief -£0.36m. The in-year deficit means the closing balance is a deficit of £5.20m.

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 £2.55m in 2024/25 to recover the deficit.

Business Rates arrears were £6.05m compared to the target of £5.65m at the end of quarter 3. The target for reduction of Business Rates arrears was £0.75m for the quarter and the actual reduction in arrears in the quarter was £1.18m. This compares favourably to the same period last year when the level of arrears reduced by £0.88m. During the quarter significant progress to reduce the backlog of work was made which is reflected by the improved reduction.

### **Schools Funding & Dedicated Schools Grant**

171. The Dedicated Schools Grant (DSG) forecast outturn position for 2023/24 at quarter 3 is a £7.4m overspend, of which £3.3m was anticipated per the medium-term financial plan. The forecast overspend has reduced by £1.1m since quarter 2, mainly resulting from a review of the 2023/24 costs and funding, which will be further refined prior to outturn. This results in an overall overspend on DSG forecast of £27.2m by 31st March 2024.

172. 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 have 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 also liaising with schools regarding the devolution of elements of the DSG to ensure that locally there are the right services in place to support children, improving outcomes and reducing costs.

173. 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 compared to 2021/22 levels 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)	48,117	49,717	51,435	53,206
High Needs Block expenditure	55,666	59,100	57,774	58,596
In year High Needs Block variance (less other DSG underspends)	<b>7,437</b>	<b>9,383</b>	<b>6,339</b>	<b>5,390</b>
<b>Overall DSG Balance</b>	<b>27,249</b>	<b>36,633</b>	<b>42,971</b>	<b>48,362</b>

#### Additional school grants:









174. During quarter 3 of 2023/24 Doncaster's maintained schools have received additional funding from the Department for Education as follows:- School Led Tutoring grant £0.005m, Recovery Premium grant £0.01m and Early Years Teachers Additional Grant £0.01m.













#### **Reserves**

175. Earmarked reserves are reviewed each quarter and released where they are no longer required. During quarter 4 earmarked reserves will be reviewed in more detail with a view to releasing them wherever possible. Releasing further reserves would reduce any overspend at year-end, or increase general reserves held for general risks and contingencies. General reserves are currently estimated to be £12.64m at year end.

#### **STRATEGIC RISKS**

176. There are currently 11 strategic risks, 10 are shown below and the risk around climate change is being reworded to reflect the current position and we will be in place to report against in Q4.

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		
	Failure to successfully prevent a major cyber attack	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	
	(CR) Failure to deliver the Medium Term Financial Strategy (MTFS) would result in an alternative budget being required	12	5	

	with consequential service reductions and impact on achieving Council priorities.			
	(CYPF ) 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	
	(CEX) Failure to implement the Partnership priorities across the Team Doncaster Partnership	9	6	
	(CYP&F) 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		
	(AWC) 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	
	(CEX) (AW) 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	8	6	
	(CEX) 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.**

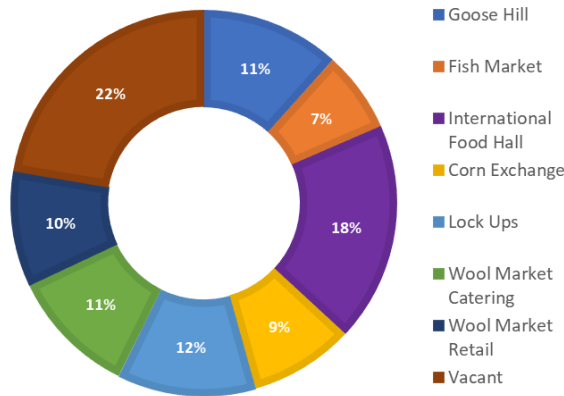
### Occupancy Trends at Doncaster and Mexborough Market

177. Occupancy levels between baseline (2019/20) and Q3 (2023/24) have improved overall from 22% vacancy levels to 13%. Doncaster occupancy levels have reduced to be 87% and there are vacancies in the Goose Hill Market and International Food Hall. The Fish Market is full and there is 1 vacant food unit under offer in the Wool Market. Decanted Corn Exchange traders offered a six-month extension to their current lease terms, which lasts until the end of March, currently trading in Goose Hill. Lettings campaign for the Corn Exchange to be launched in January 2024.

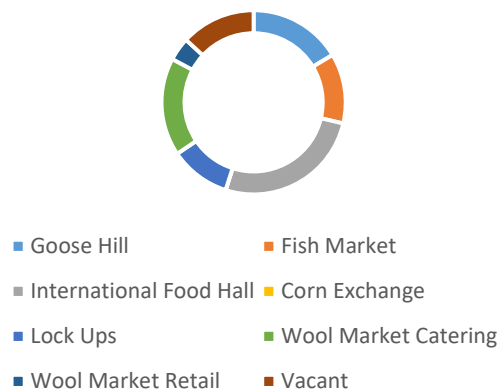
178. In the Wool Market Burgerlicious opened on Thursday 19th October, offering a variety of burgers and sides, meat, vegetarian and vegan, Nero pizza opened on Friday 15th December, offering authentic Neapolitan pizza and starters. Zaytuna and Rustic Pizza leases end on the 23rd of January. Both businesses have successfully gone on to secure their own premises in the wider Doncaster area outside of the city centre. Ongoing campaign for new traders is taking place on social media channels.

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 (Q3 2023/24)



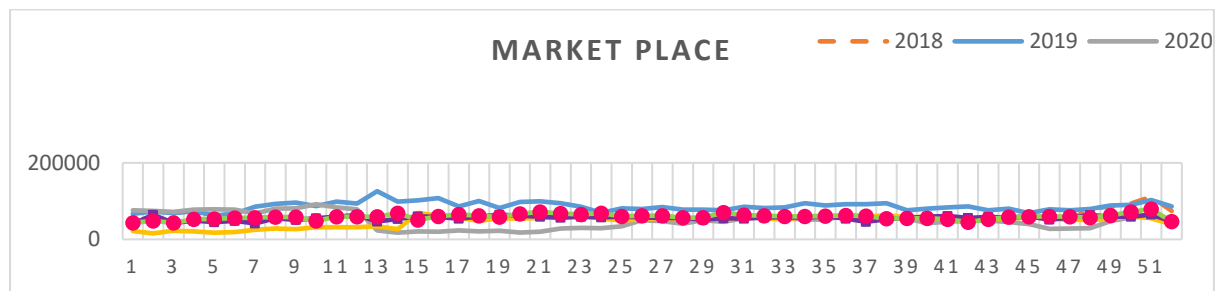
Changes per area of the estate (Percentage) at Baseline (May 2019) and Q3 2023/24

179. Mexborough has seen a reduction to 85% and there are 5 vacant units. Mexborough cafe has now been let and heads of terms have been signed, due to open February/March. Resident Artists have extended their license on one of their units. Toy stall units opened In November for the Christmas period.

180. The comparison of occupancy across the Doncaster estate between baseline (May 2019) and present levels (Q3 2023/24) shows an 8% change in the amount of units in the International food hall from 18% to 26%.

181. As the improvement work on the Corn Exchange continues, the occupancy levels in this area of the Market estate remains at 0%.

**Footfall Trends for the Market Place (up to week 52; w/c 29/12/23)**



182. Q3 2023/24 has seen a decline in footfall being recorded in the Market Place. Overall footfall average across the quarter was 58,565. The highest footfall year in week 52 was in 2019 with a recorded average of 86,250.

183. The highest footfall for the market place was 79,261 in week 51, the week before Christmas.

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

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

### **Events**

186. The free children's discos have been hosted once a month providing entertainment for children up to the age of 10. Reread charity attend every disco, giving out as many free children's books as customers want. The year ended with three well received kid's discos (Halloween disco, Christmas Eve and New Year's Eve discos), holding high attendance another year on. Following the success of the children's monthly free discos the events will continue monthly in 2024.

187. Due to the continuing the success of The Wool Market's weekly smart quiz, these will continue weekly throughout 2024. The Wool Market is still the location for the Doncaster Creative Network networking meetups. Bringing together local creatives to connect and strengthen the community and encourage collaboration.

188. The last Sunday of every month the Wool Market Sunday Session Open Mike takes place where young and up and coming artist and bands have a platform to play and gain experience.

189. The Wool Market will promote prom packages to school and colleges offering a unique and exciting experience.

### **Financial Position**

190. MAM continue to provide monthly income and expenditure reports and quarterly management accounts. Council officers have been through this in detail and are monitoring the position closely however due to commercial sensitivity, the income and expenditure projections are not provided within this report. There has been no financial assistance for MAM in the financial year 2023/24.

### **BACKGROUND**

191. Not applicable

### **OPTIONS CONSIDERED**

192. Not applicable

### **REASONS FOR RECOMMENDED OPTION**

193. Not applicable

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

194. 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: 15.02.24]**

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

#### **Financial Implications [Officer Initials: RLI Date: 26.01.24]**

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

#### **Human Resources Implications [Officer Initials: KG Date: 16.02.24]**

197. Key performance indicator outcomes that are specific to the workforce are detailed within the body of the report along with other key areas of performance worth noting.

Failure to achieve targets for sickness absence can impact on service delivery to customers and increase costs particularly where cover has to be arranged. Work on automatic absence trigger notification is on-going and it is envisaged that this will further assist with swifter notifications and actions. The HR team continues to work with managers works to ensure appropriate action is being taken on staff absences.

Recruitment difficulties continue nationally, and work is ongoing as detailed in the report. This includes marketing roles more via social media, more career graded, trainee and apprenticeships for those posts which are hard to recruit to and have a technical element.

The challenge of meeting mandatory training targets continues; further Health and Training for managers courses have taken place, both on line and classroom based – this is impacting on completion rates.

#### **Technology Implications [Officer Initials: PW Date: 20.02.24]**

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

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.

Digital & ICT are also fully engaged and are feeding into the AI Manifesto. Any emerging additional technology requirements will also need Digital & ICT involvement via the technology governance model.

## **RISKS AND ASSUMPTIONS**

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

## **CONSULTATION**

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

## **BACKGROUND PAPERS**

201. Not applicable

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

202. Not applicable

## **REPORT AUTHOR & CONTRIBUTORS**

**Allan Wiltshire**, Head of Policy Performance & Intelligence

Tel: 01302 862307, E-mail: [allan.wiltshire@doncaster.gov.uk](mailto:allan.wiltshire@doncaster.gov.uk)

**Louise Parker**, Service Manager Policy Insight & Change Manager

Tel: 01302 737006, E-mail: [louise.parker@doncaster.gov.uk](mailto:louise.parker@doncaster.gov.uk)

**Matthew Smith**, Head of Financial Management

Tel: 01302 737663, E-mail: [matthew.smith@doncaster.gov.uk](mailto:matthew.smith@doncaster.gov.uk)

**Sennette Wroot**, Senior Policy & Insight Manager

Tel: 01302 862533, E-mail: [sennette.wroot@doncaster.gov.uk](mailto:sennette.wroot@doncaster.gov.uk)

**Hayley Lloyd**, Policy & Insight Officer

Tel: 01302 737083, E-mail: [hayley.lloyd@doncaster.gov.uk](mailto:hayley.lloyd@doncaster.gov.uk)

**Debbie Hogg**

**Director of Corporate Resources**





City of  
Doncaster  
Council

# Finance Profile

## Oct 2023 – Dec 2023

# APPENDIX A

# Content

Revenue Savings Tracker.....	Page 3
Treasury Management Update.....	Page 4
Capital Programme Block Budget Allocations.....	Page 8
Virements for Elected Mayor / Cabinet / Portfolio Holder Approval	Page 10

## 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
	£m	£m	£m	£m	£m
Adults, Wellbeing & Culture	-1.538	-0.395	-0.425	-0.167	-0.551
Chief Executive	-1.213	-1.087	0.000	0.000	-0.126
Corporate Resources	-1.487	-1.487	0.000	0.000	0.000
Council Wide Budgets	-1.863	-1.695	0.000	-0.350	0.182
Children, Young People & Families	-2.795	-0.838	-0.424	-0.088	-1.445
Place	-2.257	-1.575	-0.320	-0.016	-0.346
<b>Total</b>	<b>-11.153</b>	<b>-7.077</b>	<b>-1.169</b>	<b>-0.621</b>	<b>-2.286</b>

## Treasury Management Update – Quarter 3 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 3 is a combined underspend of -£1.474m on interest payable and receivable, due to savings on borrowing costs and increased investment income. Borrowing costs are underspent by -£1.334m 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 improved since Quarter 2 slightly as the overall cashflow position has improved. At Quarter 2 another £30m of short-term borrowing was forecast staggered throughout the last three months of the year, whereas this has now reduced to £20m and been delayed until in the middle of February. Investment income is higher than anticipated by -£0.140m due to increased interest rates and investing any surplus cash balances where possible to utilise these high rates.
3. The temporary borrowing that has been undertaken to date to ensure cash balances are being maintained at appropriate levels has all been from other Local Authorities and on a short-term basis to eliminate any interest rate risk. The additional borrowing which will be required before the end of the financial year, and is factored into the forecast above, will be either taken from other Local Authorities or the Public Works Loan Board (PWLB) depending on the prevailing rates at the time the borrowing is required. At the time of writing the PWLB rates are more favourable than other Local Authorities, but the market is volatile and that could change.
4. The third quarter of 2023/24 has seen the Bank of England base rate remain at 5.25% after a period of significant rate increases in an attempt to control spiralling inflation. The base rate has gone from an all-time low of 0.01% in November 2021 to 5.25% in August 2023 i.e. in less than two years with successive rate increases following every Monetary Policy Committee (MPC) meeting in that period.
5. 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 was made on 8th January 2024. They are balancing the statements made by the MPC against the trend of the market. After the latest MPC decision on 15<sup>th</sup> December they reiterated their previous hawkish stance that rates will stay “sufficiently restrictive for sufficiently long”, however, the market is taking a view that rates will have to fall soon and gilt yields have fallen considerably in the last month.
6. 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		08.01.24												
	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	
<b>BANK RATE</b>	<b>5.25</b>	<b>5.25</b>	<b>4.75</b>	<b>4.25</b>	<b>3.75</b>	<b>3.25</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	
3 month ave earnings	5.30	5.30	5.00	4.50	4.00	3.50	3.30	3.00	3.00	3.00	3.00	3.00	3.00	
6 month ave earnings	5.20	5.10	4.80	4.30	3.80	3.30	3.20	3.10	3.10	3.10	3.10	3.10	3.10	
12 month ave earnings	5.00	4.90	4.60	4.10	3.70	3.20	3.20	3.10	3.10	3.10	3.10	3.20	3.20	
5 yr PWLB	4.50	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.60	3.50	3.50	3.50	
10 yr PWLB	4.70	4.50	4.40	4.30	4.20	4.10	4.00	3.90	3.80	3.70	3.70	3.70	3.70	
25 yr PWLB	5.20	5.10	4.90	4.80	4.60	4.40	4.30	4.20	4.20	4.10	4.10	4.10	4.10	
50 yr PWLB	5.00	4.90	4.70	4.60	4.40	4.20	4.10	4.00	4.00	3.90	3.90	3.90	3.90	

7. This view of rates staying at higher levels until halfway 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.
8. 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 £160m which is 25% 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**

9. The following table summarises the Council's forecast Debt Portfolio at 31<sup>st</sup> December 2023: -

Doncaster Council Debt Portfolio and Maturity Profile at 31st December 2023				
	Upper Limit	Lower Limit	Actual	Actual
	%	%	%	£(m)
Under 12 Months	30	0	9.20%	37.5
12 to 24 Months	50	0	2.45%	10
24 Months to 5 Years	50	0	2.90%	11.82
5 Years to 10 Years	75	0	1.24%	5.06
10 Years to 20 Years				62.38
20 Years to 30 Years	95	10	84.21%	49.85
30 Years to 40 Years				148.11
40 Years to 50 Years				82.94
<b>TOTAL</b>			<b>100.00%</b>	<b>407.65</b>

10. The borrowing outlined above in paragraph 2 (a further £20m in the last three months of the year) will all be short term borrowing (less than 12 months) but still well within the limits set.
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<sup>h</sup> February 2023 and there have been no policy changes to the TMSS to make members aware of. In light of the revisions to the Capital Programme approved in both the Quarter 1 and Quarter 2 monitoring reports the following prudential indicators have been revised accordingly. Officers confirm there have been no breaches of these revised indicators.

Prudential Indicator 2023/24	Original	Revised Prudential Indicator
	£k	£k
Authorised Limit	713,907	671,956
Operational Boundary	658,376	596,410
Capital Financing Requirement	696,656	634,691

## **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. There are no resources within the investment portfolio as at the end of December 2023 as all the funds available were left within the Council's approved banker to cover known commitments over the Christmas period. 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 costs in relation to the running of the Council and the Capital Programme.

15. On top of any investments made there is always 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, at 31<sup>st</sup> December, 5.16%, therefore we are receiving a favourable level of interest even on our liquid balances.

16. The average investment rate for the first nine months of the year was 4.85% which is slightly lower than the benchmark of 4.96% which is taken from the average SONIA 1-month average for the first nine months as shown below. This is due to our cash balances reducing with a significant proportion being kept liquid.

FINANCIAL YEAR TO QUARTER ENDED 29/12/2023						
	Bank Rate	SONIA	1 mth	3 mth	6 mth	12 mth
<b>High</b>	5.25	5.19	5.39	5.48	5.78	6.25
<b>High Date</b>	03/08/2023	24/11/2023	19/09/2023	30/08/2023	07/07/2023	07/07/2023
<b>Low</b>	4.25	4.18	4.17	4.31	4.46	4.47
<b>Low Date</b>	03/04/2023	04/04/2023	03/04/2023	03/04/2023	06/04/2023	06/04/2023
<b>Average</b>	4.95	4.89	4.96	5.10	5.26	5.36
<b>Spread</b>	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 31<sup>st</sup> December 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 27<sup>th</sup> 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 3 2023/24

	Funding Source	Allocatio n of block budget 2023/24 £m	Allocatio n of block budget Total £m
<b><u>Children, Young People &amp; Families</u></b>			
<b>Centrally Managed</b>			
Adwick school health & safety works	Government Grant	0.005	0.005
DFE – Capital Maintenance Grant	Government Grant	(0.005)	(0.005)
<b>Partnerships and Operational Delivery</b>			
SEND-Toll Bar - Outdoor Area	Government Grant	0.055	0.055
SEND- Coppice School - Module Buildings	Government Grant	0.395	0.395
SEND- New Pastures School - Doors & Lifts	Government Grant	0.030	0.030
SEND- Outwood Academy Woodlands - Sensory Rooms	Government Grant	0.061	0.061
Start For Life -Denaby Family Hub	Government Grant	0.003	0.003
Start For Life - Stainforth Family Hub	Government Grant	0.001	0.001
Start For Life - Central Family Hub	Government Grant	0.004	0.004
DFE – High Needs Provision	Government Grant	(0.541)	(0.541)
DFE – Family Hubs Fund 2	Government Grant	(0.008)	(0.008)
<b>Commissioning and Business Development</b>			
Mallard School Fencing	Government Grant	0.020	0.020
Bentley New Village - Module Building - Safeguarding works	Government Grant	0.007	0.007
Hall Cross School - Increase school places	Government Grant	0.850	0.850
Hayfield School - Increase school places	Government Grant	0.950	0.950
Hatchell Wood School - Increase school places	Government Grant	2.700	2.700
Rossington AS School - Increase school places	Government Grant	(0.150)	(0.150)
DFE – Capital Maintenance Grant	Government Grant	(4.350)	(4.350)
DFE – New Pupil Places	Government Grant	(0.027)	(0.027)
<b><u>Place</u></b>			
<b><u>Economy &amp; Development</u></b>			
Elmfield Park Pavilion Roof Works	Corporate Resource	0.037	0.037
Retained Buildings - Pavilion Refurbishment Block Budget	Corporate Resource	(0.037)	(0.037)
Adwick Acorns Fire Alarm Replacement	Corporate Resource	0.010	0.010
Whisper Willows Fire Alarm Replacement	Corporate Resource	0.030	0.030



Retained Buildings Block Budget	Corporate Resource	(0.040)	(0.040)
<b>Environment</b>			
<b>Budget for pothole repair has been allocated as follows:</b>			
Highways Permanent Patching	Government Grant	0.456	0.456
Wrancarr Lane, Moss	Government Grant	0.037	0.037
Great Yorkshire Way, A6182	Government Grant	0.040	0.040
Bawtry Road, Rossington	Government Grant	0.043	0.043
Low Road, Conisbrough	Government Grant	0.147	0.147
Windmill Balk Lane, Adwick	Government Grant	0.024	0.024
DFT – Pothole Funding	Government Grant	(0.747)	(0.747)

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

### 2023/24 Quarter 3

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

The following virements are proposed for approval: -

	<b>Reason</b>	<b>Directorate</b>	<b>£</b>
1	Allocation of budgets following the agreement of the 2023/24 pay award.	AWC CYPF CR CH EXEC PLACE CWB	1,415,440 2,311,610 1,006,650 827,250 2,081,310 (7,642,260)
2	Allocation of uncommitted contingency budget to reduce Dedicated Schools Grant (DSG) income pressures.	CWB CYPF	(820,000) 820,000



**Date: 13 March 2024**

**To: Chair and Members of the Cabinet**

**Report Title:** St. Leger Homes of Doncaster Limited (SLHD) Key Performance Indicators (KPIs) and Tenant Satisfaction Measures (TSMs) update for Quarter 3 (Q3) ended 31 December 2023 (2023/24) and Value For money Statement for year ended 31 March 2023 (2022/23)

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

### 1. EXECUTIVE SUMMARY

- 1.1. As part of the 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. The Management Agreement acknowledges the importance of Value For Money (VFM) and requires both CDC and SLHD to use reasonable endeavours to deliver the best possible VFM. The agreement requires appropriate VFM reporting which includes a quarterly report of Key Performance Indicators (KPIs) and an annual VFM statement.
- 1.3. This report provides an opportunity to:
  - feedback on performance against the 2023/24 Key Performance Indicators (KPIs) **Appendix A;**
  - present SLHD's annual VFM statement for the financial year ended 31 March 2023 (2022/23). **Appendix B;**
  - consider latest 2023/24 benchmarking **Appendices C(i) and C(ii);** and
  - consider draft KPIs for 2024/25 **Appendix D.**
- 1.4. In relation to 2022/23 VFM performance, it was again very positive, in particular when benchmarking with our peers and also all housing providers nationally. Benchmarking again showed we had more cost and performance indicators above median than below, and VFM dashboards showed services to be in favourable quadrants.
- 1.5. For 2023/24, of the 20 KPIs measured at end of Q3, twelve 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.
- 1.6. In relation to the TSMs, SLHD carried out a series of tenant perception surveys over a five month period to the end of September 2023, and these have again been included, along with other TSM data.

### 2. EXEMPT REPORT

2.1. This report is not exempt.

### 3. RECOMMENDATIONS

3.1. That Executive Board note the :

- progress of SLHD's performance and the contribution SLHD makes to supporting Doncaster Council's (DC) strategic priorities;
- annual VFM Statement for 2022/23; and  
KPIs for 2024/25.

### 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. The Management Agreement requires that an Annual Development Plan (ADP) and a suite of Key Performance Indicators (KPIs) are produced in agreement with Doncaster Council (CDC) 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 VFM. SLHD also presents annually to CDC a review of its performance including a VFM assessment. This was the recommendation on VFM from the 3 July 2018 Cabinet report and forms part of this report.

### 6. 2023/24 QUARTER 3 (Q3) PERFORMANCE SUMMARY

6.1. In March 2023, 18 KPIs were agreed with Doncaster Council (CDC) for 2023/24. Seven of the KPIs are also in the 22 new Tenant Satisfaction Measures (TSMs) required for 2023/24. SLHD is measuring performance for the 22 TSMs and were reported first at Q2 2023/24, and are included again at Appendix C(i) as part of the benchmarking work.

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

6.3. Of the now 22 KPIs, four are normally 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.

6.4. The table below summarises the KPIs at the end of Q3, with comparatives, and shows twelve were met or were within agreed tolerances of target.

KPIs	Q3 23/24	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)	9	8	4	6	7	5	6	7	7	6	6
Amber (within tolerance)	3	3	1	5	1	2	1	4	3	3	2
Red (not meeting target)	8	9	9	6	7	8	6	5	4	5	4
No target (homelessness)	n/a	n/a	n/a	2	2	2	2	3	3	3	3
Quarterly / Annual	2	2	4	0	2	2	4	0	2	2	4
Total	22	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.
- 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.
- 6.7. Tolerances which determine the amber status are consistent with CDC measures where possible. Performance data is cumulative year to date (YTD) unless otherwise indicated.

## 7. ANNUAL VFM PERFORMANCE SUMMARY (2022/23)

- 7.1. The VFM statement for 2022/23 was approved by SLHD's Board in December 2023 and is attached at **Appendix B**. It should be noted that Annual cost and performance benchmarking reports are not available to analyse until the October/November after year end, so the annual VFM statement is finalised in December each year. However, we also benchmark key performance measures in-year on a monthly basis, as set out at Appendix C(ii), which is much more current.
- 7.2. Operationally, no new services were introduced in 2022/23, although core services were constantly reviewed and underwent some realignment or process improvements during the year. The main projects were in relation to Building Safer Futures, the Social Housing Bill, commencement of a number of 'Journeys to Excellence' projects around repairs, homelessness and customer access, and addressing cost of living challenges.
- 7.3. Budgets included targeted savings of £333k therefore stayed the same or reduced, except where there had been agreed cost or inflationary increases with CDC.
- 7.4. 2022/23 operational performance was again good or improving against a suite of challenging targets. KPIs showed a mix of meeting, within tolerance of, or not meeting target, but with improving trends in most areas. All were robustly managed and SLHD operated within the challenging budget.
- 7.5. Doncaster has the lowest rents within South Yorkshire, and 9th lowest nationally (England) of all Housing Revenue Accounts (HRAs), which drives management fee income and provides many budget challenges to the services we strive to deliver.
- 7.6. Benchmarking is a key element of assessing VFM and 2022/23 was again positive with more cost and performance indicators in the upper quartiles (above median).
- 7.7. VFM dashboards again compared favourably with our peers and also all housing providers nationally, with most indicators selected in the low cost, high performance 'green' quarter of the 2x2 dashboard (see below).
- 7.8. The dashboards do show a slight deterioration on 2021/22's exceptional results, where the services were all in the green quadrant, and this occurs in three areas:
  - 6 : Customer Services – Costs remain low and a similar position to 2021/22, but Performance has dropped compared to others.

- 7 : Neighbourhood Management – Costs remain low and similar position to last year, but Performance has dropped compared to others. (STAR survey for neighbourhood as a place to live)
- 8 : Community investment – Performance has improved slightly but costs have increased when compared. This measure includes our financial inclusion/tenancy support team so the dashboard move is likely to be due to others spending or allocating less to this category.

7.9. All the other five indicators are in Green again and there are some movements within this area compared to last year, eg STAR satisfaction with repairs service has improved.

**PEER GROUP VFM DASHBOARD 2022/23 ALMOs, Metropolitan Boroughs and Unitary authorities (approximately 30 providers)**

Key	Service	Cost indicator – Cost Per Property	Performance indicator
1	Responsive repairs	Responsive repairs	STAR satisfaction with repairs service
2	Void repairs and lettings	Void repairs	Void rent loss %
3	Rent arrears & collection	Rent arrears & collection	Current arrears %
4	Tenancy Management	Tenancy management	STAR satisfaction with service overall
5	Customer involvement	Customer involvement	STAR satisfaction with views being listened and acted
6	Customer services	Housing management	% of stage 1 complaints responded to within target time *
7	Neighbourhood m'ment	Estate services	STAR satisfaction with neighbourhood as place to live
8	Community investment	Community investment	Residents supported into employment

\* Average days to respond to complaints (previous year's indicator 2021/22)



7.10. At a more detailed level, indicators are banded into quartiles, ie Quartile 1 is top 25%, Quartile 4 bottom 25%, etc.. Benchmarking was positive overall with more cost and performance indicators in the upper quartiles (above Median), with our peers (~30

ALMOs, Metropolitan Boroughs and Unitary Authorities) and also all providers nationally (~110 organisations).

7.11. All of the above shows that SLHD remains a low cost, high performing organisation.

7.12. As in previous years, within the full suite of 100+ cost and performance indicators, there are areas of good performance and also areas for improvement or further investigation, which will be addressed.

## 8. KPI DETAILED COMMENTARY

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

**Profiled Target Q3 23/24** **3.10%**  
**Q3 23/24 Performance** **3.09%** **BETTER THAN TARGET – GREEN**

	Q3 23/24	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 %	3.09%	2.92%	2.80%	2.74%	2.98%	2.80%	2.62%	2.55%	2.92%	2.57%	2.55%
Profiled target %	3.10%	3.00%	2.85%	2.75%	3.00%	3.00%	2.85%	3.00%	3.42%	3.21%	3.16%

Arrears at the end of December 2023 were 3.09% compared with 2.90% at the end of November. Whilst this is a significant increase, it is in line with the profiled arrears target for this point in the year.

However, the year-end target of 2.75% remains a challenging target, particularly in the current economic climate.

We continue to closely monitor all arrears bands to ensure actions are timely and targeted. An arrears action plan has been developed and in place with our Income Management teams to address rising arrears through to the end of March. Focus remains to ensure tenants have maximum support when in financial crisis and we continue to seek DHPs, external grants and other mechanisms to help alleviate financial hardship for those most in need.

Performance continues to benchmark favourably with peers.

### 8.2. KPI 2: Void rent loss (lettable voids)

**Target** **0.50%**  
**Q3 YTD 23/24 performance** **0.68%** **WORSE THAN TARGET – RED**

The KPI of 0.50% equates to approximately 110 void properties.

The total number of voids of 113 consists of 108 lettable (96 general voids + 12 acquisitions) and 5 non lettable voids. Lettable void numbers at the end of December of 108 have increased from September's 79. The number of lettable voids held in the year to date has generally fluctuated between 110 and 130, but improved significantly in the

latter part of Q2, and was below 100 from early September until late December (averaging 84) before increasing again at the end of Q3.

	Q3 23/24	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23
Void rent loss YTD %	0.68%	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%	0.50%
Lettable Void numbers	108	79	122	127	118	92	133
Total Void numbers	113	98	132	133	126	110	151

Void Rent Loss (VRL) in-month performance shows an improvement at 0.67% when comparing to the previous month of 0.71%.

Cumulative performance has reduced slightly as a result of low void levels in Q3 to 0.68%.

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

**Target** **20.0 days**  
**Q3 23/24 YTD performance** **24.6 days** **WORSE THAN TARGET – RED**

	Q3 23/24	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23
Re-let days	24.6	25.8	25.6	26.7	26.9	29.1	33.6

December in-month performance shows a continued improvement at 20.7 days when comparing to the previous month of 20.9 days.

Cumulative performance also shows an improvement 24.6 days, when comparing to November YTD of 25.0 days and Quarter 2's YTD of 25.8 days

Void properties receive continued and extensive focus as we work towards meeting this challenging target. Although the KPI is not meeting target, annual (22/23) and monthly (23/24) benchmarking information continues to show that performance in the region of 25 days, which SLHD has been at for around 18 months, is well within the top quartile.

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

**Profiled Target** **40**  
**Q3 23/24 performance** **91** **WORSE THAN TARGET – RED**

The table below summarises the KPI at the end of each month and reflects the demands on the service. 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.

	Dec	Nov	Oct	Sep	Aug	Jul	Jun	May	Apr
No of Households in hotels at month end	91	111	76	42	37	43	50	48	26



91 placements following the 136 placed in the previous month appears low but remains 49% higher than December last year.

This resulted in 2,735 total paid nights, a 10% increase on November and a consequence of the spike in placements experienced in October.

Whilst the number of households placed has increased, the team are continuing to minimise the number of nights they are staying and moved on 87 households from hotels during the month and ensured no children spent Christmas day in a hotel.

8.5. KPI 5: % of Settled Accommodation at Prevention Stage (New KPI for 2023/24)

<b>Target</b>	<b>60%</b>	
<b>Q3 23/24 performance YTD</b>	<b>27%</b>	<b>WORSE THAN TARGET – RED</b>

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.

21 prevention cases were closed within the month of which 5 were able to secure existing or alternative accommodation. The sheer demand on the front end of the service and vacancies have impacted on capacity to undertake effective casework.

We have new recruits including short term agency staff that should provide much needed capacity to reduce the backlog of cases and direct resource to more effective casework.

The target 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.

8.6. KPI 6: Stage 1 and Stage 2 complaints relative to the size of the landlord per 1000 properties (New KPI for 2023/24)

<b>Profiled Target YTD</b>	<b>37.5</b>	
<b>Q3 23/24 performance YTD</b>	<b>47.8</b>	<b>WORSE THAN TARGET – RED</b>

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

For the target to have been met, less than 750 complaints would have been received. For the nine months to date, 950 complaints have been received and this equates to 47.8 complaints per 1,000 properties (44.7+3.1). The split is as follows:

Number of Stage 1 complaints received for the YTD is 888 = 44.7

Number of Stage 2 complaints received for the YTD is 62 = 3.1

Nearly three quarters of all complaints are due to four main themes – in order; policy, time taken, staffing and service delivery. An action plan is in place and monitored by P&I Committee.

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

**Target** **92.3%**  
**Q3 23/24 performance YTD** **86.6%** **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 November 2023 we received 98 complaints. This is a decrease of 47 complaints compared to November 2022 (145).

We responded to 96 of the 98 in timescale (97.7%) We have completed complaints training for the majority of our Service Investigating Officers (SIOs) on how to investigate and respond to complaints. This was completed at the beginning of Sept 23. Mop up sessions are continuing for SIOs who were unavailable to attend the training for various reasons at the time, this will be completed by the end of Feb 2024.

We are also in the final development stage of the 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.

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

**Target** **97.3%**  
**Q3 23/24 performance YTD** **99.0%** **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%
<b>Q3 23/24</b>	<b>623</b>	<b>617</b>	<b>99.0%</b>	<b>97.3%</b>

We are pleased that performance of in December remains at 100% for the 5th consecutive month. The cumulative target for the year is now at 99.04% of tenancies still sustained 6 months after their support has ended. The year-end target is 97.3%.

The team continue to work hard with our most vulnerable and high risk tenants and have achieved over £678,000 of financial gains so far this financial year.

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

**Target** **94.0%**  
**Q3 23/24 performance YTD** **95.4%** **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%
<b>Q3 23/24</b>	<b>24,368</b>	<b>23,246</b>	<b>95.4%</b>	<b>94.0%</b>

The volume of repairs completed in Q3 was higher than the previous two quarters, and although the percentage completed at first visit dropped slightly it was still above target

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

**Target** **100.00%**  
**Q3 23/24 performance YTD** **100.00%** **MEETING TARGET – GREEN**

The 2023/24 gas servicing programme is now complete.

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

<b>Target</b>	<b>100.00%</b>	
<b>Q3 23/24 performance YTD</b>	<b>100.00%</b>	<b>MEETING TARGET – GREEN</b>

At the end of Q3, all the required fire risk assessments have been carried out.

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

<b>Target</b>	<b>100.00%</b>	
<b>Q3 23/24 performance YTD</b>	<b>100.00%</b>	<b>MEETING TARGET – GREEN</b>

At the end of Q3, all the required surveys and re-inspections have been carried out.

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

<b>Target</b>	<b>100.00%</b>	
<b>Q3 23/24 performance YTD</b>	<b>100.00%</b>	<b>MEETING TARGET – GREEN</b>

At the end of Q3, all the required risk assessments have been carried out.

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

<b>Target</b>	<b>100.00%</b>	
<b>Q3 23/24 performance YTD</b>	<b>100.00%</b>	<b>MEETING TARGET – GREEN</b>

At the end of Q3, all the required safety checks have been carried out.

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

<b>Target</b>	<b>8.5 days</b>	
<b>Q3 YTD performance *</b>	<b>11.4 days</b>	<b>WORSE THAN TARGET – RED</b>

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

December saw similar absence levels to the previous two months (0.93 days per FTE, 0.92 in November and 0.98 in October). This is against a target each month of approximately 0.71 days. This brings the YTD figure to 8.37 days per FTE against a target of 6.22 days per FTE. This equates to an outturn of 11.4 days per FTE using the CDC calculation method, which is worse than the annual target of 8.5 days.

In December, stress, depression and anxiety remained the highest reason for absence, and YTD accounts for 50.8%. This is followed by MSK contributing to 16.4% and

infection and virus which now account for 13% of the absence YTD. Whist stress related absence remains high there has been a significant decrease in December in the total number of days bringing the total in the month to 144.5 days (vs 187.0 days in November). Work related causes of stress remain low accounting for less than 10 days.

On average, long term cases account for 0.41 days per FTE per month and short term absence 0.52 days.

The volume of stage meetings and early interventions continues to remain high since the introduction of the new policy which is a positive step in ensuring that colleagues are supported to return to work / remain in work. This month we have seen additional interventions such as additional physio assessments funded by St Leger to expediate an employees return to work. Cases continue to be managed on a case by case basis.

#### 8.16. KPI 12 : % of Local Revenue and Capital expenditure

<b>Target</b>	<b>70%</b>	
<b>Q3 23/24 performance YTD</b>	<b>41%</b>	<b>WORSE THAN TARGET – RED</b>

December spend figures of £1.94m were the lowest for six months due to the last week being the Christmas break. Average spend per month in the nine months to date is £2.17m, with £0.88m on average within Doncaster.

The local percentage in the month was up again in the month to 48% (£1.01m) and therefore increased the YTD slightly to 41%, but local spend is still well below where it needs to be for the KPI to be meeting target. At the Q3 stage of 23/24, Doncaster spend, both capital & revenue in nature, totals £7.9m (41%) out of total spend to all suppliers of £19.4m.

£1.38m of the December spend was in Yorkshire & Humber and represents 71% of the total, just above average spend in the wider region in the year to date.

Wates were again the highest paid supplier in the month (£300k), impacting adversely on both Doncaster and Y&H figures as they are classed as Southeast. The number of suppliers receiving payments in each is month continues to be around the 140 level, but a very small number - six for December - were above £100k, and totalled £1.0m, 49% of the total spend. Four of the six were in Doncaster and totalled £0.5m.

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

<b>Profiled Target YTD</b>	<b>45</b>	
<b>Q3 23/24 performance YTD</b>	<b>47.9</b>	<b>WITHIN TOLERANCES - AMBER</b>

This is a new KPI for 23/24 and is also part of the new TSMs required by the Regulator. A year to date target of 45 per 1,000 properties equates to around 900 ASB cases. The number of actual cases was 952.

December 2023 out turned slightly higher than last December, though cumulatively for 2023/24 we are tracking under last year's figures, with a cumulative total of 47.9 per 1,000 properties, compared with 48.6 per 1,000 for 2022/23.

We are currently tracking close to the year-end target of 60 per 1,000 and the traditional reduction in reports during the winter months will contribute towards this after the

summer spike. For further context, the regional average for Yorkshire and The Humber is 75 per 1,000, so SLHD compares very favourably to this.

	<b>23/24</b>	22/23
April	<b>86</b>	120
May	<b>127</b>	146
June	<b>158</b>	114
July	<b>105</b>	120
Aug	<b>113</b>	132
Sep	<b>116</b>	107
Oct	<b>98</b>	102
Nov	<b>89</b>	82
Dec	<b>61</b>	46
YTD total	<b>952</b>	969

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

**Profiled Target YTD 73**  
**Q3 23/24 performance YTD 82** **MEETING TARGET – GREEN**

At the end of Q3 we are running ahead of our target with 84 individuals supported against a target of 73.

43 people have been supported into employment including 14 apprentices. Over the last three months, we have also seen WOW participants gain jobs in Ocado, warehousing, decorating and in a school.

In November, five new people started as External Property Maintenance Operatives with us following on from the Multiskills course at College.

The other 41 comes from training, including the most recent WOW Cleaning course in November that saw ten people start the course. In addition, we have also given three people 1 to 1 support in job hunting and interview skills since October.

**9. Annual KPIs**

9.1. For 2023/24, there are four annual KPIs. These are shown below with the most recent performance - 2023/24 TSM or March 2023 year end - included for reference

9.2. KPI 16 : Tenant satisfaction with overall service

**Target 2023/24 85.0%**  
**March 23 year end Performance 81.3%**  
**Q3 YTD 2023/24 performance 76.0% new TSM** **WORSE THAN TARGET – RED**

The TSM tenant perception surveys undertaken over a five month period from May to September 2023 contain a measure “TP01 % respondents who report that they are satisfied with the overall service from their landlord” and this reported 76%. This is an entirely different KPI and indications are that we are top quartile performance compared to all other ALMOs.

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

**Target 2023/24** **100.00%**  
**March 23 year end Performance** **99.69%**

0.31% of homes were categorised as non-decent at the end of 2022/23. This equates to 62 properties where the roof is in a poor condition as identified through recent stock condition surveys. Where a major component, such as a roof, is in poor condition and requires replacement or major repair, this automatically makes the property non-decent.

The properties identified form part of a dedicated external investment scheme, with the aim to carry out the necessary improvements during the 2023/24 programme.

9.4. KPI 18 : Tenant satisfaction with property condition %

**Target 2023/24** **83.0%**  
**March 23 year end Performance** **79.7%**

**Q3 YTD 2023/24 performance** **80.0% new TSM** **WITHIN TOLERANCES - AMBER**

The TSM tenant perception surveys undertaken over a five month period from May to September 2023 contain a measure “TP02: % respondents who report that they are satisfied with the overall repairs service” and this reported 80%. Recent benchmarking information indicates this is top quartile performance.

9.5. KPI 19: Energy efficiency ANNUAL KPI :

**Target 2023/24** **73.5%**  
**March 23 year end Performance** **69.22%** **WITHIN TOLERANCES - AMBER**

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.

## 10. BACKGROUND PAPERS

10.1. None






## 11. OPTIONS CONSIDERED

11.1. Not applicable




## 12. REASONS FOR RECOMMENDED OPTION

12.1. Not applicable

## 13. 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
 <b>Tackling Climate Change</b>	✓			
<p>Comments: The main related KPI is for energy efficiency of properties and is an annual indicator.</p>				
 <b>Developing the skills to thrive in life and in work</b>		✓		
<p>Comments: SLHD work impacts on Council key priorities, with implications on the quality of life for Doncaster Council's tenants and other residents and the communities they live in. There are two specific KPIs related to this priority and as with previous quarter ends, one was exceeding target and one was below target. However, the two are closely linked and when combined performance overall would have exceeded the combined target.</p>				
 <b>Making Doncaster the best place to do business and create good jobs</b>		✓		
<p>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.</p>				
 <b>Building opportunities for healthier, happier and longer lives for all</b>		✓		
<p>Comments: All of the KPIs have an influence on opportunities for healthier, happier and longer lives, by maintaining tenancies, providing secure, warm, safe homes, safe neighbourhoods, training and employment targets, and addressing homelessness issues in the borough.</p>				
 <b>Creating safer, stronger, greener and cleaner communities where everyone belongs</b>		✓		



Comments: A number of the KPIs as reported above and at <b>Appendix A</b> have been established to have a positive influence on this priority.				
 <b>Nurturing a child and family-friendly borough</b>	✓			
Comments: A number of the KPIs as reported above and at <b>Appendix A</b> will have a positive influence on this priority.				
 <b>Building Transport and digital connections fit for the future</b>				✓
Comments: Not applicable				
 <b>Promoting the borough and its cultural, sporting, and heritage opportunities</b>				✓
Comments: Not applicable				
<b>Fair &amp; Inclusive</b>		✓		
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.				

#### 14. Legal Implications [SF 09.02.24]

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

#### 15. Financial Implications [JC 01.03.24]

15.1. 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.

#### 16. Human Resources Implications [AA 14.02.24.]

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

#### 17. Technology Implications [ET 09.02.24]

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

### RISKS AND ASSUMPTIONS

#### 18. IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

## 19. CONSULTATION

Not applicable

## 20. BACKGROUND PAPERS

None

## 21. 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

## REPORT AUTHOR & CONTRIBUTORS

### Report Author

Nigel Feirn,  
Head of Finance and Business Assurance, St. Leger Homes of Doncaster  
01302 737485  
[Nigel.Feirn@stlegerhomes.co.uk](mailto:Nigel.Feirn@stlegerhomes.co.uk)

Dave Richmond  
Chief Executive Officer, St. Leger Homes of Doncaster  
01302 862700  
[Dave.Richmond@stlegerhomes.co.uk](mailto:Dave.Richmond@stlegerhomes.co.uk)

<b>Appendix A</b>	SLHD Key Performance Indicator Summary Q3 2023/24
<b>Appendix B</b>	Annual VFM Statement 2022/23
<b>Appendix C(i)</b>	Benchmarking TSMs – Housemark 23/24 YTD
<b>Appendix C(ii)</b>	Benchmarking KPIs - Housemark monthly pulse survey – September and November 2023 ( <b>in month</b> performance)
<b>Appendix D</b>	Proposed KPIS for 2024/24.

## Appendix A - St. Leger Homes Key Performance Indicator Summary Q3 2023/24

KPI	TSM	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%	3.09%		3.10% Q3 2.75% y/e	↓
2		Void rent loss (lettable voids) %	0.67%	0.73%	0.70%	0.68%		0.50%	↑
3		Average Days to Re-let Standard Properties ytd days	26.7	25.4	25.8	24.6		20.0	↑
4		No. of Households placed in B&B accommodation <b>at month end</b>	16	50	42	91		40 Q3 30 y/e	↓
5		% of settled accommodation at Prevention stage (New)	n/a	33%	28%	27%		60%	↓
6	CH01	Number of stage 1 and 2 complaints per 1,000 properties (New)	n/a	15.4	32.6	47.8		37.5 Q3 50.0 y/e	↓
7	CH02	% of Complaints responded to within timescale (New)	n/a	92.5%	83.8%	86.6%		92.3%	↓
8		Number of tenancies sustained post support	96.8%	98.0%	98.4%	99.0%		97.3%	↑
9		Number of repairs first visit complete	94.8%	94.8%	95.6%	95.4%		94.0%	↓
10a	BS01	Gas: % of properties with a valid gas servicing certificate	100.00%	99.97%	99.96%	100.0%		100.0%	↑
10b	BS02	Fire: % homes all risk assessments have been carried out (New)	n/a	not reported	100.0%	100.0%		100.0%	↔
10c	BS03	Asbestos: % homes surveys or re-inspections completed (New)	n/a	not reported	100.0%	100.0%		100.0%	↔
10d	BS04	Legionella: % homes where all assessments completed (New)	n/a	not reported	100.0%	100.0%		100.0%	↔
10e	BS05	Lifts: % homes all communal lifts safety checks completed (New)	n/a	not reported	100.0%	100.0%		100.0%	↔
11		Days lost through sickness per FTE <b>CDC calculation</b>	11.7	11.7	11.9	11.4		8.5 y/e	↑
12		Percentage of Local Expenditure % Revenue and Capital	67.6%	49.0%	38.9%	40.7%		70.0%	↑
13	NM01	Number of ASB Cases per 1,000 properties (New)	n/a	22.0	36.1	47.9		45 Q3 60 y/e	↑
14		Number of residents in training, education or employment	58	9	53	82		73 Q3 97 y/e	↑
15	TP01	Tenant satisfaction levels overall %	81.3%	Annual KPI	76%	76%		85.0%	↔
16	RP01	Percentage of homes maintaining decent standard %	99.69%	Annual KPI	Annual KPI	Annual KPI		100.00%	n/a
17	TP02	Tenant satisfaction with satisfied with the overall repairs service %	75.7%	Annual KPI	80%	80%		83.0%	↔
18		Energy efficiency. Target: achieve EPC Level C by 2030	69.22%	Annual KPI	Annual KPI	Annual KPI		73.50%	n/a

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. Colour Key

Meeting / better than target	Within tolerances of target	Not meeting / worse than target
------------------------------	-----------------------------	---------------------------------

This page is intentionally left blank

# ST LEGER HOMES OF DONCASTER LIMITED

## VALUE FOR MONEY (VFM) STATEMENT

FINANCIAL YEAR ENDED

31 MARCH 2023

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

*Our strategic objectives :*

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

**Contents**

1. Executive Summary

2. VFM environment

**COSTS AND PERFORMANCE**

3. Operations

4. Costs

5. Performance

**CORPORATE OBJECTIVES**

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

- Key Performance Indicators

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

- Key Performance Indicators
- Service Standards
- STAR survey

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

- Key Performance Indicators

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

- Key Performance Indicators

10. Benchmarking

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

11. Plans for 2022/23 onwards

12. Summary

**Appendix A : Benchmarking Quartiles by service area**

## 1. Executive Summary

- 1.1. In 2022/23, St Leger Homes (SLHD) reviewed and updated its VFM strategy, with the aim of building on the extensive VFM work undertaken since the 2017 strategy was approved.
- 1.2. The main drivers in 2017 were responding to the challenging political and economic climate, in particular the impact of the four year 1% rent reduction programme, and to improve SLHD's financial, operational and VFM reporting and benchmarking.
- 1.3. Over the next five years, a considerable amount of VFM work was undertaken including:
  - increased and improved financial and operational reporting and benchmarking;
  - operating within challenging budgets;
  - KPI targets aligned with budgets and corporate objectives; and
  - approval and publication of annual VFM statements.
- 1.4. There were also a number of events in that period that informed the update of the 2022 VFM strategy:
  - Grenfell tragedy / Building Safety Act / Fire Safety Regulations;
  - Covid19;
  - Brexit;
  - Social Housing Bill - Regulation and Tenant Satisfaction Measures;
  - Renewal of the Management Agreement with CDC 2019-24;
  - New 5 year SLHD Corporate Plan 2019-24;
  - Welfare Reform and Universal Credit roll out;
  - Homelessness Reduction Act 2017;
  - Inflation / current cost of living crisis; and
  - New integrated housing management ICT system within SLHD
- 1.5. The updated VFM strategy for 2022 has revised but very similar objectives to its predecessor:
  - Commercially aware: enable CDC to make best use of all assets which SLHD manage;
  - Customers : maximise customers, leaseholders and stakeholders' VFM engagement;
  - Culture : maximise staff involvement in VFM and embed a VFM culture; and
  - Collaboration : be an efficient and effective provider of, or contributor to, services to residents and stakeholders of the borough.
- 1.6. SLHD has a strong and improving track record on VFM, with good operational performance in recent years whilst achieving significant cost reductions and experiencing extensive budget pressures, effectively **delivering more for less whilst demands on services have increased**.
- 1.7. 2022/23 followed this trend and was the fourth year of the five year corporate plan. All cost and performance data was scrutinised as part of the review and subsequent renewal of the five year Management Agreement with Doncaster Council (CDC) during 2023/24, commencing 1 April 2024. This statement therefore reports on four year's worth of data where appropriate.
- 1.8. VFM for 2022/23 is again positive, reporting strong cost and performance management and positive benchmarking. As well as the new Management Agreement, the VFM work is also playing a fundamental role in shaping the new five year Corporate Plan.

## 2. VFM environment

- 2.1. SLHD defines VFM as: “**Achieving the best balance between service cost and the benefit to the customer and business**”. Essentially ‘getting your money’s worth’ and not necessarily about buying the cheapest.
- 2.2. Other VFM definitions include “getting more for the same” and “the same for less”. Both are relevant for SLHD and there are examples in 2022/23 as there were in previous years.
- 2.3. Doncaster has the lowest rents within South Yorkshire, and remain the 9<sup>th</sup> lowest of all Housing Revenue Accounts (HRAs), which drives our management fee income and therefore provides many budget challenges to the services we strive to deliver.
- 2.4. Operationally, there were no new services introduced in the year, although core services were constantly reviewed and underwent some realignment or process improvements during the year. Services were fully delivered within budgets overall and the majority of challenging performance targets met, close to target or improving.
- 2.5. Staffing levels have largely stayed the same. The statement expands on this by looking at cost and performance by service area, and also benchmarking with other organisations.
- 2.6. The main projects were in relation to Building Safer Futures and the Social Housing Bill, commencement of a number of ‘Journeys to Excellence’ projects around repairs, homelessness and customer access, and addressing cost of living challenges.
- 2.7. Benchmarking is a key element of assessing VFM. High level VFM dashboards, plotting one key cost indicator and one Key Performance Indicator (KPI) for each main service area and comparing with other organisations on a 2x2 ‘dashboard’, are again very favourable for 2022/23, as they were in 2021/22.
- 2.8. At a more detailed level, indicators are banded into quartiles, ie Quartile 1 is top 25%, Quartile 4 bottom 25%, etc.. Benchmarking was positive overall with more cost and performance indicators in the upper quartiles (above Median), with our peers (~30 ALMOs, Metropolitan Boroughs and Unitary Authorities) and also all providers nationally (~110 organisations).
- 2.9. We also validate our performance with employee and customer surveys and carry out more tailored benchmarking with specific organisations.
- 2.10. All of the above shows that **St Leger remains a low cost, high performing organisation.**
- 2.11. It also shows some areas for improvement or further investigation, which will be followed up and acted on. **Appendix A** details 100+ cost and performance indicators and how we compare with our peers.
- 2.12. St Leger is income led, receiving management fees to manage and maintain City of Doncaster Council’s (CDC) housing related assets; around 20,000 homes, 100 shops, residential sites, 2,000 garages and plots and some land, and a number of other key housing services.
- 2.13. Annual management fee incomes for 2022/23 only increased in relation to specific cost of living awards, pay scale increments, pension cost increases, growth/specifically approved elements, and also included targeted cost reductions of £333k as part of a three year CDC plan. Robust budgetary control was therefore required and achieved in the year.
- 2.14. Everything we do is linked to its four objectives of the five year corporate plan 2019-24:
  - 1 Ensure all our homes are modern, decent and energy efficient;**
  - 2 Support our tenants to lead successful and fulfilling lives;**
  - 3 Be a nationally recognised housing services provider; and**
  - 4 Deliver the aims of Doncaster Growing Together through innovation and partnership.**



- 2.15. A balanced scorecard of priorities and KPI targets were developed for each strategic objective and agreed with CDC to reflect plans and risks.
- 2.16. An Annual Development Plan (ADP) and a suite of KPIs for the year is also approved, based on these objectives and Mayoral priorities. Key themes for 2022/23 were :
- Ensuring the allocations policy reflects the changing needs of tenants and residents;
  - Reduce and prevent homelessness;
  - Helping tenants to sustain their tenancies;
  - Continuously improve our business processes;
  - Improving communication with tenants and residents;
  - Digital transformation to modernise the business and service delivery;
  - Developing the workforce;
  - Delivering the Asset Management and Environmental strategies;
  - Delivering an efficient and effective repairs and maintenance service; and
  - Investing in homes and neighbourhoods and making best use of CDC's assets.

## **COSTS AND PERFORMANCE**

### **3. Operations**

- 3.1. Core services were delivered fully during 2022/23.
- 3.2. The main project in the year was the continued, company-wide embedding of the new housing management ICT system. This new system will mean more efficient and effective ways of working and improved services to customers. There were numerous other transformation and ICT projects ongoing in the year all aimed at improving ways of working.

### **4. Company performance - Costs**

- 4.1. Annual management fee incomes for 2022/23 included a CDC target saving of £333k and only increased in relation to specific cost of living awards, pay scale increments, pension cost increases, and specifically approved initiatives. Robust and detailed budgetary reporting and control was required and achieved.
- 4.2. The table below summarises income and expenditure levels over the past four years. 2020/21 was the main year affected by Covid. Budgets and service delivery in that year and since reflect the demand on the homelessness service, the catching up of delayed repairs and improvements and high inflation levels.

	22/23	21/22	(Covid) 20/21	19/20
Service area:	£m	£m	£m	£m
Housing and estate management	11.4	10.2	9.8	9.6
Property services – Revenue	15.7	15.2	15.0	13.7
Property services - Capital	10.6	8.2	7.3	9.4
Asset Management	6.3	5.0	4.8	4.5
Lettings Service	4.8	4.3	3.8	1.8
Corporate Services	5.7	5.8	5.4	5.4
<b>Total expenditure</b>	<b>54.5</b>	<b>48.7</b>	<b>46.1</b>	<b>44.4</b>
	£m	£m	£m	£m
Management Fee - Housing Revenue Account	-35.4	-33.1	-31.6	-30.1
Management Fee - General Fund	-2.7	-2.0	-1.8	-1.1
Income from Capital improvement works	-12.1	-9.7	-8.8	-10.9
Other income - HB, UC, grants, other income	-4.3	-3.9	-3.9	-2.3
<b>Total income</b>	<b>-54.5</b>	<b>-48.7</b>	<b>-46.1</b>	<b>-44.4</b>

- 4.3. Employee numbers (WTEs) for the past four years have been relatively unchanged, ranging between 737 and 752. The service areas in the table above have all undergone elements of realignment and restructure to deal with the issues facing the company and optimise use of the resources at our disposal.
- 4.4. For 2022/23, inflation averaged around 15% overall. For non pay costs, increases ranged between 5% and 20% (and up to 400% for utilities), and payroll costs increased by around 7%.
- 4.5. **At a high level with unchanged services in the year, in real terms after accounting for inflation, costs for 22/23 were broadly in line, if not lower, than the previous financial year.**
- 4.6. The table also shows income from Capital Improvements was also higher, delivered from the same levels of resources (see 6.3 below)
- 4.7. With increased or maintained activity (outputs) in 2022/23, this will indicate VFM and this was the case in most areas. The commentary in the various sections below expands on this.

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

- 5.1. A balanced scorecard of challenging targets was set as KPIs. These are reported monthly, quarterly and annually to numerous management groups, CDC, employees and on our website.
- 5.2. In addition, weekly schedules of a selection of KPIs are published to all employees, the Board and to CDC.
- 5.3. The table below summarises whether or not the KPIs were met, with comparatives.

	22/23	21/22	20/21	19/20
Green (meeting target)	6	7	8	10
Amber (within tolerance)	4	4	2	4
Red (not meeting target)	6	5	7	4
No target / data not available	3	3	0	0
Total	19	19	17	18

- 5.4. Although some targets were not met, the five of the six red KPIs not meeting target were also red for 2021/22, and four of these had improved during 2022/23. Some of the red KPIs were still top quartile when benchmarked with peers.
- 5.5. The detailed KPIs are reported and commented on within the separate corporate objectives sections they relate to below, whether targets were met and with comparatives from previous years.

## CORPORATE OBJECTIVES

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

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

6.2. The table below summarises the **related KPIs** for 2022/23 and comparatives :

KPI	KPI description	Trend	22/23 Outturn	22/23 Target	21/22 Outturn	20/21 Outturn	19/20 Outturn
9	Repairs – First visit complete	↑	94.8%	92.0%	90.2%	90.9%	90.2%
10	Gas servicing - % of properties attended	↔	100.0%	100.0%	100.0%	100.0%	100.0%
16	Homes meeting Decent Standard	↓	99.69%	100.00%	99.99%	99.99%	100.00%
17	Tenant satisfaction with property condition	↓	75.7%	89.4%	86.5%	89.4%	89.4%

Keys :

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

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

#### **Achievements in year**

- 6.3. St Leger managed and maintained CDC's housing and related stock and effectively managed £23.0m of CDC's £31.3m capital programme. This was 25% higher than the previous year.
- 6.4. Of this £23.0m, £11.9m was delivered by the St Leger in-house trades team. This was 27% higher than the £9.4m in 2021/22 and also higher than the £8.1m from the Covid affected 2020/21 year.
- 6.5. In terms of resource, these income figures were delivered using similar levels for all three years, thereby achieving 'more for the same'.**
- 6.6. A key initiative to report in the year was the work undertaken on the Repairs Excellence Programme (REP). Sponsored by the Director of Property Services and overseen by a Programme Board, the REP objective was to transform the repairs service at St Leger.
- 6.7. Processes were known to need streamlining and levels of customer complaints had continued to increase as the repairs service was unable to respond in a timely manner to the demand. Through consultation with tenants, processes were re-engineered to deliver a more efficient, cost-effective service whilst also addressing tenant dissatisfaction.
- 6.8. There were two project phases in 2022/23 culminating in operational changes to the call out arrangements and repairs categorisation/prioritisation, together with new ICT work planning software.
- 6.9. Results were starting to be seen in the second half of 2022/23 and these continued in to 2023/24, and include
- Reduced call out and standby costs;
  - Reduced no access jobs;
  - Increased Customer engagement and satisfaction; and
  - Increased repairs first visit completions.

- 6.10. The REP was formally closed in mid 2023 and a follow-on project – One Repairs – has commenced and will be reported on next year.
- 6.11. Operational performance was strong with most KPIs either meeting or close to targets, with other performance information also improving as the year progressed, such as repairs completed right first time, and both void rent loss and void relet times (see section 7 below)
- 6.12. The KPI showing a deterioration is from the annual STAR survey where satisfaction levels fell compared to previous years. Although disappointing, this is consistent with other providers, with all reporting falls in satisfaction levels for all the core STAR questions. Benchmarking shows the upper and lower quartile markers being around 6% lower than for 2021/22.
- 6.13. Investment in the housing stock continued to sustain and further enhance decency works already carried out. The programme included an external improvement scheme, heating conversions and upgrades, estate works, insulation works and structural repairs.
- 6.14. The year again saw continued, significant investment in building safety compliance works.
- 6.15. We operated a 24/7 contact service and we carried out responsive repair work and cyclical testing of heating and electrics to ensure the continued maintenance of our housing stock.
- 6.16. The year saw an increased demand on the service. Repairs orders raised were 3% higher than 2021/22, back at pre -pandemic levels and were the highest level for ten years.

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

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

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

7.2. The table below summarises the **related KPIs** for 2022/23 and comparatives :

KPI	KPI description	Trend	22/23 Outturn	22/23 Target	21/22 Outturn	20/21 Outturn	19/20 Outturn
1	Current rent arrears % against annual rent	↓	2.74%	2.75%	2.55%	2.75%	2.79%
8	Tenancies sustained post support	↓	96.8%	97.3%	98.3%	97.3%	93.8%
13	Anti-Social Behaviour % of resolved cases	↓	97.0%	95.6%	97.6%	95.2%	95.6%
14a	Residents helped into training or education	↑	58	67	30	30	53
14b	Residents helped into employment	↓	39	30	51	28	31
15	Tenant satisfaction overall	↓	81.3%	87.0%	84.8%	87.0%	87.0%

### **Customer Service Standards**

- 7.3. St Leger also reports on seven Customer Service Standards. These are set in consultation with our customers, taking into account our Corporate Plan 2019-2024, KPIs and the Regulatory Consumer Standards, to ensure our customers are clear about the levels of service they can expect from us and we are clear about what we need to deliver.
- 7.4. The standards are reviewed periodically and approved by EMT and Board, and performance is monitored on a quarterly basis.

7.5. For 2022/23, there were 13 measures across seven standards, covering the following areas:

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

7.6. The table below summarises out performance for the past four years :

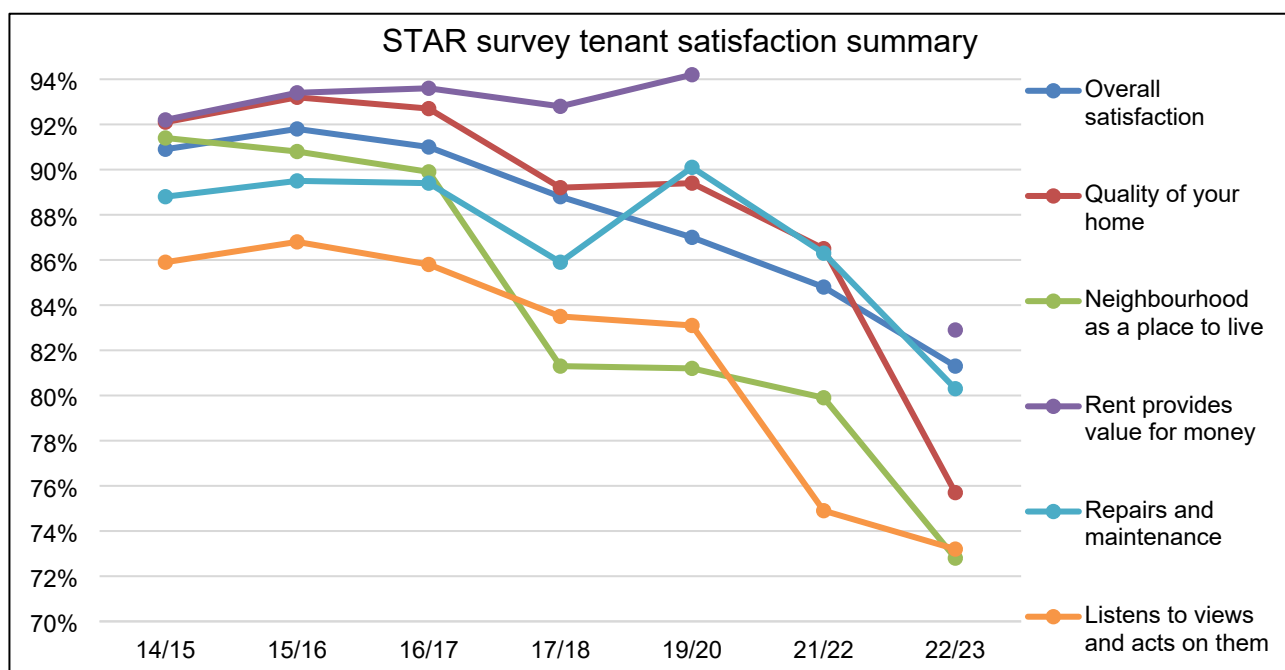
Service standards	22/23	21/22	20/21	19/20
Compliant	7	6	7	8
Within target tolerance	2	3	1	3
Not compliant	4	6	3	2
Total	13	15	11	13

7.7. Our Service Standards were reviewed again in 2022/23 in light of the introduction of new Tenant Satisfaction Measures (TSM) under the Social Housing Regulation Bill and will form part of the wider KPI and TSM reporting in 2023/24.

### Satisfaction surveys

7.8. We again carried out an annual Survey of Tenants and Residents (STAR), as well as a programme of responsive, bespoke transactional customer surveys throughout the year. These are used to inform our service delivery methods and respond effectively to emerging needs.

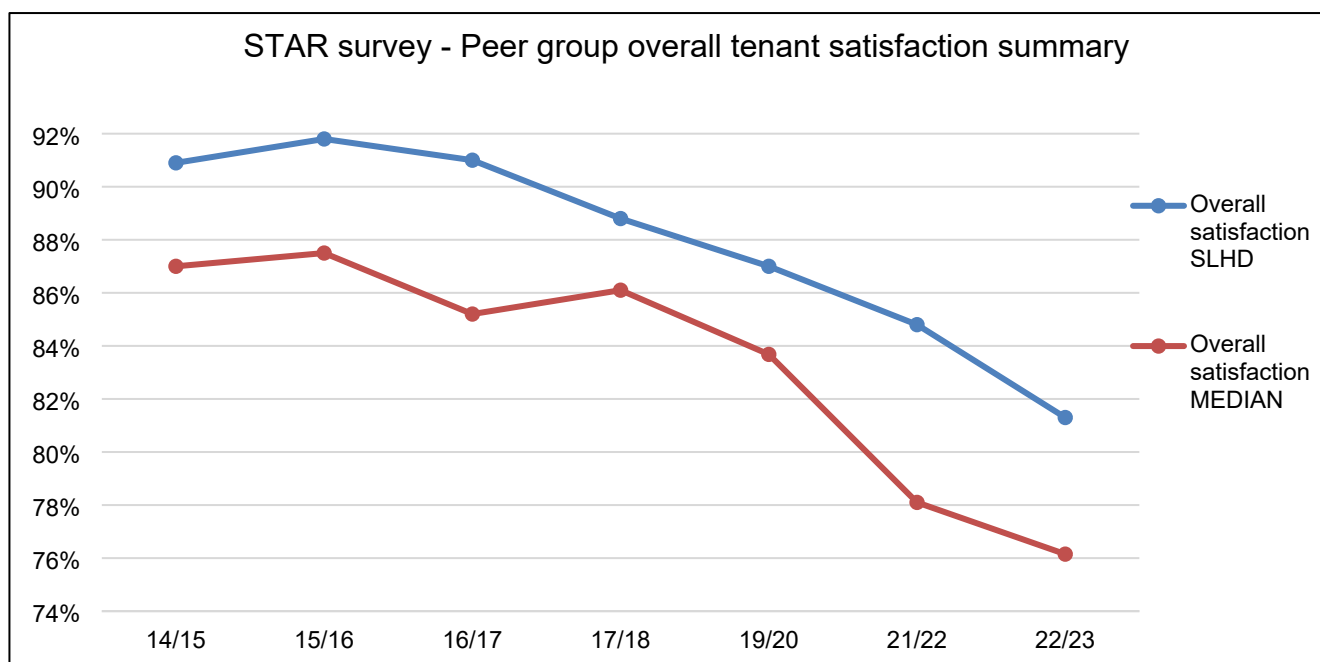
7.9. The table/graph below summarises satisfaction levels for the core questions for the 2022/23 STAR survey, with comparatives for previous surveys. There was no survey in 2020/21.



7.10. The above graph shows a general decline in all the core satisfaction areas. However, across the sector, customer expectations are known to be much higher in recent years, and satisfaction levels in 2022/23 for everyone were generally lower than in 2021/22 and 2019/20 for all housing providers.

7.11. Although our tenant satisfaction levels are again lower, we remain in the upper quartiles when benchmarked nationally and with our peers. Benchmarking shows the upper and lower quartile markers generally being around 6-7% lower than they were in 2021/22, reflecting nationwide opinions.

7.12. To highlight this downward trend across the sector, the graph below plots SLHD's Overall Satisfaction levels from STAR surveys with the benchmark MEDIAN for our peer group.



7.13. The graph clearly shows that SLHD is consistently well above Median and therefore firmly in the upper quartiles.

7.14. It should also be noted that graphs plotting SLHD against the Median for the other core satisfaction questions look very similar with SLHD lines above the median lines.

### Achievements in year

7.15. Customers will be the ultimate beneficiaries from all VFM work. St Leger is committed to providing suitable homes, maintaining independence, tackling social and financial exclusion and empowering people to have a better quality of life

7.16. Operational performance was strong with KPIs either meeting or within tolerances of targets, or improving, and from similar levels of resource from the previous year.

7.17. With the ongoing challenges, increasing demands on services and in particular the cost of living crisis that developed in the year, it is pleasing to report that current rent arrears performance out-turned at 2.74% against the year-end target of 2.75%. This is continued exceptional performance over a five year period that has seen the continued roll-out of Universal Credit (UC) across Doncaster, Brexit and the Covid19 pandemic, with the latter bringing with it many restrictions.

7.18. Considerable focus on voids was again applied in the year. We aim to ensure properties are empty for as short a period as possible as this has a positive impact on neighbourhoods, reducing anti-social behaviour (ASB) and crime, as well as having a positive impact on rental income.

7.19. St Leger has a proactive approach to ASB and we continued to work effectively with our partners via the Doncaster Safer Partnership. In high level ASB hot spot areas, multi-agency task force working is effective in combating crime and ASB and supporting victims. Wider investment on estates continued, with fencing and parking schemes delivered and improvements to garage sites as part of our environmental programme.

7.20. St Leger is also part of an 'Environmental Pride' programme, designed to support communities to take action to improve their neighbourhoods

- 7.21. The Customer Voice Strategy was approved in March 2022 and quarterly Customer Voice meetings held in the year. A One Voice Forum introduced to ensure that St Leger is kept informed of the changing views, needs, desires and aspirations of the Doncaster community
- 7.22. We are particularly proud of our work in helping tenants with sustaining their tenancies, the impact of benefit reform and more recently the cost of living crisis. Our dedicated Tenancy Sustainability Team has received nearly 5,000 service referrals, verified nearly 30,000 individual UC claims and achieved £4m of financial gains for tenants since 2018
- 7.23. Feedback from our tenants on a survey informed our renewed Equality, Diversity and Inclusion Strategy (EDI) 2022-2026. The EDI balanced scorecard includes information about the diversity of our customer base, is reported quarterly and informs future action planning.

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

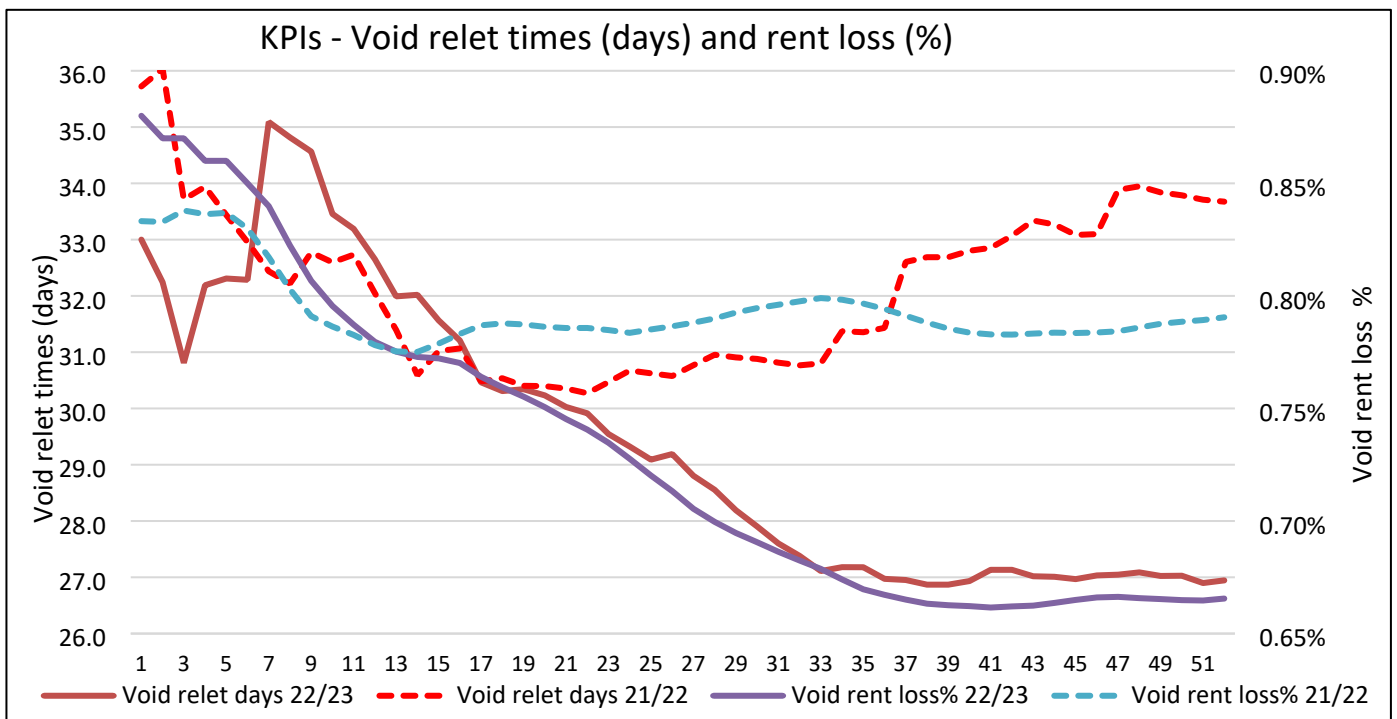
- 8.1. The objective has a number of cross cutting measures, including
- Number of standard void re-let days
  - Percentage of complaints upheld against interactions
  - Staff sickness absence levels
  - Rent loss from empty properties
  - Compliance with ISO45001 health and safety management system
  - Health & Safety outcomes
  - Our performance against comparable organisations (Benchmarking \* See Section 10)
- 8.2. The table below summarises the **related KPIs** for 2022/23 and comparatives :

KPI	KPI description	Trend	22/23 Outturn	22/23 Target	21/22 Outturn	20/21 Outturn	19/20 Outturn
2	Void rent loss % of annual rent	↑	0.67%	0.50%	0.79%	1.00%	0.59%
3	Average no. of days to re-let a property	↑	26.7	20.0	33.7	46.1	22.7
7	Complaints upheld as a % of interactions	↑	0.09%	0.07%	0.13%	0.07%	0.06%
11	Days lost through sickness per FTE	↑	11.7	7.9	11.9	6.6	8.22
20	Employee satisfaction SLHD as an employer	↓	80%	80%	83%	n/a	n/a

### Achievements in year

#### KPIs

- 8.3. Voids : Performance again did not meet the challenging targets set by CDC for both void rent loss and re-let times. However, void performance improved as the year progressed. The number of lettable voids at the end of the year was 20% lower than at the start, and the graph below shows how both voids KPIs improved compared to 2021/22. It should be noted that both indicators were top quartile (top 25%) when benchmarked with our peers. Improving performance has continued into 2023/24 with lower void numbers and void rent loss.



8.4. Complaints : The KPI improved significantly from the 2021/22 outturn. Complaint levels increased by 10% in the 2022/23 year but the number upheld was 25% lower than in 2021/22. This whole area received significant analysis in the year to identify trends, reasons and actions were put in place in the year that improved performance, and this has continued in to 2023/24.

People

8.5. We received external recognition with a number of people related awards during the year, most notably reaccreditation for the Government Standard for Customer Service Excellence (CSE) for the thirteenth year running. The standard is awarded to public service organisations which meet strict criteria, demonstrating focus on the needs and preferences of their customers.

8.6. Three staff surveys were carried out in the year, again aimed at the continued assessment of employees’ wellbeing, agile working arrangements and capturing ideas. The surveys have consistently seen high (and above target) levels of employee satisfaction, exceeding 80%.

8.7. Key employee related achievements and points to note for the year are summarised below.

Engagement:

- In person annual staff conference and more remote Q&A sessions with EMT in the year.

Wellbeing:

- maximum five star rating in the British Safety Council’s Occupational Health and Safety Audit scheme for the twelfth year running,;
- re-accreditation to the international ISO45001 health and safety standard;
- continued Public Health Bewell@Work activities (achieving Gold in May 2023);
- reduced RIDDOR reportable injuries reduced in the year; and
- comprehensive staff learning and development programme and individual training plans.

Equality, Diversity and Inclusion:

- staff asked for their views on how we approach Equality, Diversity and Inclusion,
- staff survey informing our Equality, Diversity and Inclusion Strategy 2022-2026;
- decreased gender pay gap over five years, achieving 50/50 male/female SMT ratio; and
- increased the number of women in our trade based roles.

Apprenticeships:

- invested heavily in apprenticeships as part of succession planning;
- won large employer of the year at the SY Apprenticeship awards 2022;
- consistently met the national apprenticeship target for new recruits; and
- supported high levels of WOW placements through our career start activity.



8.8. All will mean trained employees using efficient systems and processes, with positive wellbeing and opportunities for succession/growth, and ultimately improving services to customers.

### Systems

8.9. Our Digital Transformation Board operated all year, overseeing up to 30 ICT related projects of varying size and across all service areas, all of which will generate operational efficiencies once implemented.

8.10. The main projects were :

- embedding and developing the new integrated housing management ICT system;
- commencing work on replacing the Choice Based Lettings/allocations software (concluded July 2023).

8.11. Other key projects concluded or ongoing are on :

- Complaints module within the new ICT system;
- Stores and purchasing processes;
- Building safety compliance software development and integration
- Rent arrears management software replacement
- Microsoft 365 rollout
- HR employee performance management
- Numerous process improvements and upgrades in all areas

8.12. There has also been investment in other software, primarily in the repairs service, and also hardware and server architecture for agile working.

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

9.1. Doncaster Growing Together has four main themes – Living, Working, Learning and Caring – within which are a number of objectives that all CDC partners contribute to.

9.2. St Leger has strategic priorities that feed into this and there are a number of cross cutting targets that we are measured against, including:

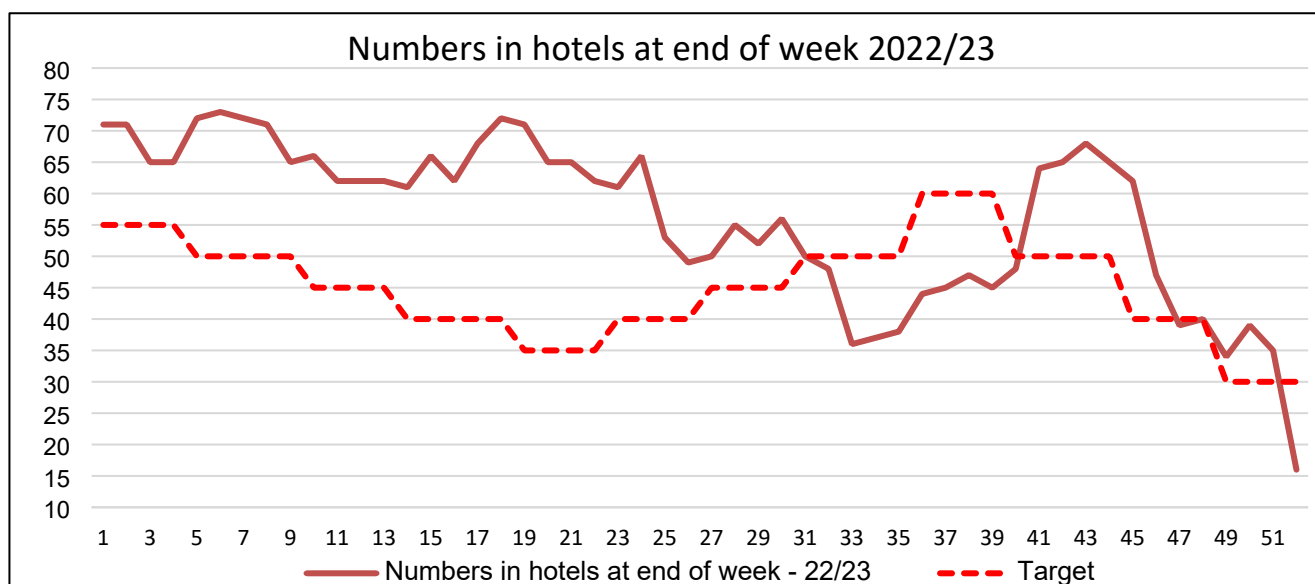
- Number of households in hotels;
- Number of homelessness acceptances;
- Number of homelessness preventions;
- Proportion of our expenditure spent in Doncaster;
- Recognition for our contribution to a growing and successful Doncaster;
- Public sector apprenticeship target;
- Contribution to partnerships;
- Customer Involvement evaluation; and
- World of Work participation rates and outcomes.

9.3. The table below summarises the related KPIs for 2022/23 and comparatives :

KPI	KPI description	Trend	22/23 Outturn	22/23 Target	21/22 Outturn	20/21 Outturn	19/20 Outturn
4	Households placed in hotel accommodation at month end (new KPI)	n/a	16	30	n/a	n/a	n/a
5	Full Duty homelessness acceptances	↓	518	n/a	384	398	228
6	Homeless preventions	↑	850	n/a	566	604	965
12	Percentage of local expenditure	↑	67%	70%	73%	71%	n/a
14a	Tenants & residents undertaking training	↑	58	67	30	30	53
14b	Tenants & residents into employment	↓	39	30	51	28	31

## Achievements in year

- 9.4. Addressing homelessness is one of the key priorities of Doncaster Growing Together. We worked very closely with the Complex Lives (CL) Alliance, including CDC, NHS and Children's Services, to support vulnerable Doncaster residents. St Leger had three related KPIs in 2022/23, one of which was new and two were continued from the previous year but again didn't have targets, as shown above.
- 9.5. Demand on the homelessness service continued to be very high indeed. The number of homeless preventions was higher than the last two years. The numbers in hotel accommodation was a challenging target but performance was strong close to target all year, and improving, leading to the year end target being met. The graph summarises demand and performance to target.



- 9.6. Effective partnership working is essential in delivering the required services to residents of the borough, and our work with CDC, the DWP, CAB, Doncaster Financial Inclusion Group (FIG), Doncaster Renewal Group and Community First Credit Union, among others, plays a key role in delivering solutions to our tenants. We also work closely with 24 Tenants and Residents Associations (TARAs).
- 9.7. We attended monthly Neighbourhood Action Groups and Case Identification Meetings across the borough. As well as low level enforcement and support we successfully carried out enforcement sanctions on Notice of Seeking Possessions (Secure Tenancies), Notice of Possession Proceedings (Introductory Tenancies), Injunctions, Demoted Tenancy Orders, Evictions and Closure Orders.
- 9.8. We again secured Government funding which provided much needed resources and capacity to the service in their work towards addressing homelessness
- 9.9. Our Tenants and Residents Improvement Panel (TRIP) undertake a number of tasks and reviews each year to inform service improvements. TRIP play a key role in our work on consultation, customer engagement, mystery shopping and reality checking.

## 10. **BENCHMARKING** – how we compare with others

- 10.1. The main method of benchmarking is through our membership of Housemark. We submit performance information monthly and more comprehensive performance information on annual basis, together with detailed financial analysis (see below).
- 10.2. We also carry out more tailored benchmarking with specific organisations, where appropriate, for example Universal Credit (UC) working groups, a Former Tenant Arrears forum, data and governance groups.

## HOUSEMARK

- 10.3. The benchmarking information from Housemark for 2022/23 compares our performance to a peer group of around 30 ALMOs, Metropolitan Boroughs, Unitary authorities and similar organisations, and also around 110 housing providers nationally.
- 10.4. All benchmarking results must consider that differences exist between housing providers – size, geography, demographic, timing, etc. - and should serve as an introduction for further investigation and detailed discussions.
- 10.5. In summary, benchmarking information for 2022/23 shows our strongest performance to date, indicating that we continue to be **a low cost, high performing organisation**.
- 10.6. This is summarised below and further details of benchmarked cost and performance indicators are attached at **Appendix A**.

### Housemark - VFM 'dashboards'

- 10.7. VFM overview 'dashboards' have again been produced by plotting a selection of key cost and performance indicators in a 2x2 matrix to show how an organisation compares with its peer group, geographically or nationally, for core service areas.
- 10.8. The dashboards below show cost and performance indicators selected with the dashboards for 2022/23 and comparatives for 2021/22, for both our Peer Group and Nationally.
- 10.9. In summary, the dashboards show a slight deterioration on 2021/22's exceptional results, where the services were all in the green quadrant, and it is for these three items :
  - 6 : Customer Services – Costs remain low and similar position to 2021/22, but Performance has dropped compared to others. (The performance indicator used has also changed slightly and is now stage 1 complaints responded to within timescales)
  - 7 : Neighbourhood Management – Costs remain low and similar position to last year, but Performance has dropped compared to others. (STAR survey for neighbourhood as a place to live)
  - 8 : Community investment – Performance has improved slightly but Costs have increased a lot compared to others. This measure includes our financial inclusion/tenancy support team and SLHD total costs only increased by £20k compared to 21/22, so the dashboard move is likely to be due to others spending or allocating less to this category.
- 10.10. All the other five indicators are in green again and you can see some movements within this area compared to last year, eg STAR satisfaction with repairs service has improved

## PEER GROUP VFM DASHBOARDS

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

CPP = Cost Per Property

\* Average days to respond to complaints (previous year's indicator 2021/22)

### Peer group 2022/23 - ALMOs, Metropolitan Boroughs and Unitary authorities (approximately 30 providers)



### Peer group 2021/22 - ALMOs, Metropolitan Boroughs and Unitary authorities (approximately 25 providers)



## NATIONAL DASHBOARDS

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

CPP = Cost Per Property

\* Average days to respond to complaints (previous year's indicator 2021/22)

### Nationally 2022/23 – approx. 110 housing providers



### Nationally 2021/22 – approx. 90 housing providers



## Housemark - Cost and Performance indicator quartile summaries

- 10.11. The tables below show the banding of our quartile positions for all cost and all performance indicators submitted for the last three years. Over the past six years, small majorities of our Cost (~60%) and Performance (~60%) indicators are in Quartiles 1 and 2, and averaging 13% - less than a quarter - of indicators in Quartile 4:

<b>COST</b>		<b>22/23</b>		<b>21/22</b>		<b>20/21</b>		<b>19/20</b>	
	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	
Quartile 1	11	27	6	15	2	6	9	28	
Quartile 2 / Median	13	31	17	43	19	56	10	31	
Quartile 3	12	28	10	25	8	24	7	22	
Quartile 4	6	14	7	17	5	14	6	19	
Totals	42	100	40	100	34	100	32	100	

<b>PERFORMANCE</b>		<b>22/23</b>		<b>21/22</b>		<b>20/21</b>		<b>19/20</b>	
	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	
Quartile 1	24	40	14	33	9	28	15	47	
Quartile 2 / Median	12	20	14	33	8	27	7	22	
Quartile 3	17	28	11	25	10	30	6	19	
Quartile 4	7	12	4	9	5	15	4	12	
Totals	60	100	43	100	34	100	32	100	

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

### Housemark - Optimising service costs

- 10.13. Expenditure is analysed into Housemark service areas to give headline and detailed costs per service. The table below summarises our headline **costs per property (CPP)** together with comparatives and peer group benchmarks. Quartile positions are virtually unchanged.

Cost Category	19/20 Outturn CPP £	20/21 Outturn CPP £	21/22 Outturn CPP £	22/23 Outturn CPP £	Peer Median CPP £	Peer Quartile
<u>Repairs</u>						
Major Works	1,134	1,101	971	1,148	1,587	Q1
Cyclical Maintenance	127	138	141	150	310	Q1
Responsive Repairs	571	583	622	702	764	Q2
Void Works	193	214	223	242	274	Q2
<u>Housing</u>						
Rent arrears collection	78	88	92	97	131	Q1
Resident Involvement	16	19	19	21	37	Q1
Tenancy Management	90	104	110	124	132	Q2
Lettings	36	39	41	43	60	Q2
Anti Social Behaviour	58	62	64	69	59	Q3
Estate Services	128	130	137	147	223	↑ Q1
Housing – total	406	442	463	501	642	Q2
<b>Total Cost Per Property</b>	2,431	2,478	2,420	2,743	3,557	

Overheads are allocated by Housemark into each service categories

↑ ↓ arrows indicate any quartile movements compared to 2021/22

10.14. The above table shows expenditure totals at service area level. Within each of these services are more specific services, and related performance measures, and Appendix A summarises all of these and their quartile positions compared to our peers.

### **Plans for 2023/24 onwards**

10.15. St Leger has many VFM related plans for 2023/24 and beyond.

10.16. Financially, 2023/24 will be the second year of a three year plan to make £1m of budget savings. Delivering the same, high performing services within reduced budgets will force process improvements and efficiencies and will further evidence VFM.

10.17. This is against a backdrop of a continued cost of living crisis – utilities, fuel, inflation, interest rates – impacting on St Leger, its employees and in particular, its customers in trying to manage budgets.

10.18. The challenging economic and political climates mean we must continue to be an organisation which delivers efficiencies and value for money services.

10.19. Systems investment in the past two years is transforming the way the company operates, and this will be developed further. As mentioned above, there are a number of Journeys to Excellence projects ongoing, some of which are within the Programme of projects overseen by the Digital Transformation Board, all of which will mean more efficient ways of working.

10.20. In addition to these core operational improvement plans and challenges, St Leger will develop a new five year Corporate Plan and must address the governance requirements of the Social Housing Regulation Bill, with its new Tenant Satisfaction Measures for 2023/24, and to be ready for regulatory inspection from 1 April 2024.

10.21. By the halfway stage of 2023/24, a substantial amount of work has already commenced on all of these, and this momentum will be maintained.

## **11. Summary**

11.1. 2022/23 was another very challenging year in which St Leger operated within budget, delivered strong KPI and other performance measures and again compared very favourably when benchmarked with its peers and also nationally.

11.2. 2023/24 has already shown to be even more challenging, and the remainder of the year plus 2024/25 onwards will be the same as we strive to develop a new Corporate Plan, be ready for a positive regulatory inspection and meet the ongoing economic challenges to achieve VFM for our customers.

**St Leger Homes of Doncaster Limited**  
**November 2023**

Service area	Indicator Description	22/23 Outturn	22/23 Peer Median	22/23 Peer Quartile	21/22 Peer Quartile
Corporate	Treats tenants fairly and with respect % (STAR)	85.8%	77.7%	Q1	Q1
Corporate	Staff turnover in the year %	8.0%	12.6%	Q1	Q1
Corporate	Satisfaction overall (STAR)	81.3%	76.2%	Q1	Q1
Corporate	Satisfaction Net Promoter Score (STAR)	48.7%	32%	Q1	Q1
Corporate	Rent provides VFM (STAR)	86.0%	71.9%	Q1	n/a
Corporate	Landlord is easy to deal with % (STAR)	83.3%	75.8%	Q1	Q1
Cyclical Maintenance	Total CPP	£149	£310	Q1	Q1
Cyclical Maintenance	Gas servicing - % valid certificate	100.00%	99.98%	Q1	Q1
Cyclical Maintenance	% of legionella risk assessments have been carried out	100.00%	100.00%	Q1	n/a
Cyclical Maintenance	% of fire risk assessments have been carried out	100.00%	100.00%	Q1	n/a
Cyclical Maintenance	% of passenger lift safety checks have been carried out	100.00%	100.00%	Q1	n/a
Cyclical Maintenance	% gas safety checks by annivers date	100.00%	99.88%	Q1	Q1
Estate Services	Total CPP	£147	£223	Q1	Q2
Estate Services	Landlord keeps commnl areas well maintained %(STAR)	73.3%	64.8%	Q1	n/a
Estate Services	Direct employees per 1000 props	0.85	2.00	Q1	Q2
Lettings	Void rent loss % of rent loss	0.67%	1.67%	Q1	Q1
Lettings	Dwellings vacant & unavailable to let %	0.02%	0.80%	Q1	Q1
Lettings	Average re-let time in days (standard)	26.7	52.1	Q1	Q2
Lettings	Average re-let time (all re-lets) days	39.2	78.2	Q1	Q2
Major Works	Total CPP	£1,149	£1,587	Q1	Q1
Major Works	Home is safe and secure % (STAR)	86.6%	79.0%	Q1	Q1
Major Works	Average SAP rating	70.67	70.9	Q1	Q2
Rent arrears & collection	Total CPP	£97	£131	Q1	Q1
Resident Involvement	Views taken into account % (STAR)	73.2%	61.8%	Q1	Q1
Resident Involvement	Total CPP	£21	£37	Q1	Q1
Resident Involvement	Opportunities to make views known % (STAR)	74.3%	64.0%	Q1	Q1
Resident Involvement	Direct employees per 1000 props	0.34	0.60	Q1	Q1
Responsive repairs	Satisfaction repairs service last 12 months (STAR)	80.3%	76.8%	Q1	Q1
Responsive repairs	Disrepair claim cost per property	£1.46	£6.01	Q1	n/a
Responsive repairs	Average compensation paid per disrepair claim	£275	£560	Q1	n/a
Responsive repairs	% of repairs completed at the first visit	94.8%	89.7%	Q1	Q2
Tenancy Management	Landlord's approach to handling complaints % (STAR)	79.9%	42.0%	Q1	n/a
Tenancy Management	Average seconds to answer inbound calls	113	337	Q1	n/a
Tenancy Management	% of calls answered	93.1%	78%	Q1	Q2
Total Housing M'ment	Total CPP	£354	£419	Q1	Q1
Anti Social Behaviour	ASB cases involving hate incidents per 1,000 properties	0.6	0.9	Q2	n/a
Community investment	Residents supported into employment	39	30	Q2	Q3
Corporate	IT & Comms CPP	£106	£106	Q2	Q2
Corporate	Finance Costs CPP	£46	£46	Q2	Q2
Corporate	Direct revenue costs - finance costs %	2.2%	2.5%	Q2	Q2
Corporate	Direct revenue costs - central o'heads%	7.0%	7.2%	Q2	Q4
Lettings	Total CPP	£43	£60	Q2	Q2
Lettings	Dwellings vacant & available to let %	0.71%	0.72%	Q2	Q2
Lettings	Direct employees per 1000 props	0.79	0.86	Q2	Q2
Lettings	Average re-let time (major works) days	81.3	107.7	Q2	Q3
Major Works	Quality of your home (STAR)	75.7%	75.2%	Q2	Q1
Major Works	% of dwellings that are non-decent	0.31%	1.8%	Q2	Q2
Rent arrears & collection	Former tenant arrears %	1.60%	1.68%	Q2	Q3
Rent arrears & collection	Direct employees per 1000 props	1.79	1.84	Q2	Q2
Rent arrears & collection	Current rent arrears %	2.71%	3.58%	Q2	Q2
Resident Involvement	RI in consultation groups %	34.8%	4.0%	Q2	Q2
Responsive repairs	Total CPP	£702	£764	Q2	Q2
Responsive repairs	Disrepair claims per 1,000 properties	5.33	6.37	Q2	n/a
Responsive repairs	Average cost of responsive repair £	£154	£196	Q2	Q2
Tenancy Management	Total CPP	£124	£132	Q2	Q2
Tenancy Management	Tenancy turnover	6.01%	6.20%	Q2	Q2
Total Housing M'ment	Direct employees per 1000 props	6.06	6.20	Q2	Q2
Void repairs	Total CPP	£242	£274	Q2	Q2
Void repairs	Average cost of void repair £	£3,385	£3,863	Q2	Q2
Community investment	Residents undertaking training or education	58	58	Median	Q3



**Housemark - Quartile position table – QUARTILES 3 and 4**

**APPENDIX A**

Service area	Indicator Description	22/23 Outturn	22/23 Peer Median	22/23 Peer Quartile	21/22 Peer Quartile
Anti Social Behaviour	Total CPP	£69	£59	Q3	Q3
Anti Social Behaviour	Satisfaction with case outcome %	56.7%	64.3%	Q3	Q3
Anti Social Behaviour	Satisfaction with case handling %	59.0%	68.8%	Q3	Q3
Anti Social Behaviour	Landlord's handling of anti-social behaviour % (STAR)	54.5%	56.4%	Q3	Q4
Anti Social Behaviour	Direct employees per 1000 props	1.09	0.89	Q3	Q3
Anti Social Behaviour	ASB cases per 1,000 properties	72	42	Q3	Q3
Community investment	Total CPP	£34	£24	Q3	Q3
Community investment	Direct employees per 1000 props	0.58	0.33	Q3	Q3
Corporate	Total Overheads CPP	£427	£393	Q3	Q2
Corporate	Premises costs CPP	£54	£47	Q3	Q3
Corporate	Overheads as % of Revenue costs	20.4%	18.0%	Q3	Q3
Corporate	Direct revenue costs - premises costs %	2.6%	1.9%	Q3	Q3
Corporate	Direct revenue costs - IT&comms costs %	5.1%	4.8%	Q3	Q3
Corporate	Days lost through sickness per FTE	11.7	11.5	Q3	Q2
Corporate	Central Overheads CPP	£146	£138	Q3	Q2
Cyclical Maintenance	% of properties with a satisfactory EICR up to five years old	98.8%	99.60%	Q3	n/a
Cyclical Maintenance	% asbestos management surveys/re-inspections complete	98.92%	100.00%	Q3	n/a
Estate Services	Satisfaction with neighbourhood (STAR)	72.8%	80.0%	Q3	Q2
Lettings	% of units re-let - LCRA	6.20%	5.70%	Q3	Q3
Rent arrears & collection	Write offs %	0.52%	0.36%	Q3	Q4
Rent arrears & collection	UC tenants in arrears %	59.62%	59.19%	Q3	Q2
Rent arrears & collection	Non- UC tenants in arrears%	19.78%	21.57%	Q3	Q3
Rent arrears & collection	% of rent paid by Housing benefit	34.7%	33.0%	Q3	Q3
Responsive repairs	Direct employees per 1000 props	8.3	6.2	Q3	Q4
Responsive repairs	Ave. no. responsive repairs per prop.	3.7	3.2	Q3	Q3
Responsive repairs	Appointments kept % of apps made	96.7%	97.1%	Q3	Q2
Tenancy Management	Evictions	0.12%	0.08%	Q3	Q4
Tenancy Management	Direct employees per 1000 props	2.05	1.98	Q3	Q3
Tenancy Management	% of complaints responded to target	70.9%	83.2%	Q3	Q3
Community investment	Households provided with money advice	328	1508	Q4	Q3
Corporate	Overheads as % of turnover	15.9%	8.8%	Q4	Q4
Corporate	HR CPP	£75	£37	Q4	Q3
Corporate	Direct revenue costs - HR %	3.6%	1.6%	Q4	Q4
Cyclical Maintenance	Direct employees per 1000 props	2.50	0.92	Q4	Q4
Cyclical Maintenance	% properties with a satisfactory EICR up to five years old	74.8%	93.50%	Q4	n/a
Major Works	Direct employees per 1000 props	7.81	1.58	Q4	Q4
Rent arrears & collection	Percentage of Rent collected %	97.4%	99.19%	Q4	Q1
Responsive repairs	Emergency repairs completed within timescale %	89.1%	97.4%	Q4	n/a
Responsive repairs	Emergency repairs as % of all resp repairs	37.0%	30.1%	Q4	Q1
Tenancy Management	Stage 1 complaints per 1,000 properties - LCRA	65.4	32.6	Q4	Q4
Tenancy Management	Number of calls answered per property	9.8	5.80	Q4	n/a
Void repairs	Direct employees per 1000 props	3.43	1.58	Q4	Q4
Estate Services	Landlord makes positive contrn. to neighbourhood % (STAR)	no data	63.6%	n/a	n/a
Resident Involvement	Requests made online/1,000 props	no data	1,182	n/a	n/a
Resident Involvement	% residents regd. for online access	no data	32.5%	n/a	n/a
Responsive repairs	Satisfaction with repairs and maintenance overall % (STAR)	no data	72.4%	n/a	n/a
Responsive repairs	Average days to complete repairs	no data	14.4	n/a	n/a
Void repairs	Average days to complete standard repairs	no data	19.9	n/a	n/a

This page is intentionally left blank

## Housemark TSM benchmarking report November 2023 (SLHD data as at end of September 2023)

Page 151

TSM ref	Tenant Satisfaction Measure / Performance indicator	SLHD	SLHD Quartile PEERS	SLHD Quartile ALL
TP01	% respondents who report that they are satisfied with the overall service from their landlord	76.0%	Q1	Q2
TP02	% respondents who had a repair in last 12 months are satisfied with the overall repairs service	80.0%	Q1	Q1
TP03	% respondents who had a repair in the last 12 months are satisfied with time taken to complete most recent	73.0%	Q1	Q2
TP04	% respondents who are satisfied that their home is well maintained	76.0%	Q1	Q2
TP05	% respondents who are satisfied that their home is safe	85.0%	Q1	Q2
TP06	% respondents who are satisfied that their landlord listens to tenants views and acts upon them	72.0%	Q1	Q1
TP07	% respondents who are satisfied that their landlord keeps them informed about things that matter to them	79.0%	Q1	Q1
TP08	% respondents who agree their landlord treats them fairly and with respect	90.0%	Q1	Q1
TP09	% respondents who report making a complaint in last 12 months are satisfied with the approach to complaints handling	30.0%	Q2	Q3
TP10	% respondents who are satisfied that their landlord keeps communal areas clean and well maintained	67.0%	Q1	Q2
TP11	% respondents who are satisfied that their landlord makes a positive contribution to the neighbourhood	77.0%	Q1	Q1
TP12	% respondents who are satisfied with their landlord's approach to handling anti-social behaviour	69.0%	Q1	Q1
BS01	% homes for which all required gas safety checks have been carried out	99.96%	Q3	Q2
BS02	% homes for which all required fire risk assessments have been carried out	100.0%	Fully compliant	Fully compliant
BS03	% homes for which all required asbestos management surveys or re-inspections have been carried out	100.0%	Fully compliant	Fully compliant
BS04	% homes for which all required legionella risk assessments have been carried out	100.0%	Fully compliant	Fully compliant
BS05	% homes for which all required communal passenger lift safety checks have been carried out	100.0%	Fully compliant	Fully compliant
RP01	% homes that do not meet the Decent Homes Standard	0.31%	Q1	Q2
RP02	Non-emergency repairs completed within target timescale	63.00%	Q4	Q4
RP02	Emergency repairs completed within target timescale	85.40%	Q4	Q4
	Maximum target for nonemergency repairs (days)	20.0	Q1	Q1
	Maximum target for emergency repairs (hours)	2.0	Q1	Q1
	Works-in-progress as a % annualised responsive repairs	-	no data	no data
NM01	Number of ASB cases, opened per 1,000 homes	36.10	Q3	Q4
NM01	Number of ASB cases that involve hate incidents opened per 1,000 homes	-	no data	no data
CH01	Number of stage one complaints received per 1,000 homes	32.10	Q4	Q3
CH01	Number of stage two complaints received per 1,000 homes	0.50	Q1	Q1
CH02	Stage 1 complaints responded to within the Handling Code timescales	83.80%	Q2	Q3
CH02	Stage 2 complaints responded to within the Handling Code timescale	100.00%	Q1	Q1
	Stage 1 complaints responded to within timescales without extension	100.00%	Q1	Q1

**NOVEMBER 23 Housemark pulse survey benchmarking**

Measure	Q1	Median	Q3	SLHD	quartile
Nov-23 Average re-let time in days (standard re-lets in month)	26.27	39.11	62.10	20.9	Q1
Nov-23 Percentage of homes with a valid gas safety certificate	100.00%	99.97%	99.83%	100.00%	Q1
Nov-23 'True' current tenant arrears at the end of the month (%)	2.32%	3.19%	4.25%	2.93%	Q2
Nov-23 Percentage of dwellings vacant but available to let at the end of the month	0.25%	0.53%	0.92%	0.52%	Q2
Nov-23 Percentage of voluntary staff turnover in month	0.39%	0.87%	1.29%	0.63%	Q2
Nov-23 Responsive repairs completed in month per 1,000 properties	359.40	317.33	252.50	301.66	Q3
Nov-23 New ASB cases reported in month per 1,000 properties	1.54	2.81	4.56	4.50	Q3
Nov-23 Formal Stage 1 and Stage 2 complaints received in month per 1,000 properties	2.25	4.55	7.39	5.70	Q3
Nov-23 Percentage of responsive repairs completed within target timescale	93.60%	87.37%	77.30%	75.65%	Q4
Nov-23 Percentage of working days lost to sickness absence in month	3.00%	3.91%	5.23%	5.26%	Q4
Nov-23 Percentage of domestic properties with EICR certificates up to five years old	99.81%	98.68%	94.20%	no data	
Nov-23 Satisfaction with repairs in month (transactional)	92.90%	87.60%	82.70%	no data	
Nov-23 Percentage of Stage 1 and Stage 2 complaints resolved within timescale in month	100.00%	91.50%	75.00%	no data	
Nov-23 Percentage of customer contact received via digital channels in month	44.70%	33.20%	21.20%	no data	
Nov-23 Percentage of tenants satisfied with overall service landlord provides (perception)	80.80%	73.00%	63.60%	no data	

**SEPTEMBER 23 Housemark pulse survey benchmarking**

Measure	Q1	Median	Q3	SLHD	quartile
Sep-23 'True' current tenant arrears at the end of the month (%)	3.96%	4.27%	6.27%	2.91%	Q1
Sep-23 Average re-let time in days (standard re-lets in month)	34.51	58.56	73.35	25.83	Q1
Sep-23 Percentage of homes with a valid gas safety certificate	100.00%	99.92%	99.78%	99.96%	Q2
Sep-23 Responsive repairs completed in month per 1,000 properties	216.90	260.29	291.69	251.48	Q2
Sep-23 Percentage of dwellings vacant but available to let at the end of the month	0.32%	0.69%	1.29%	0.47%	Q2
Sep-23 New ASB cases reported in month per 1,000 properties	2.11	3.75	6.95	6.2	Q3
Sep-23 Formal Stage 1 and Stage 2 complaints received in month per 1,000 properties	2.39	3.30	6.44	5.20	Q3
Sep-23 Percentage of responsive repairs completed within target timescale	97.23%	90.41%	81.52%	70.33%	Q4
Sep-23 Percentage of working days lost to sickness absence in month	3.34%	4.33%	5.45%	5.54%	Q4
Sep-23 Percentage of voluntary staff turnover in month	0.30%	0.69%	1.01%	1.14%	Q4
Sep-23 Percentage of domestic properties with EICR certificates up to five years old	99.48%	97.93%	94.19%	no data	
Sep-23 Satisfaction with repairs in month (transactional)	93.00%	85.71%	76.90%	no data	
Sep-23 Percentage of Stage 1 and Stage 2 complaints resolved within timescale in month	98.48%	88.89%	78.05%	no data	
Sep-23 Percentage of customer contact received via digital channels in month	27.04%	19.16%	14.09%	no data	
Sep-23 Percentage of tenants satisfied with overall service landlord provides (perception)	86.94%	65.00%	63.75%	no data	

St. Leger Homes: Proposed Key Performance Indicators for 2024/25

target met	within target tolerance	target not met
------------	-------------------------	----------------

Appendix D

Page 153

23/24 KPI Ref	KPI note	TSM ref	KPIs	2019/20 Outturn	2020/21 Outturn	2021/22 Outturn	2022/23 Outturn	2023/24 Targets	Q3 23/24	2024/25 Targets PER MAYORAL MEETING 15/2/24	24/25 change ? Increase / decrease / unchanged	comments / reasons about change from 23/24 targets	SLHD quartile position 2022/23	Top Quartile 2022/23	Median 2022/23	Bottom Quartile 2022/23	Sample size	Benchmarking group
KPI 1			% of current rent arrears against annual debit	2.79%	2.75%	2.55%	2.74%	2.75%	3.09%	2.95%	Increased	Suggested increase due to cost of living increases experienced by tenants and difficulties paying rent	Quartile 2	2.31%	3.58%	5.64%	45	Housemark 22/23 benchmarking Peer group
KPI 2			Void rent loss % (£) of rent loss through vacant dwellings	0.59%	1.00%	0.79%	0.67%	0.50%	0.68%	0.70%	Increased	Higher target based on this being Q1 performance and still challenging for the teams to achieve.	Quartile 1	1.08%	1.67%	2.68%	44	Housemark 22/23 benchmarking Peer group
KPI 3			Relet time for <u>standard</u> voids (days)	22.7	46.1	33.7	26.7	20.0	24.6	24.0	Increased	Performance stabilised and continue to make small incremental gains. Proposed 25 days, <b>changed at Mayoral meeting 15/2/24 to 24 days</b>	Quartile 1	35.7	52.1	82.0	43	Housemark 22/23 benchmarking Peer group
			Number of Households in B&B Accommodation <u>at month end</u>	not reported			16	30	91		Removed for 24/25	Removed for 24/25 and replace with total number of nights in hotel accommodation						
KPI 4	New 24/25		Number of Nights in Hotel Accommodation	not reported						21.0	New	22/23 Performance was 24.8 nights. This indicator is more aligned to what the organisation can control						
KPI 5			Percentage of settled accommodation at prevention stage	not reported				60%	27%	30%	New	More realistic target. Govt figures Jan-Mar 23 England 45% Yorkshire 38% Doncaster 38%. Previous target based on DLUHC advice - unachievable. 30% taking seasonal adjustments is sensible						
KPI 6		CH01	Number of: stage one and stage two complaints received per 1,000 homes:			51.7	65.2	50.0	47.8	50.0	New	Two elements to this TSM - Stage 1 and Stage 2 complaints. Combined number is the KPI	Quartile 4	21.5	32.6	51.2	36	Housemark 22/23 benchmarking Peer group
KPI 7		CH02	% of stage one and stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	not reported				92.3%	86.6%	92.3%	New	Two elements to this TSM - Stage 1 and Stage 2 complaints. Combined % is the KPI						
KPI 8			Tenancies sustained post support	93.8%	97.3%	98.3%	96.6%	97.3%	99.0%	97.3%	Unchanged	Remains the same due to cost of living pressures and the team have waiting lists so pressure will grow.	Tenancy turnover is nearest Housemark measure					
KPI 9			Repairs completed at first visit	90.2%	90.9%	90.2%	94.8%	94.0%	95.8%	94.0%	Unchanged	The target is realistic and prepsents excellent performance, consider improvement in next years KPIs	Quartile 1	93.3%	89.7%	79.6%	31	Housemark 22/23 benchmarking Peer group
KPI 10	New 24/25	RP02	% of non-emergency and emergency responsive repairs completed within the landlord's target timescale.	not reported								Two elements to this TSM - emergency and non emergency. <b>Combined</b> % is the KPI						
KPI 11		BS01	Gas - % of homes for which all required gas safety checks have been carried out	100.00%	99.99%	100.00%	100.00%	100.00%	100.0%	100.00%	Unchanged	Is also a TSM	Quartile 1					Housemark 22/23 benchmarking Peer group
KPI 12	New 24/25	BS02	Fire - % of homes for which all required fire risk assessments have been carried out.	not reported						100.0%	100.00%	New	Is also a TSM					Housemark 22/23 benchmarking Peer group
KPI 13	New 24/25	BS03	Asbestos - % of homes for which all required asbestos management surveys or re-inspections have been carried out	not reported						100.0%	100.00%	New	Is also a TSM					Housemark 22/23 benchmarking Peer group
KPI 14	New 24/25	BS04	Legionella - % of homes for which all required legionella risk assessments have been carried out.	not reported						100.0%	100.00%	New	Is also a TSM					Housemark 22/23 benchmarking Peer group
KPI 15	New 24/25	BS05	Lifts - % of homes for which all required communal passenger lift safety checks have been carried out.	not reported						100.0%	100.00%	New	Is also a TSM					Housemark 22/23 benchmarking Peer group
KPI 16			Days lost through sickness per FTE	8.3	6.6	11.9	11.7	8.5	11.4	10.0	Increased	Increased and in line with CDC target	Quartile 3	9.93	11.5	13.25	34	Housemark 22/23 benchmarking Peer group
KPI 17			% of local expenditure - REVENUE AND CAPITAL	n/a	n/a	73.0%	67.6%	70.0%	40.7%	70.0%	Unchanged	Aligns with CDC target						
KPI 18			Number of: 1. anti-social behaviour cases, of which 2. anti-social behaviour cases that involve hate incidents opened per 1,000 homes.		84.8	76.8		60	47.9	60	New	This is a TSM. It is an improving performance trend and dedicated ASB Team now set up	n/a	26.9	58.4	91.4		Housemark 22/23 benchmarking Peer group
KPI 19			Number of tenants and residents helped into training, education or employment	53	58	81	97	97	82	97	Unchanged		Quartile 2	214	88	29	18	Housemark 22/23 benchmarking Peer group
KPI 20	Annual		Tenant satisfaction levels	87.0%		84.8%	81.3%	85.0%	76.0%	76.0%		KPI previously STAR surveys. Still a KPI aligned with TSM definition. Satisfaction levels significantly decreased nationally. <b>Agreed at 76% at Mayoral meeting 15/2/24</b>						
KPI 21	Annual		Percentage of <b>NOT</b> homes maintaining Decent Homes standard	0.0%	0.01%	0.01%	0.01%	0.0%		0.0%		Likely to be about 60 not meeting DHS by March 24. Definition changed for 24/25 to align with TSM ("NOT"). To be measured quarterly in 24/25 ??						
KPI 22	Annual		Level of tenant satisfaction with property condition	89.4%		86.5%	75.7%	83.0%	80.0%	80.0%		Previously STAR surveys. Is aligned with TSM TP02"satisfied with repairs service." <b>Agreed at 80% at Mayoral meeting 15/2/24</b>						
KPI 23	Annual		Energy efficiency of properties	99.96%	64.74%	70.32%	69.22%	73.5%				Per asset management modelling software						

23/24 KPI Ref	KPI note	TSM ref	KPIs	2019/20 Outturn	2020/21 Outturn	2021/22 Outturn	2022/23 Outturn	2023/24 Targets	Q3 23/24	2024/25 Targets PER MAYORAL MEETING 15/2/24	24/25 change ? Increase / decrease / unchanged	comments / reasons about change from 23/24 targets	SLHD quartile position 2022/23	Top Quartile 2022/23	Median 2022/23	Bottom Quartile 2022/23	Sample size	Benchmarking group
---------------	----------	---------	------	-----------------	-----------------	-----------------	-----------------	-----------------	----------	---	--	--	--------------------------------	----------------------	----------------	-------------------------	-------------	--------------------

**TENANT SATISFACTION MEASURES TSMs**

			Overall satisfaction										SLHD quartile position	Top Quartile	Median	Bottom Quartile	Sample size	Benchmarking group
		TP01	% of respondents who report that they are satisfied with the overall service from their landlord.			84.8%	81.3%	85.0%	76.0%			Tenant perception survey. Also a KPI	Quartile 3	80%	77%	70%	14	ALMO Oct 23 data group
			<b>Keeping properties in good repair</b>															
		TP02	% of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.						80.0%			Tenant perception survey	Median	82%	80%	75%	14	ALMO Oct 23 data group
		TP03	% of 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						73.0%			Tenant perception survey	Quartile 3	79%	76%	68%	14	ALMO Oct 23 data group
		TP04	% of respondents who report that they are satisfied that their home is well maintained						76.0%			Tenant perception survey. Also a KPI	Median	85%	76%	69%	14	ALMO Oct 23 data group
		RP02	% of non-emergency responsive repairs completed within the landlord's target timescale.									Two elements to this TSM - emergency and non emergency. <b>Combined</b> % is a KPI above						
		RP02	% of emergency responsive repairs completed within the landlord's target timescale.									Two elements to this TSM - emergency and non emergency. <b>Combined</b> % is a KPI above						
			<b>Maintaining building safety</b>															
		TP05	% of respondents who report that they are satisfied that their home is safe						85.0%			Tenant perception survey.	Quartile 1	84%	81%	75%	14	ALMO Oct 23 data group
			<b>Respectful and helpful engagement</b>															
		TP06	% of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them						72.0%			Tenant perception survey	Quartile 1	72%	65%	60%	14	ALMO Oct 23 data group
		TP07	% of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them						79.0%			Tenant perception survey	Quartile 1	79%	74%	68%	14	ALMO Oct 23 data group
		TP08	% of respondents who report that they agree their landlord treats them fairly and with respect						90.0%			Tenant perception survey	Quartile 1	87%	78%	74%	14	ALMO Oct 23 data group
			<b>Effective handling of complaints</b>															
		TP09	% of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling						30.0%			Tenant perception survey	Quartile 4	46%	39%	32%	14	ALMO Oct 23 data group
		CH01(a)	Number of stage one complaints per 1,000 homes:						32.0			Two elements to this TSM - Stage 1 and Stage 2 complaints. <b>Combined</b> number is a KPI above						
		CH01(b)	Number of stage two complaints received per 1,000 homes:						0.5			Two elements to this TSM - Stage 1 and Stage 2 complaints. <b>Combined</b> number is a KPI above						
		CH02(a)	% of stage 1 complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.			66.3%			tbc			Two elements to this TSM - Stage 1 and Stage 2 complaints. <b>Combined</b> % is a KPI above						
		CH02(b)	% of stage 2 complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.						tbc			Two elements to this TSM - Stage 1 and Stage 2 complaints. <b>Combined</b> % is a KPI above						
			<b>Responsible neighbourhood management</b>															
		TP10	% of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.						67.0%			Tenant perception survey	Quartile 2	74%	66%	62%	14	ALMO Oct 23 data group
		TP11	% of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood						77.0%			Tenant perception survey	Quartile 1	77%	70%	64%	14	ALMO Oct 23 data group
		TP12	% of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour						69.0%			Tenant perception survey	Quartile 1	70%	62%	56%	14	ALMO Oct 23 data group

**Annual KPIs - St Leger Homes Board**

			Employee satisfaction with St Leger Homes as an employer - <u>STAFF</u> survey question	n/a	n/a	83%		80.0%		80.0%	Unchanged	Pulse surveys suggest we are close to but not meeting 83%, but we should keep the bar high	n/a	80.4%	75.7%	70.3%	6	Housemark 22/23 benchmarking Peer group
			How likely are you to recommend St Leger Homes to family and friends - <u>TENANT</u> survey 'Net Promoter Score (NPS)'	n/a	n/a	47		25.0		remove		Remove for 24/25. Sufficiently covered in TSM perception surveys						
	New 24/25		Employee turnover - voluntary and involuntary			9.6%	8.0%			15.0%			Quartile 1	10.1%	12.6%	16.5%	36	Housemark 22/23 benchmarking Peer group



### Report

---

Date: 13<sup>th</sup> March 2024

To: The Chair and Members of Cabinet

Report Title: Biodiversity Duty First Consideration

Relevant Cabinet Member(s)	Wards Affected	Key Decision?
All. Lead Cabinet Member: Cllr Mark Houlbrook, Cabinet Member for Sustainability and Waste	All	No – this is a non-key decision

#### EXECUTIVE SUMMARY

1. The Biodiversity Duty (the Duty), as set out in the 2021 Environment Act (the Act), places a legal requirement on the Council to consider what action it can take to **conserve and enhance** biodiversity and to report the actions agreed and taken. A 'first consideration' of the Duty has been undertaken and accompanies this report.

#### EXEMPT REPORT

2. This report is not exempt.

#### RECOMMENDATIONS

3. Members of Cabinet are recommended to:
  - Note and endorse the publication of the Council's first consideration of the Biodiversity Duty. The actions that the Council subsequently agrees to take, will be approved as a separate decision.



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

4. Compliance with the Duty, in line with guidance and best practice, means that the citizens of Doncaster can be assured that the delivery of their Council services will consider the conservation and enhancement of biodiversity. This is important as a legal duty and as a measure of the Council's commitment to its priorities and to the global climate and biodiversity agenda.
5. Compliance with the Duty means that the Council has considered ways to deliver its functions whilst reducing pressures on biodiversity, and to taking opportunities to restore nature in line with strategic national and local priorities.
6. Compliance with the Duty does not require the Council to implement all actions where change is needed. The delivery of action must be viable (e.g., financially, and practically) and the Council will agree which actions it will deliver within a given timeframe.
7. Compliance with the Duty represents an opportunity to communicate with citizens of Doncaster about positive and transferable measures and messages to tackle the climate and biodiversity emergency.

## BACKGROUND

8. The duty of all public authorities to have regard for biodiversity in carrying out their functions was originally contained in the 2006 Natural Environment and Rural Communities Act. The 2021 Environment Act has strengthened the duty to require all public authorities to consider what action they can take to '**conserve and enhance**' biodiversity. The Act also introduced statutory requirements for reporting on compliance with the Duty.
9. The actions public authorities take for biodiversity will contribute to the achievement of national goals and targets on biodiversity. The [Environmental Improvement Plan \(EIP23\)](#), published in January 2023, sets out government plans for significantly improving the natural environment.

By 2030, the government has committed to:

- halt the decline in species abundance
- protect 30% of UK land for nature

By 2042, the government has committed to:

- increase species abundance by at least 10% from 2030 levels (includes surpassing 2022 levels)
- restore or create at least 500,000 ha of a range of wildlife rich habitats
- reduce the risk of species extinction
- restore 75% of England's one million hectares of terrestrial and freshwater protected sites to favourable condition, securing their wildlife value for the long term.

These commitments are legislated in the [Environmental Targets \(Biodiversity\) \(England\) Regulations 2023](#), which also came into force in January 2023.



## **Biodiversity as a City of Doncaster Council priority**

10. Doncaster Council declared a Climate and Biodiversity Emergency in September 2019 and have incorporated action for biodiversity within the City's Environment and Sustainability Strategy but does not have a corporate biodiversity strategy or plan.
11. The Council is actively engaged with the development of the South Yorkshire Local Nature Recovery Strategy (LNRS) – a new statutory requirement of the Environment Act. The Duty requires the Council to have regard to the delivery of the LNRS in considering the action it can take for biodiversity. The LNRS must be published by March 2025.
12. The Council currently monitors some of its own action for biodiversity through Service Plans and to measure progress against specific priorities (such as the Tree Challenge) but does not currently report on its wider consideration of and action for biodiversity. It is anticipated that the LNRS will drive further action and additional monitoring requirements for the Council. The Environment Act also introduced the requirement for Biodiversity Net Gain (BNG) and action for biodiversity, delivered through this mechanism, must also be reported as part of the Duty.
13. This reporting is a new and considerable work area for the Council. The Government's suggested format will drive action for biodiversity based on; an initial, in-house, 'first consideration' of how biodiversity is conserved and enhanced through Council functions; followed by subsequent reviews of progress and actions required at regular intervals.

## **Biodiversity Duty requirements and timescale for compliance**

14. The strengthened Duty requires the Council to:
  - a. Consider what it can do to conserve and enhance biodiversity.
  - b. Agree policies and specific objectives based on its in-house first consideration.
  - c. Act to deliver these policies and achieve its objectives.
15. The Council had to complete a 'first consideration' of what action to take for biodiversity by 1 January 2024; this was completed late 2023 and as per the report appended to this paper. The Council must now agree any necessary policies and objectives as soon as possible after completion of our 'first consideration'.
16. Following the 'first consideration' the first biodiversity report is due no later than 1<sup>st</sup> January 2026, following which reporting cycles must be within 5 years of the previous report. The Council could decide to report actions quarterly, annually or every 5 years. These reports must be published.

## **Completing the ‘first consideration’**

17. Prior to the publication of Government guidance on the Duty, a study was undertaken between October 2022 and March 2023 to establish baseline information relating to the consideration of biodiversity across a selected subsample of Council functions in the Place Directorate.:
18. Whilst this study pre-empted the Government guidance, it has collected relevant information through a set of questions focused on the Council’s policies and objectives (relating to biodiversity); land, water, and asset management; and engagement with the natural environment.
19. Insight from the study and Government guidance highlight potential areas where action for biodiversity could be strengthened. These potential action areas have been incorporated into the ‘first consideration’ report.
20. The ‘first consideration’ report follows the format of the Government’s [Biodiversity Reporting requirements](#), with a focus on the mandatory content:

### **Section 1: Your policies, objectives, and actions**

- The policies and objectives that have been set to meet the biodiversity duty’
- The actions completed, either alone or in partnership with others, that benefit biodiversity.

### **Section 2: How you have considered other strategies, and specifically:**

- local nature recovery strategies,
- protected site strategies and
- species conservation strategies

### **Section 3: Your future actions**

- How the Council plans to fulfil its biodiversity duty over the 5 years following the end of this reporting period.

### **Biodiversity Net Gain information**

- A summary of the actions carried out to meet biodiversity net gain obligations
- Details of biodiversity gains resulting, or expected to result, from biodiversity gain plans approved.
- A summary of how the Council plans to meet biodiversity net gain obligations in the next reporting period.

## **Next Steps to be taken to comply with the Duty**

21. Following completion of the ‘first consideration’, the Council must agree any necessary policies and objectives as soon as possible, and act to deliver them.

22. To facilitate this process, the Planning Advisory Service (PAS) are developing a Nature Recovery Toolkit for public authorities to use, which will be launched in March 2024. The toolkit is being developed to encourage:
- Across the council / political buy-in and joining up work across departments.
  - Read-across into other plans and strategies and streamlining benefits.
  - A clearer understanding of how to deliver change, saving costs and securing additional funding.
  - Better Local Nature Recovery Strategy production readiness, with a clearer picture of the issues, opportunities and how to tackle them.
  - A shortlist of priority activities and interventions that can start to be delivered.
23. The Council could choose to develop its own process for agreeing what action to take to conserve and enhance biodiversity, or it could follow the PAS toolkit approach. The actions chosen will need to be documented e.g. through an Action Plan, and it will be these and future actions identified and agreed through the Council's consideration of the Duty, that will be reported on through the Biodiversity Reporting requirement.

## **OPTIONS CONSIDERED**

24. **OPTION 1 - RECOMMENDED – To: Note and endorse the publication of the Council's first consideration of the Biodiversity Duty.**
25. An alternative option, which is NOT RECOMMENDED, is considered below.

### **OPTION 2 - To not support the first consideration report**

The 'first consideration' of the Biodiversity Duty is a legal requirement of the Environment Act and therefore the Council must undertake this process.






The process undertaken, which has resulted in the Council's 'first consideration' is based on a combination of Service insights, Government guidance and discussions with peers consulting the national PAS Basecamp forum. It is considered that it is sufficiently informed and detailed to continue the process of agreeing actions to meet the Duty and to deliver them, and will need to be reviewed over time in line with the Act's requirements.




The format of the 'first consideration' report follows that set out for future Biodiversity Reporting and could be published if the decision is taken to do so. Future Biodiversity reports are required to be published and to include similar mandatory information, if not in this format.

## REASONS FOR RECOMMENDED OPTION

26. Option 1 will ensure that the Council meets its legal obligations under the Act and takes proactive measures to make a positive contribution to addressing the climate and biodiversity emergency, through its own actions.

## 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
 <b>Tackling Climate Change</b>	✓			
<p>Comments: Compliance with the Biodiversity Duty, in line with guidance and best practice, will directly contribute to tackling climate change by advocating informed decision making around sustainability, land use, and the adoption of nature-based solutions.</p>				
 <b>Developing the skills to thrive in life and in work</b>	✓			
<p>Comments: Compliance with the Biodiversity Duty, in line with guidance and best practice, presents opportunities for skills development, awareness raising and changed behaviours relating to how we consider biodiversity in delivering local services and how we communicate changes and choices.</p>				
 <b>Making Doncaster the best place to do business and create good jobs</b>	✓			
<p>Comments: Compliance with the Biodiversity Duty, in line with guidance and best practice, will not inhibit development, but presents Doncaster as a forward thinking and conscientious organisation, as well as a City embracing growth and improvement opportunities in new 'green' sectors.</p>				
 <b>Building opportunities for healthier, happier and longer lives for all</b>	✓			
<p>Comments: The biodiversity crisis poses as much a danger to life on Earth as climate change does. Compliance with the Biodiversity Duty, in line with guidance and best practice, will ensure that informed decisions are encouraged around land use, our sustainable use of resources and minimisation of damaging processes and products. It will also promote strategic opportunities for nature recovery, the use of nature-based solutions, and the provision of ecosystem services including clean air and access to nature.</p>				
 <b>Creating safer, stronger, greener and cleaner</b>	✓			

<b>communities where everyone belongs</b>				
Comments: The biodiversity crisis poses as much a danger to life on Earth as climate change does. Compliance with the Biodiversity Duty, in line with guidance and best practice, will ensure that informed decisions are encouraged around land use, our sustainable use of resources and minimisation of damaging processes and products. It will also promote strategic opportunities for nature recovery, the use of nature-based solutions, and the provision of ecosystem services including clean air and access to nature.				
 <b>Nurturing a child and family-friendly borough</b>	✓			
Comments: Access to nature and green spaces have proven benefits for people's mental health and personal wellbeing. Compliance with the Biodiversity Duty, in line with guidance and best practice, will promote opportunities for nature-rich and accessible greenspaces for families and more education opportunities around nature recovery.				
 <b>Building Transport and digital connections fit for the future</b>	✓			
Comments: Compliance with the Biodiversity Duty, in line with guidance and best practice, will not inhibit development, but will deliver better outcomes e.g., more sustainable and/or greener transport.				
 <b>Promoting the borough and its cultural, sporting, and heritage opportunities</b>	✓			
Comments: Compliance with the Biodiversity Duty, in line with guidance and best practice, will raise awareness of and promote the City's natural heritage and opportunities to enjoy, conserve and enhance it.				
<b>Fair &amp; Inclusive</b>				✓
Comments: In line with the corporate approach for compliance against the Equality Act 2011 due regard must be shown across all activity within the Council. Many of the recommendations in this report represent high level strategic decisions, hence there are no detailed impacts on any people, groups, or individuals on which to base a due regard statement. However, as our policy commitments through the Biodiversity Duty become further developed, a due regard statement may need to be completed and reported.				

## 27. Legal Implications [Officer Initials: AH | Date: 12/12/2023]

The proposals will demonstrate the Council's consideration of biodiversity through strategic development of policy and identification of objectives to meet its statutory duty under the Environment Act 2021. There are no specific legal implications resulting from the recommendation in the report.

## **28. Financial Implications [Officer Initials: OB | Date: 14.12.2023]**

There are no direct financial implications arising from the recommendation in the report.

## **29. Human Resources Implications [Officer Initials: DK Date: 12/12/2023]**

There are no direct HR Imps in relation to this report, but if in future staff are affected or additional specialist resources are required then further consultation will need to take place with HR.

## **30. Technology Implications [Officer Initials: PW Date: 12/12/23]**

At their meeting in July 23, the Technology Governance Board (TGB) agreed a proposal to work with a company called Verna (as part of an early access software group) to help develop a software package for assessing, monitoring and reporting on Biodiversity Net Gain Plans. In addition, a separate proposal for the Local Records Centre to migrate to the Orca solution for managing biological records was also agreed. Digital & ICT must be consulted where any new, amended or replacement technology is needed to support the Biodiversity Duty Requirements.

## **RISKS AND ASSUMPTIONS**

31. There are no risks associated with taking the recommended option.

32. The risks associated with not taking the recommended option are:

- Non-compliance with legislation;
- Reputational damage; and,
- Missed opportunity to demonstrate leadership and promote and deliver actions that will contribute towards corporate priorities.

## **CONSULTATION**

33. Consultation on the process underpinning the 'first consideration' has taken place with PAS, and with peers engaged with the national PAS Basecamp forum.

34. The Biodiversity Duty requirements and proposed format of the Place study were presented to the Director of Place, the Portfolio Holder for Sustainability and Waste, and officers from Policy Insight and Change, Planning, and the Sustainability Unit in December 2022. Discussions began with Heads of Service (or their representatives) from Planning Services, Sustainability, Street Scene, Property Services, Major Projects and Investment, and Drainage and Street Works (& Waste and Recycling) between December 2022 and March 2023.

35. Following the Place study, a briefing paper 'Local Authorities and Biodiversity' was produced for the Chief Executive, Director of Place and officers from Policy Insight and Change, Planning, and the Sustainability Unit in July 2023.

36. The 'first consideration' was presented to the Director of Place's Extended Leadership Team in November 2023, the Executive Leadership Team on 8<sup>th</sup> January 2024, and at an informal Executive Board on 24<sup>th</sup> January 2024.

## **BACKGROUND PAPERS**

37. Accompanying 'first consideration' report.

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

The Duty – The Biodiversity Duty

The Act – The Environment Act 2021

LNRS – Local Nature Recovery Strategy

PAS – Planning Advisory Service

## **REPORT AUTHOR & CONTRIBUTORS**

### **Melissa Massarella, Principal Officer (Biodiversity)**

Phone Number: 01302 862896

Email address: [melissa.massarella@doncaster.gov.uk](mailto:melissa.massarella@doncaster.gov.uk)

### **Jonathan Clarke, Planning Policy & Environment Manager**

Phone Number: 01302 735316

Email address: [jonathan.clarke1@doncaster.gov.uk](mailto:jonathan.clarke1@doncaster.gov.uk)

### **Dan Swaine, Director of Place**

Phone Number: 01302 862 503

Email address: [dan.swaine@doncaster.gov.uk](mailto:dan.swaine@doncaster.gov.uk)

This page is intentionally left blank





# City of Doncaster Council's First consideration of the Biodiversity Duty

(January 2024)

## Biodiversity Duty

### 1. Introduction and background

The 2021 Environment Act (the Act) strengthened the Biodiversity Duty (the Duty), requiring all public authorities to consider what action they can take to '**conserve and enhance**' biodiversity.

The Act requires the Council to:

- Consider what actions it can take to conserve and enhance biodiversity.
- Agree policies and specific objectives based on its consideration.
- Act to deliver its policies and achieve its objectives.

The actions public authorities take for biodiversity will contribute to the achievement of national goals and targets on biodiversity. The [Environmental Improvement Plan \(EIP23\)](#), published in January 2023, sets out government plans for significantly improving the natural environment.

By 2030, the government has committed to:

- halt the decline in species abundance
- protect 30% of UK land

By 2042, the government has committed to:

- increase species abundance by at least 10% from 2030, surpassing 2022 levels
- restore or create at least 500,000 ha of a range of wildlife rich habitats
- reduce the risk of species extinction



- restore 75% of our one million hectares of terrestrial and freshwater protected sites to favourable condition, securing their wildlife value for the long term

These commitments are legislated in the [Environmental Targets \(Biodiversity\) \(England\) Regulations 2023](#), which also came into force in January 2023.

## **2. The ‘first consideration’ of the Biodiversity Duty**

To comply with the Act, the Council must complete a first consideration of what action it can take for biodiversity by 1 January 2024 and must agree any necessary policies and objectives as soon as possible after this.

The Act also requires biodiversity reports to be produced following this first consideration of the Duty. The first biodiversity report must be produced by 1 January 2026, after which each future reconsideration of actions that have been, and can be, taken for biodiversity, must be published within a 5-year reporting cycle and within 12 weeks of the reporting period end date.

### 3. How we undertook our first consideration of the Duty

The Council's first consideration of the Biodiversity Duty is set out in this document.

The consideration is laid out following the general format of future biodiversity reporting, as set out in the [Government guidance](#).

The information contained within this first consideration has been collated using feedback from officers working across the Council's functions, and in parallel with a review of actions within the Council's Environment and Sustainability Strategy.

A fact-finding study was also carried out between October 2022 and March 2023 to establish baseline information relating to the consideration of biodiversity across selected Council functions in the PLACE Directorate. The Services that took part in this exercise were:

- Planning Services
- Sustainability
- Street Scene
- Property Services
- Major Projects and Investment
- Drainage and Street Works (& Waste and Recycling)

### 4. Overview of highlights and challenges

#### 4.1 Recent Highlights

The consideration set out in [Section 1](#) below provides an overview of the extensive efforts and activities being delivered through Council services which can deliver biodiversity conservation and enhancement. Recent highlights include:

- The publication of the [South Yorkshire Natural Capital and Biodiversity mapping](#) study, which provides our first assessment of the value of our natural assets in monetary and physical terms, identifies biodiversity priorities, and opportunities for the conservation and enhancement of ecosystem services. The study should be used as a strategic guide in decision making.
- Partnership funding successes for environmental projects across the Borough, including the [Nature For Climate](#) and [LIFE Moor Space](#) projects focused on peatland restoration in the Humberhead Levels, the [All Hands on the Don](#) project focused on re-connecting communities with the River Don, numerous tree planting initiatives under the [Tree Challenge](#) programme, with 107,541 new trees planted since 2021.
- 1,555,737 m<sup>2</sup> of highway verges and green spaces have been allowed to [naturalise](#), at 117 sites across the Borough. Not only do these areas provide habitats for local biodiversity, they also provide access to nature within communities, help our soils store more water, and help to cool urban environments.
- The adoption of a Biodiversity Net Gain Supplementary Planning Document and approval for the Council's first habitat bank.

## 4.2 Ongoing Challenges

[Section 3](#) sets possible future actions that the Council can take to consider biodiversity conservation and enhancement through the delivery of its services. To deliver the step-change required to recover nature as an integral part of the climate and biodiversity emergency, opportunities need to be pursued at every scale, and through every means available. The current and anticipated challenges are likely to include:

- Economic challenges and political uncertainty
- Complex environmental issues, particularly water quality and quantity and peatland restoration
- Skills and expertise shortages within the biodiversity sector
- Council staff shortages across all services
- A diminishing network of local naturalists with local and specialist knowledge of biodiversity
- Biodiversity data limitations for an evidence-led approach
- Lack of investment in quality data and monitoring
- Competing demands on resources (time, funds, land, delivery partners)
- Conflicting demands and opportunities on land, and no land use strategy
- Competing environmental, and wider priorities
- Evolving roles and responsibilities within the Council and with partner organisations
- Collaboration challenges with delivery partners
- Gaining and sharing a wider awareness of activity outside of the Council
- Lack of long-term funding security, hampering sustained biodiversity gains
- Short-term funding for new habitat creation, but not for managing existing habitats of value
- New and complex funding landscape for green markets and blended finance
- The need for cultural change and new ways of working to deliver and sustain nature recovery
- The need to support landowners and residents in delivering change

**Table 1:** Key Local Authority functions in-scope for compliance with the Biodiversity Duty (this list is not exhaustive). [Complying with the biodiversity duty - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/complying-with-the-biodiversity-duty)

Service / Function	Rationale
<p><b>Council policies and processes</b></p> <p>Government guidance proposes that internal policies and processes could be reviewed to meet the duty, including:</p> <ul style="list-style-type: none"> <li>• transport – support sustainable travel to reduce carbon emissions and improve air quality</li> <li>• waste – review waste management and recycling processes to reduce water pollution and air pollution from waste transport and landfill</li> <li>• water – improve water efficiency to reduce the effect water abstraction can have on sensitive habitats and species</li> <li>• procurement – buy sustainable materials and supplies to reduce the demand on natural resources</li> <li>• light – make sure the design of artificial lighting minimises effects on nature</li> </ul>	<p>All public authorities have internal policies and processes for staff and facilities that could affect biodiversity.</p>
<p><b>Land and property management to improve biodiversity:</b></p> <ol style="list-style-type: none"> <li>1. The management of the Council’s green, blue, and built assets. Government guidance lists the following: <ul style="list-style-type: none"> <li>• allotments</li> <li>• cemeteries</li> <li>• parks and sports fields</li> <li>• amenity spaces and communal gardens</li> <li>• roadside and railway verges</li> <li>• field margins and hedgerows</li> <li>• rights of way and access routes</li> <li>• woodlands and nature reserves</li> <li>• canals and rivers</li> <li>• water-dependent habitats</li> <li>• farmland</li> <li>• school grounds</li> </ul> </li> <li>2. Making space for wildlife, through habitat creation, restoration, and enhancement activities.</li> <li>3. Improving and protecting the quality of core wildlife sites (statutory and non-statutory sites).</li> <li>4. Reviewing building management e.g., the type and timing of management, the use of chemicals, and ways to reduce other environmental pressures such as energy and water consumption.</li> </ol>	<p>Small changes to how the Council manage and enhance land could create habitats for wildlife and ‘nature corridors’ that connect existing habitats. This allows species to move between habitats, maintain or increase populations and be more resilient to climate change.</p>

<p><b>Planning and Biodiversity Net Gain</b></p> <p>Future development projects (apart from exempt developments) will need to achieve a 10% biodiversity net gain, from January 2024 onwards.</p> <p>Local planning authorities should consider areas that are appropriate for biodiversity net gain. Consider how existing planning advice and strategies can protect and enhance biodiversity.</p>	<p>Biodiversity net gain is an approach to development or land management that aims to leave the natural environment in a measurably better state than it was beforehand.</p>
<p><b>Education, advice, and awareness raising to conserve and enhance biodiversity.</b></p> <p>Government guidance proposes the following considerations:</p> <ul style="list-style-type: none"><li>• include the public in projects to improve biodiversity</li><li>• feature biodiversity in public or internal communications</li><li>• use libraries and museums to raise awareness of biodiversity</li><li>• put information boards in green spaces or offer guided walks</li><li>• include biodiversity considerations in advice for internal and external clients and service users</li><li>• educate your staff on your biodiversity actions and why they're important</li><li>• raise public awareness of how their gardens can support biodiversity, for example by avoiding artificial grass</li></ul>	<p>The Council can help the public understand biodiversity and why it's important to conserve and enhance it. This can encourage land managers, businesses, and the public to take action to benefit biodiversity too.</p>

**Table 2: The Council’s first consideration of the Biodiversity Duty**

Section 1: Our policies, objectives, and actions	
<p>This section summarises:</p> <ul style="list-style-type: none"> <li>• the policies and objectives we have set to meet our biodiversity duty</li> <li>• the actions we’ve completed, either alone or in partnership with others, that benefit biodiversity</li> </ul>	
Ref	Council-wide policies, objectives, and actions taken
1.1	The Council declared a Climate and Biodiversity Emergency in September 2019.
1.2	A specially convened Doncaster Climate and Biodiversity Commission, then considered and published a <a href="#">report<sup>1</sup></a> setting out the vision and actions to be taken forward for tackling the Climate and Biodiversity Emergency.
1.3	These actions are now included in <a href="#">Doncaster’s Environment and Sustainability (E&amp;S) Strategy (2021)<sup>2</sup></a> , and Net Zero Masterplan (2021).
1.4	54 of the 111 E&S Strategy actions fall under Council delivery and are embedded in service plans, with 39 actions to be delivered through agreed ‘key areas of focus’. The remaining actions are being revisited as part of an E&S action review.
1.5	A new Sustainability Unit has been established to help provide more focus, coordination, and delivery in areas of carbon reduction and nature recovery.
1.6	A £5m fund has been established to initiate projects that deliver on the Environment & Sustainability strategy action plan.
1.7	The Council co-commissioned a <a href="#">Natural Capital Assessment of South Yorkshire</a> as part of South Yorkshire Mayoral Combined Authority, to inform and promote decision making based on natural capital and ecosystem service thinking.
1.8	The <a href="#">Doncaster Delivering Together</a> (DDT) Borough strategy (2020-30) places ‘Thriving People, Places and Planet’ as its core mission. It focuses delivery around 6 well-being goals, including Greener and Cleaner, which are considered in corporate plan, policy and decision making.
1.9	<a href="#">Your Life Doncaster</a> has been agreed as the host website for the E&S and ‘Climate Doncaster’ has been agreed as the brand for all partner and community based environmental communications.

<sup>1</sup> [Climate Commission Report \(adobe.com\)](#)

Service specific policies, objectives, and actions identified through the PLACE study:	
Planning Services	
1.10	<p><b>Planning policy, development management and building control</b></p> <ul style="list-style-type: none"> <li>a. Biodiversity is considered through planning consultations, and the provision of pre-application advice and published guidance to mitigate impacts and deliver biodiversity gains, as well as through procedures to manage regulatory services including tree preservation and hedgerow removal.</li> <li>b. 'Chapter 10 – Green Infrastructure' of <a href="#">Doncaster Local Plan</a> (Adopted Sept 2021) includes policies 26-33 on; Ecological Networks; Valuing Biodiversity and Geodiversity (including Biodiversity Net Gain); Local Sites; and Trees and Woodlands.</li> <li>c. <a href="#">Supplementary Planning Documents</a> have been published relating to Biodiversity Net Gain (2022), Community Facilities and Open Space (2023), and Technical and Developer Requirements (2023) which include biodiversity considerations; and officer and member training has been delivered.</li> <li>d. Other Local Plan policies require new major commercial developments to meet national BREEAM<sup>3</sup> standard ratings of at least 'very good' or an agreed equivalent standard.</li> <li>e. Local Plan policies relating to drainage and the creation of SUDs or natural flood management (NFM) interventions also consider outcomes for biodiversity.</li> <li>f. The planning process requires that ecological surveys are undertaken to inform development management in line with the <a href="#">British Standard BS42020</a> and follow best practice.</li> <li>g. The Council's planning <a href="#">validation checklist</a> (revised 2023) includes ecology requirements, including an Ecological Impact Assessment and BNG Report for most developments.</li> </ul>
1.11	<p><b>Doncaster Local Records Centre (LRC) and biodiversity data</b></p> <p><a href="#">Doncaster LRC</a> plays an important role in helping the Council consider its biodiversity duty. During the period 01/04/22 to 31/03/2023 the LRC:</p> <ul style="list-style-type: none"> <li>a. Responded to 144 enquiries for biodiversity information, including from commercial organisations, the Council, public bodies, members of the public and education establishments.</li> <li>b. Collected, validated, and added 14,519 species records into the LRC data holdings.</li> </ul> <p>The Council's LRC-supported activities also include:</p> <ul style="list-style-type: none"> <li>c. Commissioning the resurvey of Local Wildlife Sites to collect habitat and species data to evidence site designation, inform decision making and identify trends and opportunities for nature recovery.</li> <li>d. Reporting the proportion of 'Local Sites in positive conservation management' for the National Single Data List Biodiversity Indicator.</li> </ul>

<sup>3</sup> [Building Research Establishment Environmental Assessment Method \(BREEAM\) - BRE Group](#)



	<ul style="list-style-type: none"> <li>e. Feeding into the early development stages of the Local Nature Recovery Strategy (LNRS).</li> <li>f. Screening sites identified for tree planting and nature recovery (e.g., potential habitat banks), based on species, habitat, and natural capital data.</li> </ul>
1.12	<p><b>Biodiversity Partnership working</b></p> <p>The Council works closely with other organisations and established partnerships to deliver strategic biodiversity outcomes. Actions include:</p> <ul style="list-style-type: none"> <li>a. Supporting biodiversity research, training and knowledge exchange and the development of strategic initiatives, working with <a href="#">South Yorkshire Local Nature Partnership</a>.</li> <li>b. Working closely with South Yorkshire Mayoral Combined Authority and a wide range of stakeholders, to develop the <a href="#">South Yorkshire Local Nature Recovery Strategy</a>. The strategy will identify biodiversity priorities and opportunities for improving habitat most likely to provide the greatest benefit for nature, and the delivery of wider ecosystem services.</li> <li>c. Supporting the development of River Catchment Plans, programmes, and alliances e.g., '<a href="#">Connected by Water</a>', the <a href="#">Don, Dearne and Rother Network</a>, the Torne Catchment Partnership and River Idle Catchment Partnership.</li> <li>d. Developing landscape-scale biodiversity projects in core biodiversity areas, including supporting funding applications and delivering habitat restoration and creation projects with multiple benefits e.g.,             <ul style="list-style-type: none"> <li>▪ <a href="#">LIFE Moor Space</a> and <a href="#">Nature for Climate</a> peatland restoration projects (Humberhead Levels Partnership),</li> <li>▪ Nature Improvement Area and Landscape Partnership programmes (Humberhead Levels and Dearne Valley Partnerships),</li> <li>▪ National Lottery Heritage Fund projects such as <a href="#">All Hands on the Don</a>, delivering habitat improvements and public engagement along the River Don (Don, Dearne and Rother Network partners).</li> </ul> </li> <li>e. Working with partners to identify and delivery nature-based solutions and protect and enhance ecosystem services, e.g., the developing 'Source to Sea' (Lower Don) programme.</li> <li>f. The provision of partnership advice to Local Wildlife Site owners and landowners wanting to deliver outcomes for biodiversity.</li> <li>g. Supporting the delivery of biodiversity outcomes in key nature recovery locations e.g., through the establishment of Torne Valley and Red House Farm habitat banks to help secure the 10% habitat condition uplift requirement for Biodiversity Net Gain in locally strategic locations. Also, securing land management arrangements with partners that deliver positive conservation management on Local Wildlife Sites.</li> <li>h. Reviewing land management on Council greenspaces e.g., through the Street Scene <a href="#">Naturalisation</a> pilot.</li> </ul>

## Sustainability Unit

- |      |   |
|------|---|
| 1.13 | <ul style="list-style-type: none"><li>a. Action to improve the Council's knowledge about its tree and woodland assets through an i-Tree Eco survey, and work to develop a strategy for woodland creation. Promoting, supporting, and delivering tree planting and woodland creation projects and initiatives in support of the Council's '<a href="#">Trees Challenge</a>', including Large-scale planting on Council land and the creation of 'Tiny Forests', to community and private planting.</li><li>b. Establishing a tree register to capture information around tree planting, monitor progress towards the Tree Challenge, and ensure that changes to land use and habitat on the ground are recorded and factored into future decision making.</li><li>c. Screening Council tree planting sites to ensure that existing biodiversity will not be detrimentally impacted and that opportunities to strengthen and enhance ecological networks and deliver wider ecosystem services are delivered.</li><li>d. Requiring that all Council planted trees are UK and Ireland Sourced and Grown (UKISG).</li><li>e. Working to ensure that products are peat free and that biosecurity measures are implemented.</li><li>f. Engaging with landowners to identify opportunities for woodland creation and the delivery of wider E&amp;S objectives.</li><li>g. The development of a Woodland Creation Fund, allowing businesses to donate to, or sponsor the delivery of the 1Million Tree Challenge.</li><li>h. Delivering Climate and environmental education and engagement in schools.</li><li>i. Delivering Carbon Literacy training, with the Council chosen as winner of the National Carbon Literacy Action Day.</li><li>j. Supporting the Climate Champions forum.</li><li>k. Delivering the <a href="#">Environmental Pride</a> small grant programme in partnership with St Leger Homes, Doncaster Chamber, Voluntary Action Doncaster and Doncaster College, to support and encourage communities with their environmental activities.</li><li>l. Supporting volunteer work.</li></ul> |
|------|---|

Street Scene	
1.14	<ul style="list-style-type: none"> <li>a. The Service considers biodiversity through its Woodland Management Strategy (2018) which sets out a vision for the future management of the Council’s woodland estate.</li> <li>b. The ongoing preparation of UK Forestry Standards (UKFS) compliant management plans and 10-year work programmes for every site in the Council’s woodland estate, including objectives to enhance biodiversity.</li> <li>c. Pursues UKWAS (UK Woodland Assurance Standard) certification, demonstrating that woodlands are responsibly managed.</li> <li>d. Uses native and sustainably sourced trees when planting in woodland and rural settings and a mixture of native and exotic species in urban planting to increase diversity and resilience to disease and climate change. All sustainably sourced.</li> <li>e. The adoption and implementation of a Tree Policy, Tree Risk Management Plan, and Ash Die Back Plan.</li> <li>f. Activities including leaving dead wood safely in place in woodlands to provide additional habitat.</li> <li>g. Maintaining planted trees to give them the best chance of survival.</li> <li>h. Mulching – particularly (but not exclusively) new planting.</li> <li>i. Specific works for priority species e.g., ring barking to create standing dead wood for willow tit.</li> <li>j. The commissioning of ecological surveys and input as required and staff training on protected species, and measures to avoid impact.</li> <li>k. Timing maintenance operations, to minimise disturbance to wildlife.</li> <li>l. Delivering a <a href="#">naturalisation</a> trial to reduce mowing frequency on selected greenspaces - equating to approximately 1.6million m2 - and monitoring the environmental outcomes.</li> <li>m. Peat minimisation practice, and no/low peat free procurement specifications.</li> <li>n. Certified biosecurity.</li> <li>o. The reduced use of chemicals in parks (Green Flag criteria) and naturalised areas and exploring and testing alternative methods of weed control.</li> <li>p. Reducing the use of herbicides, pesticides, peat, and water.</li> <li>q. Invasive weed control.</li> <li>r. The recycling of green and arboricultural waste and promotion of composting schemes.</li> <li>s. Environmental engagement through; work with volunteers and friends of groups, the provision of tree advice and site interpretation, the ‘Green Team’ newsletter etc.</li> </ul>
Property Services	
1.15	<ul style="list-style-type: none"> <li>a. Wider sustainability considerations are embedded in the new Asset Management Strategy.</li> </ul>

Major Projects and Investment	
1.16	<ul style="list-style-type: none"> <li>a. Working with Construction and Environmental Management Plans (CEMPs) for specific projects, which include ecology considerations.</li> <li>b. Commissioning ecological surveys and advice as required.</li> <li>c. The delivery of work on natural flood management and projects using nature-based solutions. e.g., rain gardens in Duke Street and St Sepulchre Gate.</li> <li>d. The delivery of Active Travel Schemes, which support public access to the natural environment.</li> </ul>
Drainage and Street works (& Waste and Recycling)	
1.17	<ul style="list-style-type: none"> <li>a. Working with Construction and Safety Plans for certain activities, which identify any biodiversity interests and appropriate working practices.</li> <li>b. Commissioning ecological surveys and advice as required.</li> <li>c. Maintaining the public rights of way networks, which supports public access to the natural environment.</li> <li>d. Delivering Sustainable Urban Drainage Systems (SuDS), which can deliver benefits for biodiversity as well as wider ecosystem services.</li> <li>e. Delivering Natural Flood Management (NFM) schemes to increase community resilience to flooding, whilst also providing benefits for biodiversity and wider ecosystem services.</li> </ul>
Other Council Services:	
1.18	<p>Other services also consider biodiversity either directly or indirectly through their activities, e.g.,</p> <ul style="list-style-type: none"> <li>a. Get Doncaster Moving support the <a href="#">Doncaster Green Space Network</a> and The Conservation volunteers, a collaborative network of community groups, volunteers and organisations, with the ultimate goal of supporting each other and the natural environment around Doncaster.</li> <li>b. Activities to improve parks and opens spaces are delivered through the '<a href="#">Doncaster Future Parks</a>' programme.</li> <li>c. Other complementary actions are delivered through the <a href="#">Get Doncaster Moving Strategy</a> e.g., around Doncaster's approach to Social Prescribing and activity within nature-based or green and blue environments.</li> </ul>

## Section 2: How we have considered other strategies

This section summarises how we have taken the following into account:

- Local Nature Recovery Strategies (LNRS)
- protected site strategies
- species conservation strategies

At the time of this first consideration, the above listed strategies are not yet published. However, the Council is a Supporting Authority for the LNRS and is fully engaged with the development of the strategy.

The Council's current biodiversity policy, objectives and actions are influenced by existing biodiversity priorities, as set out in the [Environment and Sustainability Strategy \(2020-2030\)](#) and [Green Infrastructure Strategy \(2014-2028\)](#), informed by the [Doncaster Local Biodiversity Action Plan \(2007\)](#) and ongoing conservation work with strategic biodiversity partnerships.

These policies, objectives and actions will be reviewed as the LNRS, protected site and species conservation strategies are published.

## Section 3: our future actions

This section summarises how:

- we plan to fulfil our biodiversity duty over the 2 years following the end of this 'first consideration'. It is organised around the themes proposed in [Table 1](#).

Ref:	Council-wide actions that could be taken:	Service lead
<a href="#">Council policies and processes</a>		
3.1	To continue to help drive the development and delivery of the Local Nature Recovery Strategy	All Services
3.2	To develop a corporate Nature Recovery Plan to sit alongside the Carbon Plan to help the Council take full advantage of the opportunities for turning its statutory 'must do' requirements into opportunities for the whole organisation to deliver on its strategic ambitions on health, air quality, climate change, adaptation etc. The priorities and identified opportunities would feed into the Local Nature Recovery Strategy process. The Planning Advisory Service (part of the Local Government Association) are developing a nature recovery toolkit to guide this process.	All Services
3.3	Review Council <b>policies and processes</b> including transport, waste, water, procurement, and light (see <a href="#">Table 1</a> ) to ensure consideration of biodiversity, and specifically: <ul style="list-style-type: none"> <li>• The South Yorkshire Local Nature Recovery Strategy</li> <li>• Protected site strategies</li> <li>• Species conservation strategies</li> <li>• Natural Capital</li> </ul>	All Services
3.4	Review Council <b>plans, projects, and strategies</b> to ensure consideration of biodiversity, and specifically: <ul style="list-style-type: none"> <li>• The South Yorkshire Local Nature Recovery Strategy</li> <li>• Protected site strategies</li> <li>• Species conservation strategies</li> <li>• Natural Capital</li> </ul> <p>This includes, the Local Plan and associated documents, Economic and Investment Strategies, Masterplans, the Environment and Sustainability Strategy, the South Yorkshire tree/woodland planting strategy, procurement processes and strategies, all land and asset management plans, and all</p>	All Services

	construction environmental management plans, at an agreed point of review.	
3.5	Promote the use of the South Yorkshire Natural Capital and biodiversity mapping resources, to support the delivery of biodiversity and wider ecosystem service provision.	Sustainability & Planning
3.6	Update the Natural Capital and biodiversity base map to record and monitor land use and habitat change across the Borough.	Sustainability & Planning
3.7	Commission a future review of the Natural Capital and biodiversity assessment to remodel ecosystem service provision and map potential opportunities.	Sustainability & Planning
3.8	Explore the opportunity for pursuing Biosphere status, or a Biosphere approach focused sustainability with the Humberhead Levels at its core.	Sustainability, PIC & Planning
3.9	All services to optimise data exchange with Doncaster Local Records Centre, e.g. <ul style="list-style-type: none"> <li>a. Data from planning applications</li> <li>b. Data from ecological surveys and screenings</li> <li>c. Data on land use and habitat change</li> <li>d. Data (e.g., Air quality or visitor numbers) that could be used in future natural capital modelling to improve the outputs</li> </ul>	All Services
3.10	Explore the development and capacity needs of the Local Records Centre (LRC) service to support: <ul style="list-style-type: none"> <li>a. Improved biodiversity data collection, analysis, monitoring and mapping to inform biodiversity action and support the ongoing development and reporting for the Biodiversity Duty, LNRS, E&amp;S strategy and BNG.</li> <li>b. The enhancement of data assets and outputs including as part of the LRC enquiry service.</li> <li>c. The retention of expertise and supporting services to the wider Council and partners.</li> <li>d. An expanded naturalist, citizen science and public engagement offer to support the collection of quality data, retention of skills and promotion of environmental education</li> </ul>	Planning

<u>Land and property management</u>		
3.11	<p>The Council should review management policies and practice for all landholdings and assets, and consider:</p> <ol style="list-style-type: none"> <li>a. how it will determine the current biodiversity value</li> <li>b. the action it could take to ‘<b>conserve and enhance</b>’ the biodiversity value</li> <li>c. learning from local trials and other evidence</li> <li>d. opportunities to repurpose or acquire land for nature recovery and green investment, and</li> <li>e. how to monitor success of any changes to management.</li> </ol> <p>As part of the 2021/22 annual assessment, reporting to the National Biodiversity Indicator (the <a href="#">proportion of Local Wildlife Sites in positive management</a>), the Council reported that <b>31%</b> were in positive management, including <b>10% of the sites under Council management</b> (based on available data). In the 2022/23 reporting period this reduced to <b>27%</b>, and approximately <b>10% of sites under Council management</b>.</p>	Property Services, Street Scene & Planning
3.12	<p>The <a href="#">EIP23</a> expects that all public authorities have management plans in place by the end of 2023 to support their protected sites to reach favourable status. For the Council, this relates to:</p> <ol style="list-style-type: none"> <li>a. Sandall Beat SSSI</li> <li>b. Levitt Hagg Quarries and Craggs LWS/Levitt Hagg Wood (part of Sprotbrough Gorge SSSI)</li> </ol>	Street Scene
<u>Planning and Biodiversity Net Gain</u>		
3.13	<p>The Council should take the following actions in relation to developing opportunities for Biodiversity Net Gain in Doncaster:</p> <ol style="list-style-type: none"> <li>a. Ensure sufficient ecologist capacity within the Planning Service and Local Records Centre to deal with Biodiversity Net Gain and mandatory biodiversity reporting requirements.</li> <li>b. Procure software to assist with the ongoing monitoring and reporting aspects of Biodiversity Net Gain.</li> <li>c. Register to become a responsible body on Conservation Covenants.</li> <li>d. Register its first Council Habitat Bank on the National Sites Register.</li> <li>e. Develop a further four Habitat Banks on its land holdings, or suitable alternative land that can offer biodiversity units for sale on</li> </ol>	Planning



	<p>the open market.</p> <p>f. Determine the Council's role in supporting the wider delivery of Biodiversity Net Gain projects with private landowners through engagement.</p>	
<b><u>Education, advice and awareness raising to conserve and enhance biodiversity.</u></b>		
3.14	<p>The Council should consider further action to encourage landowners, businesses, and the public to take action to benefit biodiversity. Examples could include:</p> <ul style="list-style-type: none"> <li>a. the provision of officer/member guidance and training in relation to the Biodiversity Duty.</li> <li>b. Explore and promote further opportunities to deliver nature recovery alongside wider ecosystem service benefits (mental and physical well-being, active travel, social, green tourism etc).</li> <li>c. Transposing the learning from the Yorkshire and Humber Climate Commission and Nature North alliance into local activity</li> <li>d. Working with landowners to support the delivery of biodiversity objectives</li> <li>e. Exploring green markets and blended finance opportunities to deliver nature recovery</li> <li>f. Strengthened partnership working, e.g., improved information exchange, collaboration tools, and funding security to support longer term project planning and delivery</li> <li>g. Exploring opportunities to facilitate and support conservation volunteering</li> <li>h. Working with the Climate Champions to explore biodiversity education, advice, and awareness opportunities</li> <li>i. Exploring opportunities to support citizen science, ecology skills development, environmental data collection, and professional/academic research.</li> <li>j. Exploring the opportunity for pursuing Biosphere status, or a Biosphere approach focused sustainability with the Humberhead Levels at its core.</li> </ul>	All Services

