



## Agenda

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To all Members of the

# OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

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

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

**Date:** Thursday, 28th March, 2024

**Time:** 10.00 am

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Damian Allen  
Chief Executive

Issued on: Wednesday, 20<sup>th</sup> March 2024

**Governance Officer for this meeting**

Caroline Martin  
Tel.: 01302 734941

## 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. Declarations of Interest, if any.
4. Minutes from the Meeting of the Overview and Scrutiny Management Committee held on the 13th December 2023 (*Pages 1 - 8*)
5. Public Statements.

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

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

6. 2023-24 Quarter 3 Finance and Performance Improvement Report (*Pages 9 - 70*)
7. St. Leger Homes of Doncaster Limited (SLHD) performance and delivery update Quarter 3 ended 30 December 2023 (2023/24) (*Pages 71 - 116*)
8. Overview and Scrutiny Work Plan and Council's Forward Plan of Key Decisions (*Pages 117 - 132*)

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

Chair – Councillor Jane Kidd

Vice-Chair – Councillor Jake Kearsley

Councillors Gemma Cobby, Steve Cox, Leanne Hempshall, Richard A Jones, Majid Khan and Glynis Smith

### **Education Co-optees\***

Antoinette Drinkhill

Bernadette Nesbit

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

# Public Document Pack Agenda Item 4

## DONCASTER METROPOLITAN BOROUGH COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

WEDNESDAY, 13TH DECEMBER, 2023

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER, CIVIC OFFICE, WATERDALE, DONCASTER DN1 3BU, DONCASTER on WEDNESDAY, 13TH DECEMBER, 2023 at 9.00 AM

#### PRESENT:

Chair - Councillor Jane Kidd

Councillors Jake Kearsley, Gemma Cobby, Steve Cox and Glynis Smith

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

#### ALSO IN ATTENDANCE:

Councillor Rachael Blake - Children's Social Care and Equalities

Councillor Lani-Mae Ball - Early Help, Education, Skills and Young People

Lee Tillman, Assistant Director Chief Executive

Dan Swaine, Director of Place

Phil Holmes, Adults, Wellbeing and Culture

Riana Nelson, Director of Children, Young People and Families

Rachael Leslie, Deputy Director, Public Health and Prevention

Dave Richmond, Chief Executive (SLHD)

#### APOLOGIES:

Apologies for absence were received from Councillor Majid Khan and Councillor Leanne Hempshall.

		<u>ACTION</u>
1	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations made at the meeting.	
2	<u>MINUTES FROM THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 12TH OCTOBER 2023</u>	
	<u>RESOLVED</u> that the minutes of the meeting of Overview and Scrutiny Management Committee held on 12th October, 2023 be agreed as a true record.	
3	<u>PUBLIC STATEMENTS.</u>	

	There were no public statements made at the meeting.	
4	<p><u>ST. LEGER HOMES OF DONCASTER LIMITED (SLHD) PERFORMANCE AND DELIVERY UPDATE QUARTER 2 ENDED 30 SEPTEMBER 2023 (2023/24)</u></p>	
	<p>The Committee received a report providing performance information for Quarter 2 of the 2023/24 Financial Year. The report provided feedback on successes and challenges against the 2023/24 Key Performance Indicators.</p> <p>Dave Richmond, Chief Executive of St Leger Homes was in attendance at the meeting in order to respond to any questions and queries from Members of the Committee.</p> <p>Members sought further information in terms of the Key Performance Indicators (KPIs) as in looking at the overall picture, many of these were showing as red, but yet the narrative indicated they were travelling in the right direction.</p> <p>The Committee were informed that whilst many of these were showing as red, they were in fact in the top quartile of performance nationwide, but as targets locally were very stringent, this meant they were showing as red.</p> <p><u>KPIs 2 and 3 – Void Rent Loss</u> - Members noted that whilst this performance was showing as red, St Leger Homes was continuing to perform well in this area. It was explained that this was in the top quartile for the country and whilst performance was good, the aspiration was to continually do better.</p> <p>It was noted that there had been a huge increase in the number of homeless across the country over the past year. Members were informed that this was within the region of 125,000 individuals in temporary accommodation, and Doncaster was following national trends in this area. It was recognised that this continued to be an issue that needed focus going forward.</p> <p><u>KPI 6 – Complaints</u> - This was acknowledged as an area of concern, and in reflection there remained to be too many complaints relating to repairs and maintenance. The targets that St Leger Homes faced within this area were seen to be challenging and it was considered important to remain focused on this area and improve its position.</p> <p><u>KPI 11 – Sickness</u> - This KPI continued to fluctuate and whilst it was a higher level than CDC due to the number of target days, they were tracking on the same level.</p> <p><u>KPI 12 – Local Expenditure</u> - Members noted that this was an ambitious target, and not always achievable as the skills and</p>	

	<p>availability of contractors were not always available locally. Members were informed that whilst a national company may be contracted to undertake a project, they would still look to sub-contract local tradesman, therefore meaning this KPI was still fulfilled indirectly.</p> <p><u>KPI 13 – Number of ASB Cases</u> - This was recognised as a major concern and it was outlined that a dedicated Anti-Social Behaviour Team was now in place, and some improvements were now being seen. This continued to be higher than the Yorkshire and Humber expectation.</p> <p>Members learnt that this was often a difficult target to manage, as incidents of anti-social behaviour tended to peak through the summer months, raising the levels, before falling again through the winter.</p> <p>Largely, the Committee accepted that the overall picture was still positive, and whilst the methodology was measured differently with hard to achieve targets, this did not take away from the positive work that St Leger Homes was continuing to achieve. Dave Richmond, Chief Executive St Leger reported that they were working continually to stretch themselves and were continuing to perform better than any neighbouring local housing authorities.</p> <p><u>RESOLVED</u> that: -</p> <ol style="list-style-type: none"> <li>1) The Overview and Management Committee acknowledged that the targets and performance indicators that St Leger Homes were working to were currently very hard to achieve; and</li> <li>2) Members note the progress of St Leger Homes of Doncaster’s performance, and the contribution St Leger Homes of Doncaster makes to supporting City of Doncaster Council’s strategic priorities.</li> </ol>	
5	<p><u>QUARTER 2 FINANCE AND PERFORMANCE IMPROVEMENT REPORT</u></p>	
	<p>Lee Tilman, Assistant Director, was in attendance at the meeting and provided an update on the current financial position at the end of Quarter 2 for the 2023/34 Financial Year.</p> <p>There were a number of issues that continued to have an impact on the current economic climate, including the war in Ukraine, conflict in the Middle East and whilst the inflation rate was falling, the cost of living remained high, compounded by higher interest rates and the cost of borrowing. All this impacted on the Council’s finances and would see resilience plans tested over the coming months.</p>	

The Council's overall performance remained good and not in the same position as many other neighbouring local authorities. It was noted that whilst Doncaster was still facing an overspend, the financial position was relatively stable. In terms of performance, it was reported that a small number of indicators were off target, but these would be kept under review moving forward.

The following areas were highlighted through questions from Members:

**Regenerative Council**

Members queried how the Council was liaising with schools regarding the devolution of elements of the Dedicated Support Group (DSG) to ensure that locally there were the right services in place to support children, improve outcomes and reduce costs as this was an area of concern. Members noted that SEND funding was allocated at the earliest stage which proved more successful. The new system currently in place was more coherent and with an improved decision-making process worked well. It was explained that the SEND strategy had a graduated approach, ensuring that hubs at schools worked to keep children supported in schools with the correct provisions on offer. It was raised that the DSG budget, however, was not enough and there was a continued need to fund additional capacity.

Due to time restrictions, it was requested that written information be provided to the Committee on a question not asked around CAMHS and urgent referrals outside of the meeting.

**Councillor Rachael Blake Children's Social Care and Equalities**

Members raised the Choose Kindness initiative that Councillor Blake was championing, and concerns were noted on the small budget on offer to support this. It was responded that the scheme was largely supported by people's good will alone and was working to promote Doncaster and its people, and that the time and effort needed to ensure that this was a success, cost nothing. It was felt that this initiative was already proving to be successful, and it was hoped this would grow as a well celebrated initiative in the future.

**Councillor Lani-Mae Ball - Early Help, Education, Skills and Young People**

Members asked Councillor Ball for an update on 'Your Family Offer' as this was a new scheme and clarity was requested on how this would work. It was viewed as an exciting scheme and a service embedded within local communities, with a range of areas of support and information that local people could access. Members heard that there were teams located in areas across the borough, including Woodlands Library and the Vermuyden Centre at Thorne. It was outlined how this scheme supported families in need of early help and enabled many

Director of  
Children,  
Young  
People and  
Families

problems to be solved at local level at an early stage.

Councillor Ball was also questioned in relation to SEND provision at Post 16 Level and how it was supported. Members noted that young people were put in contact with all the support they needed and given access to Careers Advisors, support and advice to assist them and ensure their needs were met as well as helping with placements for employment or further education. It was explained how the Skills Strategy was also helping in the way in which the Council supported further learning and work. Members learnt that SEND Co-ordinators had been appointed and were working with the Doncaster Chamber to provide opportunities for all.

### **DEVELOPING THE SKILLS TO THRIVE IN LIFE & WORK**

In relation to this theme and regarding children missing in education, Councillors asked whether the Council was aware of any barriers, such as language skills, and what was being done to address them. Members noted that this was largely reported by schools and sometimes simple outcomes were available that could help overcome this problem, such as ensuring that interpreters were in place to support new families arriving from other countries.

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

Comments were made in relation to the cost of future proofing education in terms of providing new schools. This continued to be a challenge and the budget for schools continued to be an issue. It was felt that there were not enough places for children with Special Educational Needs (SEN) and that this should be monitored closely. It was felt that this continued to be a complex and challenging area, and to manage this, the Council needed to focus on providing tailored care packages to meet the student's needs.

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

It was noted that Doncaster had a rich and diverse cultural heritage which was worth celebrating. Reference was made to the Windrush celebrations as a powerful event and acknowledged the diverse culture and the wealth brought to Doncaster.

Doncaster Pride was considered as a huge celebration, and it was reported that this year, Doncaster had been named the UK City of Pride, reflecting again the diversity in the City and marking the positive work in terms of inclusion and equality.

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

In response to what was being done to improve the numbers of mothers to stop smoking, as data showed that 12% of expectant mothers continued to smoke during pregnancy, which was still too high. It was explained that the Smoking in Pregnancy Service, supported many women in helping them to achieve success with stopping, and supported expectant fathers too. Focus was placed on early engagement and extra resources available to encourage individuals to stop. Members learnt that this target continued to be a challenge, and more needed to be done to help individuals engage with the service but it was hoped further improvements would be seen.

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

A question was raised in relation to high-risk referrals to the Domestic Abuse Hub flagged and what was being done to address this? The Committee noted that this continued to be a concern and it was important that these problems were addressed quickly and effectively. When allegations were received, it was important to act quickly and provide continued support for victims to ensure that they were advised and supported. It was important that people were encouraged to report incidents and agencies took a zero-tolerance approach to this issue. Again, a lot of work needed to be done in this area to ensure further success moving forward.

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

Members heard that an improvement in the number of people with a learning disability to gain employment, would hopefully be seen during 2024/25. It was explained that a job coaching model was being developed and would provide good examples to support individuals in finding employment.

The Council was committed to ensuring that 28 people gained employment over a two-year period and was looking to the future as it was hoped that big employers would look to engage with this sector.

### **BUILDING TRANSPORT & DIGITAL CONNECTIONS FIT FOR THE FUTURE**

Throughout the course of the discussion in this area, Members asked what Officers information could be provided with regard to the Superfast SY Programme and Project Gigabyte and how and when would Doncaster benefit. Members noted that this would be integral to growth and would provide greater accessibility and better coverage across South Yorkshire.

Additionally, it was stated that work was being done to improve digital



	<p>literacy across the region, and how barriers could be overcome to ensure that accessibility was available to all. It was reported that the Digital Inclusion Programme would look to overcome problems and provide targeted support to individuals whilst balancing the provision of services based on client need. It was continued that this was an ongoing scheme that would look to provide channelled and directed support.</p> <p>It was offered that further information on the work taking place as part of the NHS digital inclusion programme (targeting older residents), be circulated to the Committee.</p> <p><b><u>TACKLING CLIMATE CHANGE</u></b></p> <p>Officers were asked when the Council would expect to see an improvement in the number of houses retrofitted. It was hoped, that improvements would be seen before the end of the year, with 269 undertaken. Funding was acknowledged as a problem, and with the Councils housing stock ageing, there were different areas of work to be completed from differing funding streams. Members heard that whilst the work was challenging, materials were not getting any cheaper whilst facing rising costs but that the Council were committed to working on this and progress was being made.</p> <p>Queries were also raised as to how achievable hitting the 2030 target for carbon neutral was. It was shared that this was an aspirational target although there was no certainty if this was achievable. It was recognised that this couldn't be accomplished by the Council alone, and businesses, schools and other sectors all had to work together to achieve this.</p> <p>It was requested that further details to be provided on the number of businesses that were engaging with the Council following the meeting.</p> <p>The Committee had engaged in a thorough and robust debate on the issues contained within the report to ensure that everything was properly scrutinised, and all areas of concern were adequately and concisely addressed for Members information.</p> <p><b><u>RESOLVED</u></b> that the Chair and Members of the Overview and Scrutiny Management Committee note the information contained within the Quarter 2 Performance and Financial Information report.</p>	<p>Assistant Director of Policy Insight and Change</p> <p>Director of Place</p>
6	<p><b><u>OVERVIEW AND SCRUTINY WORK PLAN AND COUNCIL'S FORWARD PLAN OF KEY DECISIONS</u></b></p>	
	<p>The Committee gave consideration to the Overview and Scrutiny Work Plan and the Council's Forward Plan of key decisions.</p>	

Members noted that the Health and Well Being Strategy would be considered at a meeting in the New Year, with more information to be communicated to Members in due course.

RESOLVED that the report be noted.

Signed: Chair \_\_\_\_\_

Dated: \_\_\_\_\_



## City of Doncaster Council

### Report

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**Date: 28<sup>th</sup> March 2024**

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

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

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



### 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 of 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 increase 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>Projection £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>Projection £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.**

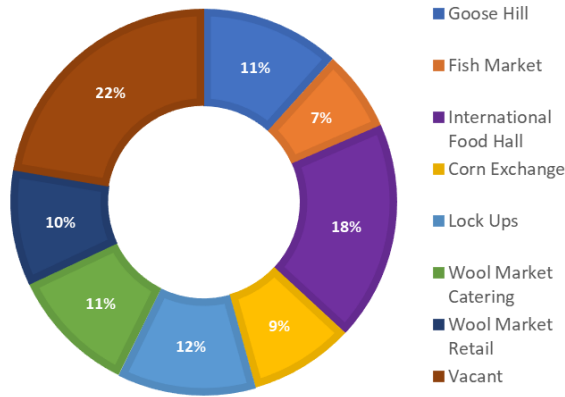
### Occupancy Trends at Doncaster and Mexborough Market

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.

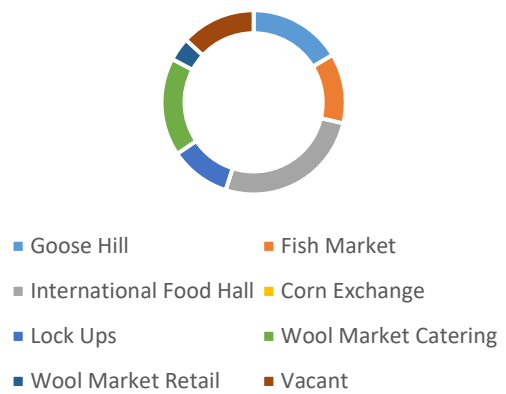
178. In the Wool Market Burgerlicious opened on Thursday 19th October, offering a variety of burgers and sides, meat, vegetarian and vegan, Nero pizza opened on Friday 15th December, offering authentic Neapolitan pizza and starters. Zaytuna and Rustic Pizza leases end on the 23rd of January. Both businesses 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)



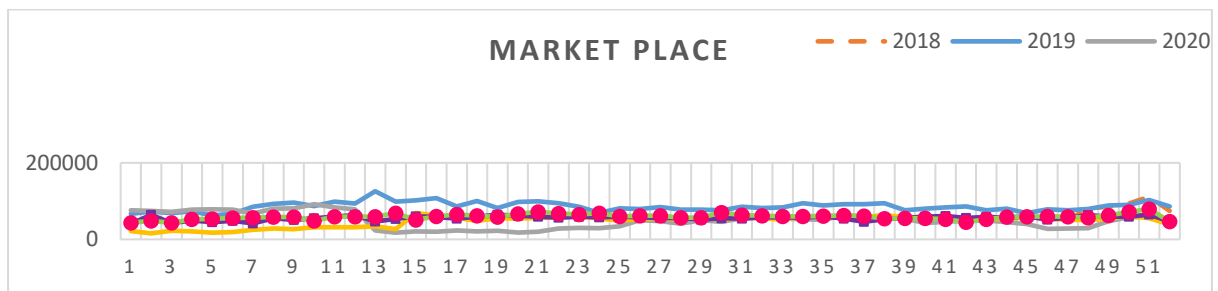
Changes per area of the estate (Percentage) at Baseline (May 2019) and Q3 2023/24

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

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City of  
Doncaster  
Council

# Finance Profile

## Oct 2023 – Dec 2023

# APPENDIX A

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## Savings Tracker

	Target 23/24 including under/over 22/23	23/24 achieved	23/24 remainder expected to be achieved in year	One-off 23/24	23/24 (unachieved) / overachieved
	£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: 28 March 2024**

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

**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 Members 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**  
**Q3 23/24 Performance**

**3.10%**  
**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.

	<b>Q3 23/24</b>	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23
Void rent loss YTD %	<b>0.68%</b>	0.70%	0.73%	0.67%	0.67%	0.72%	0.76%
Target %	<b>0.50%</b>	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Lettable Void numbers	<b>108</b>	79	122	127	118	92	133
Total Void numbers	<b>113</b>	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**

	<b>Q3 23/24</b>	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23
Re-let days	<b>24.6</b>	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)

**Target** **60%**  
**Q3 23/24 performance YTD** **27%** **WORSE THAN TARGET – RED**

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

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)

**Profiled Target YTD** **37.5**  
**Q3 23/24 performance YTD** **47.8** **WORSE THAN TARGET – RED**

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

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 complete d 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

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

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. Whilst 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</p>				

neighbourhoods, training and employment targets, and addressing homelessness issues in the borough.				
 <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

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<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><u>in month</u></b> performance)
<b>Appendix D</b>	Proposed KPIS for 2024/24.

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## 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
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# 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.***

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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	20/21	19/20
	(Covid)			
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 :

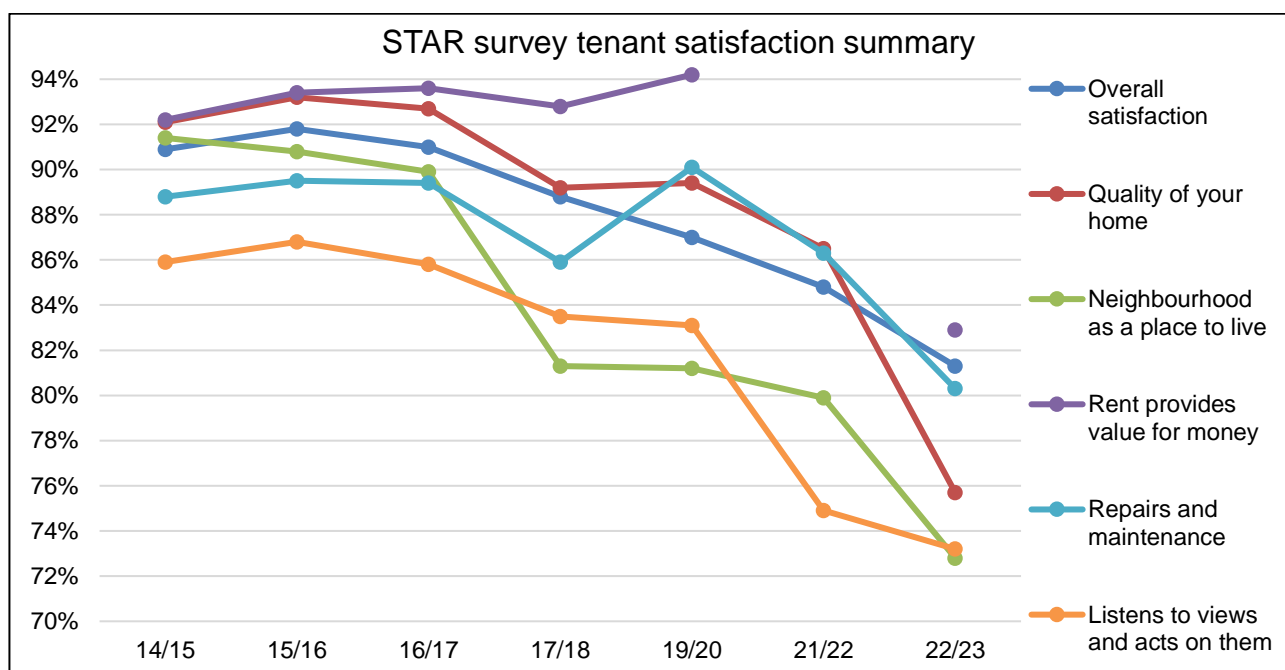
Service standards	22/23	21/22	20/21	19/20
Compliant	7	6	7	8
Within target tolerance	2	3	1	3
Not compliant	4	6	3	2
Total	13	15	11	13

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.

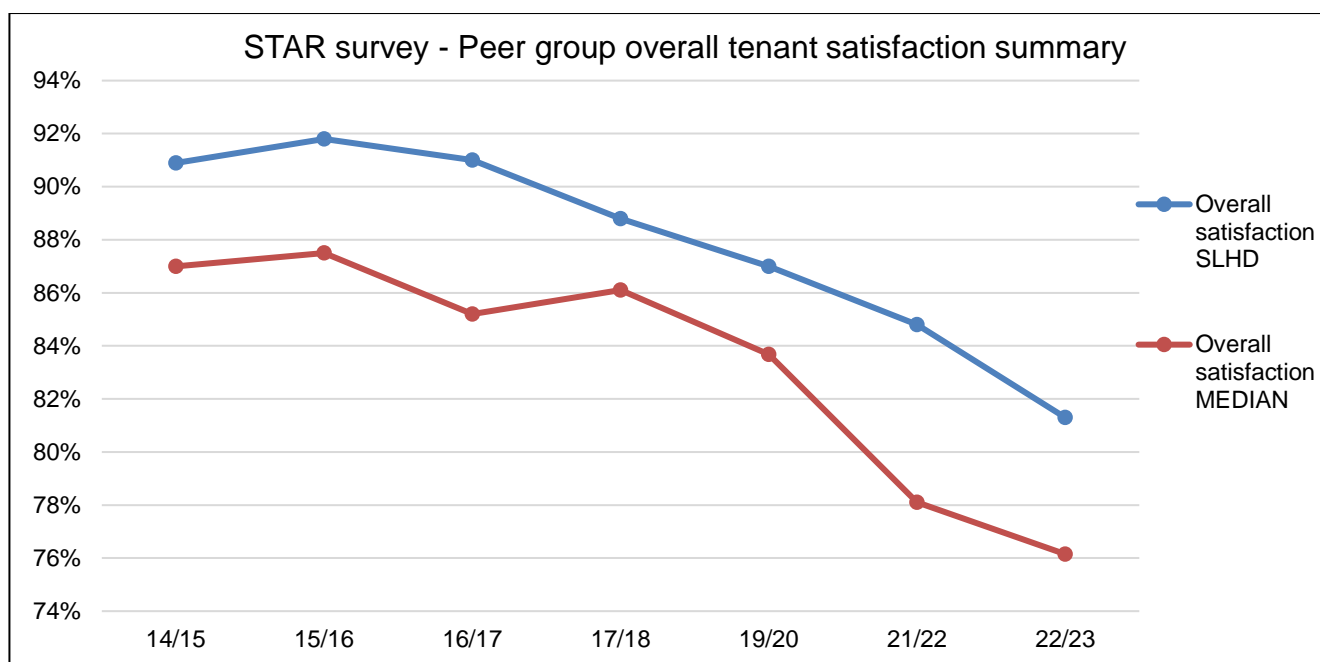
7.9. The table/graph below summarises satisfaction levels for the core questions for the 2022/23 STAR survey, with comparatives for previous surveys. There was no survey in 2020/21.



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 :

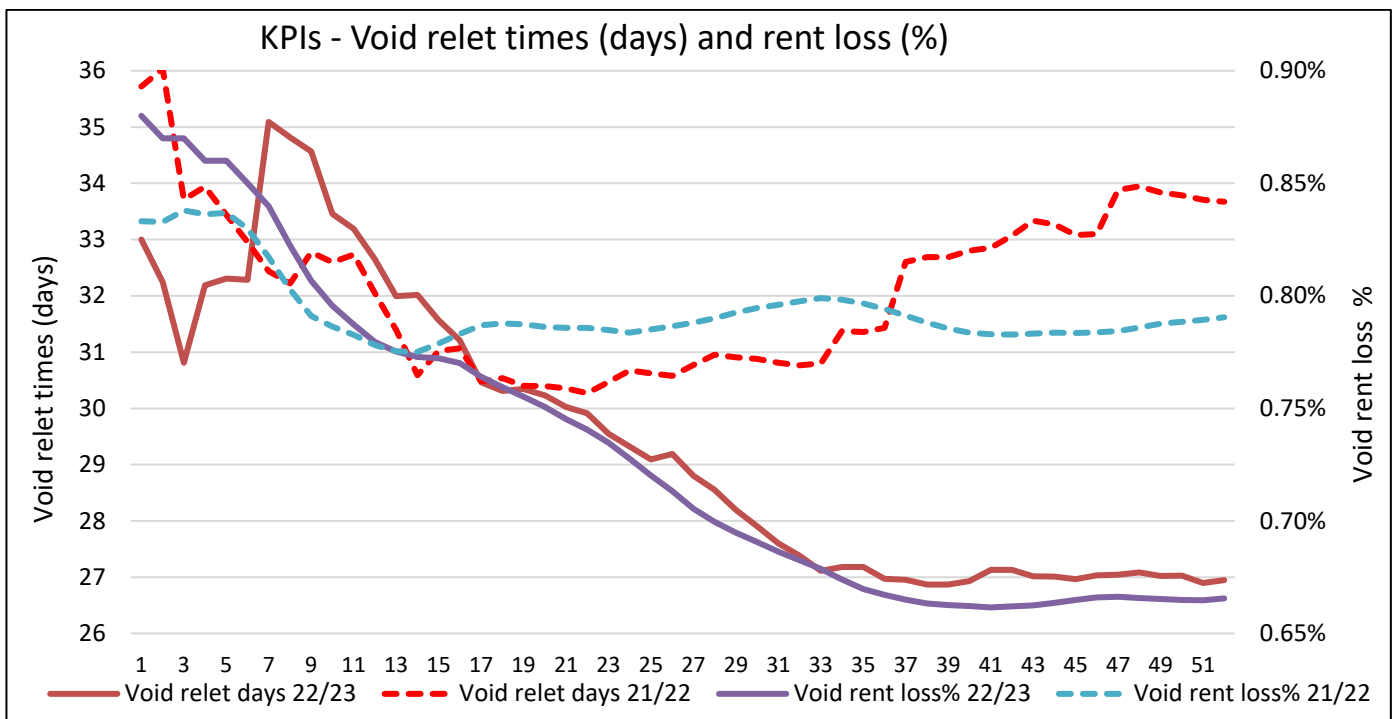
KPI	KPI description	Trend	22/23 Outturn	22/23 Target	21/22 Outturn	20/21 Outturn	19/20 Outturn
2	Void rent loss % of annual rent	↑	0.67%	0.50%	0.79%	1.00%	0.59%
3	Average no. of days to re-let a property	↑	26.7	20.0	33.7	46.1	22.7
7	Complaints upheld as a % of interactions	↑	0.09%	0.07%	0.13%	0.07%	0.06%
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 recruitment
- 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:

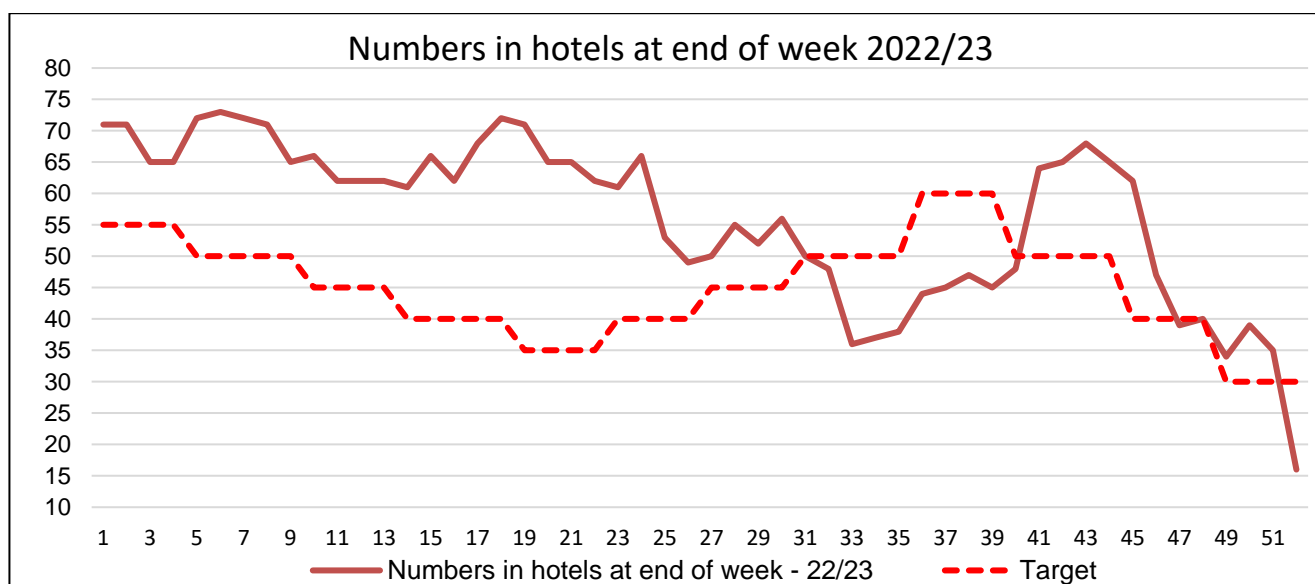
- Number of households in hotels;
- Number of homelessness acceptances;
- Number of homelessness preventions;
- Proportion of our expenditure spent in Doncaster;
- Recognition for our contribution to a growing and successful Doncaster;
- Public sector apprenticeship target;
- Contribution to partnerships;
- 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

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.



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

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

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
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Appendix D

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
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**TENANT SATISFACTION MEASURES TSMs**

													SLHD quartile position	Top Quartile	Median	Bottom Quartile	Sample size	Benchmarking group	
			<b>Overall satisfaction</b>																
		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



Please note dates of meetings/rooms/support may change

**OVERVIEW & SCRUTINY WORK PLAN 2023/24**

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
April	<b>Monday 17<sup>th</sup> April at 1pm Informal briefing session MS Teams</b>		<b>Wednesday 19<sup>th</sup> April at 4pm Informal Briefing Session MS Teams</b>	<b>Monday 24<sup>th</sup> April 2023 10am MS Teams Members briefing (CR)</b>	
	<ul style="list-style-type: none"> <li>Doncaster Delivering Together (DDT) Investment Plan (c)</li> </ul>		<ul style="list-style-type: none"> <li>Transition of Children Social Care (c)</li> <li>Update briefing on Government response Stable homes built on love</li> </ul>	<ul style="list-style-type: none"> <li>Improving Council housing stock and How St Leger Homes ensure VFM and work standards on improvement programmes; (c)</li> <li>Repairs Excellence ph 2 (c)</li> </ul>	
			<b>Thursday 20<sup>th</sup> April 2023, 2pm, Informal Briefing Joint Meeting with C&amp;E</b>		<b>Thursday 20<sup>th</sup> April 2023, 2pm, Informal Briefing Joint Meeting with CYP</b>
			<ul style="list-style-type: none"> <li>Play Parks Strategy</li> </ul>		<ul style="list-style-type: none"> <li>Play Parks Strategy</li> </ul>
			<b>Wednesday 26<sup>th</sup> April 2023 at 12pm, Informal Briefing session, MS Teams – CANCELLED</b>		
			<ul style="list-style-type: none"> <li>Referrals – school experience update Social Care Front Door – meeting with headteachers</li> <li>Update on overview of social care theme pressure points</li> </ul>		
			<b>Thursday 27<sup>th</sup> April 2023 at 4.30pm MS Teams or Council Chamber TBC</b>		

Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
			<ul style="list-style-type: none"> <li>Youth Council Priorities (and for information Children and Young Peoples Plan).(c)</li> <li>Youth Offer (c)</li> </ul>		
			<b>Thursday 27<sup>th</sup> April 2023 at 10am MS Teams Briefing Session</b>		
			<ul style="list-style-type: none"> <li>SEND inspection framework and Government response to Green Paper</li> </ul>		
May		<b>Thursday 11<sup>th</sup> May 2023 at 10am Council Chamber (CR)</b>		<b>Tuesday 23<sup>rd</sup> May 2023 at 1.30pm Briefing Session MS Teams (CM)</b>	
		<ul style="list-style-type: none"> <li>Bentley and Rossington Primary Care estate developments ICB</li> <li>Public Health Protection Update</li> </ul>		<ul style="list-style-type: none"> <li>Local Lettings Policy</li> <li>Gypsy and Traveller Pitch Allocation Policy</li> </ul>	
		<b>Thursday 25<sup>th</sup> May 2023 at 10am, MS Team</b>			
		Work Planning			
June	<b>Thursday 1<sup>st</sup> June 2023 at 10am Council Chamber</b>		<b>Thursday 15<sup>th</sup> June 2023 at 4pm, MS Teams</b>	<b>Thursday 6<sup>th</sup> June 2023 at 2pm, MS Teams</b>	<b>Thursday 1<sup>st</sup> June 2023 at 2pm, MS Teams</b>
	<ul style="list-style-type: none"> <li>Work Planning</li> </ul>		<ul style="list-style-type: none"> <li>Work Planning</li> </ul>	<ul style="list-style-type: none"> <li>Work Planning</li> </ul>	<ul style="list-style-type: none"> <li>Work Planning</li> </ul>



Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
	<b>Thursday 1<sup>st</sup> June 2023 at 11am, Council Chamber (CM)</b>			<b>Friday 30<sup>th</sup> June 2023 at 10.30am Briefing Session MS Teams (CM)</b>	
	<ul style="list-style-type: none"> <li>Youth Justice Plan</li> </ul>			<ul style="list-style-type: none"> <li>Transport (invite to SYMCA) (c)</li> </ul>	
	<b>Thursday 29<sup>th</sup> June 2023 at 10am, Council Chamber (CM/AT)</b>				
	<ul style="list-style-type: none"> <li>Finance and Performance (invite to Cabinet Members Cole and Houlbrook) (c)</li> <li>Agree Scrutiny Work Plan</li> </ul>				
July	<b>Thursday 20<sup>th</sup> July 2023 at 10am, MS Teams (CM)</b>	<b>Thursday 6<sup>th</sup> July 2023 at 10am, Members Briefing, Council Chamber (CR)</b>	<b>Thursday 27<sup>th</sup> July 2023 at 4.30pm, MS Teams (CM)</b>	<b>Monday 17<sup>th</sup> July 2023 at 1.30pm, Council Chamber (CR)</b>	
	<ul style="list-style-type: none"> <li>St Leger Homes future priorities and services (R&amp;H O&amp;S to be invited) (c)</li> </ul>	<ul style="list-style-type: none"> <li>Joint Strategic Needs Report: <ul style="list-style-type: none"> <li>Summary of specific areas of data</li> <li>What's new/ performance deterioration (c)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Child Exploitation</li> </ul>	<ul style="list-style-type: none"> <li>Local Lettings Policy</li> <li>Gypsy and Traveller Pitch Allocation Policy (c)</li> </ul>	
Aug					<b>Thursday 3<sup>rd</sup> August 2023 at 10am Briefing Session MS Teams (CM)</b>
					<ul style="list-style-type: none"> <li>Community Assets – Mary Woollet Centre</li> <li>Update on recommendations from the Corporate Assets Policy Review</li> <li>Local Flood Risk Management Strategy –</li> </ul>

Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
					outline pre 5 <sup>th</sup> October meeting <ul style="list-style-type: none"> <li>PSPO – Town Centre – pre cabinet decision</li> </ul>
		<b>Wednesday, 23<sup>rd</sup> August 2023, 10am Sheffield Council (CR)</b>			
		<ul style="list-style-type: none"> <li>JHOSC (Chair only to attend)</li> </ul>			
Sept	<b>Thursday 7<sup>th</sup> September 2023 at 10am, Council Chamber (CR)</b>	<b>Thursday 28<sup>th</sup> September 2023 at 2pm, Council Chamber (CM)</b>	<b>Wednesday 20<sup>th</sup> September 2023 at 9.30am Site Visit (CR)</b>		
	<ul style="list-style-type: none"> <li>Annual Compliments and Complaints (c)</li> </ul>	<ul style="list-style-type: none"> <li>Mental Health aged 18 to 25 Invite PFG (c)</li> </ul>	<ul style="list-style-type: none"> <li>Site visit to Adwick Family Hub (c)</li> </ul>		
	<b>Thursday 7<sup>th</sup> September 2023 at 10am, Council Chamber (CR)</b>				
	<ul style="list-style-type: none"> <li>Fairness and Wellbeing Commission (c)</li> </ul>				
			<b>Monday 9<sup>th</sup> October 2023, 12:30pm, MS Teams (CM)</b>		
Page 120			<ul style="list-style-type: none"> <li>Referrals – school experience update Social Care Front Door – meeting with headteachers (c)</li> </ul>		
Oct	<b>Thursday 12<sup>th</sup> October 2023 at 10am, Council Chamber (CR)</b>	<b>Thursday 26<sup>th</sup> October 2023 at 10am, MS Teams</b>	<b>Tuesday 31<sup>st</sup> October 2023 at 4.30pm Council Chamber (CR)</b>	<b>Thursday 19<sup>th</sup> October 2023 at 10am, Council Chamber (CR)</b>	<b>Thursday 5<sup>th</sup> October 2023 at 10am Council Chamber (CM)</b>

FP – Forward Plan Decision

CR or CM– Officer Responsible

Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
	<ul style="list-style-type: none"> <li>Finance and Performance (invite to Cabinet Member Blackham) (c)</li> </ul>	<ul style="list-style-type: none"> <li>JHOSC – Chair only as appointed Member on Committee</li> </ul>	<ul style="list-style-type: none"> <li>Child Poverty report on discussions from site visit Youth Council to attend (c)</li> </ul>	<ul style="list-style-type: none"> <li>Housing - New regulatory regime for social housing</li> <li>Housing biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>Safer Doncaster Partnership (c) <ul style="list-style-type: none"> <li>Update from February position focus on Retail Crime</li> </ul> </li> <li>Flood Risk Management Strategy Pre-Cabinet decision (c)</li> </ul>
Nov	<p><b>Thursday 2<sup>nd</sup> November 2023 at 10am, MS Teams/Council Chamber TBC (CR)</b></p> <ul style="list-style-type: none"> <li>Customer Experience Strategy (c)</li> </ul>	<p><b>Cancelled Wednesday 22<sup>nd</sup> November 2023 at 2pm, Sheffield</b></p>			
	<p><b>Tuesday 7<sup>th</sup> November 2023 at 2pm, MS Teams (CR)</b></p>	<p><b>Thursday 23<sup>rd</sup> November 2023 at 10am Council Chamber (CM)</b></p> <ul style="list-style-type: none"> <li>Doncaster and Bassetlaw Hospital Trust and. Areas for consideration to be agreed: <ul style="list-style-type: none"> <li>A&amp;E position</li> <li>Waiting lists</li> <li>Staff Recruitment and Retention</li> </ul> </li> <li>Winter planning (c)</li> </ul>			
	<ul style="list-style-type: none"> <li>Update on Localities</li> <li>Community Prevention Model</li> </ul>				
	<p><b>Monday 27<sup>th</sup> November 2023 at 3pm MS Teams (CM)</b></p>				
	<ul style="list-style-type: none"> <li>Fairness and Wellbeing Commission</li> </ul>				
	<p><b>Wednesday 13<sup>th</sup> December 2023 at 9am, Council Chamber (CM)</b></p>	<p><b>Thursday 7<sup>th</sup> December 2023 at 2pm, Sheffield (CM)</b></p>	<p><b>Thursday 7<sup>th</sup> December 2023 at 4.30pm, Council Chamber (CR)</b></p>		<p><b>Thursday 7<sup>th</sup> December 2023 at 10am, MS Teams (CR)</b></p>

Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
	<ul style="list-style-type: none"> <li>Finance and Performance (invite to Cabinet Members Blake and L Ball)</li> </ul>	<ul style="list-style-type: none"> <li>JHOSC – Chair only as appointed Member on Committee</li> </ul>	<ul style="list-style-type: none"> <li>SEND Strategy (c)</li> <li>Educational Outcomes (c)</li> </ul>		<ul style="list-style-type: none"> <li>Street Scene and Enforcement (c)</li> </ul>
Jan	<p><b>Tuesday 23<sup>rd</sup> January 2024 at 10am Briefing Session MS Teams (CM/CR)</b></p>				<p><b>Monday 22<sup>nd</sup> January 2024 at 10am Council Chamber Briefing session (CR)</b></p>
	<ul style="list-style-type: none"> <li>Budget</li> <li>Corporate Plan (c)</li> </ul>				<ul style="list-style-type: none"> <li>Waste and Recycling to include current/future contract and changes to regulations/impact on future green agenda (c)</li> <li>Future Parks Scheme (c)</li> <li>Heatwave Update (c)</li> </ul>
Feb	<p><b>Monday 5<sup>th</sup> February 2024 at 1pm, Council Chamber (CM/CR)</b></p>	<p><b>8<sup>th</sup> February 2024 at 10am, Council Chamber (CM)</b></p>		<p><b>Friday 2<sup>nd</sup> February 2024 at 11am Briefing Session MS Teams (CR)</b></p>	<p><b>Thursday 15<sup>th</sup> February 2024 at 10am Crime &amp; Disorder Committee, Council Chamber (CR)</b></p>
	<ul style="list-style-type: none"> <li>Budget</li> <li>Corporate Plan (c)</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Care Board – invite (c)</li> </ul> <p>Primary Care Access recovery plan for Doncaster area</p> <p>Pharmacy access, demands and national position</p> <p>Oral health to include Dentistry access, demands and national position (c)</p>		<ul style="list-style-type: none"> <li>St Leger Homes Tenancy Agreement (c)</li> </ul>	<ul style="list-style-type: none"> <li>Safer Doncaster Partnership (c)</li> </ul>
	<p><b>Postponed Thursday 22<sup>nd</sup> February 2024 at 10am, Council Chamber (informal not 11<sup>th</sup> March) (CR)</b></p>				

Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
	<b>Monday 11<sup>th</sup> March 2024 at 1.30pm Briefing Session Council Chamber (CR)</b>	<b>Thursday 21<sup>st</sup> March 2024 at 2pm, Council Chamber (CM)</b>	<b>Thursday 14<sup>th</sup> March 2024 at 4.30pm, Council Chamber (CR)</b>	<b>Thursday 7<sup>th</sup> March at 2pm, Council Chamber (CR)</b>	
	<ul style="list-style-type: none"> <li>South Yorkshire Mayor Oliver Coppard</li> </ul>	<ul style="list-style-type: none"> <li>Public Health Protection Annual Report (c)</li> </ul>	<ul style="list-style-type: none"> <li>Social care demand management and child neglect (c)</li> </ul>	<ul style="list-style-type: none"> <li>Local Plan update (C)</li> </ul>	
	<b>Monday 18<sup>th</sup> March 2024 at 12.30pm Briefing Session MS Teams (CM)</b>				
	<ul style="list-style-type: none"> <li>Community Prevention Model</li> </ul>				
<b>March</b>	<b>Thursday 28<sup>th</sup> March 2024 at 10am, Council Chamber (CM)</b>	<b>JHOSC (TBC) Monday 25<sup>th</sup> Mar 2024, 4pm Sheffield CC, Town Hall (CM)</b>			
	<ul style="list-style-type: none"> <li>Finance and Performance (invite to Cabinet Members N Ball and G Jones) (c)</li> </ul>	<ul style="list-style-type: none"> <li>Change to terms of reference.</li> <li>Dentistry in South Yorkshire</li> </ul>			
	<b>Informal session following the above meeting. (CM)</b>				
	<ul style="list-style-type: none"> <li>Doncaster Delivering Together Investment Plan update (c)</li> </ul>				

**POSSIBLE ISSUES FOR FUTURE CONSIDERATION OR TO BE SCHEDULED**

Page 123	Quarterly performance 20 <sup>th</sup> June 2024 (Invite to Cllrs Smith and Nightingale)	Dementia – 2024/25 TBC	Inclusion Update/Elective Home Education – possibly for the future	Market and Corn Exchange update – possible invite to MAM – Early 2024/25 TBC	
	SLH Complaints appeal policy – with R and H briefing session new year 2024 – waiting to hear from SLHD	Consultations from Directorates as required	Universal Services - how it is being impacted by cost of living and post pandemic school language and school ready – addressed 22/23	Biodiversity Net Gain - could be covered of with section in Local Plan report	

Please note dates of meetings/rooms/support may change

	Fairness and well-being commission update – waiting to hear (later 2024) TBC		EPIC Learning - May 2024/25 (poss invite to OSMC)	Retro-fitting and new heat pump systems/Investment in apprenticeships (raised at Panel on 19 <sup>th</sup> October 2023) – TBC	
	Health and Well-being Strategy late 2023 / early 2024	Age Friendly City – early input, plans and practicalities – how can the Authority drive this? TBC	Work Experience, NEET, work opportunities for SEND – include visit to café – March 2025 (as outlined at the 7 <sup>th</sup> Dec meeting 2023)	1. Housing crisis – aging population /Outcomes from the OT medical assessment (H&ASC O&S undertook dedicated meeting in 2022/23) - possibly for the future	
		Invite to Aspire – Substance misuse – possibly for the future		2. Regeneration and Economy:  Connectivity – new technology availability, impact of working from home and town centre footfall – picked up through Development update and Finance and Performance at OSMC.	
		Maternity care – possibly for the future		SLH Complaints appeal policy – with OSMC briefing session new year 2024 - waiting to hear from SLHD	
		Learning Disability and Autism Strategy review late 2023/24 work plan programme - possibly for the future			
		RDaSH – Strategy moving forward – possible invite to address outcomes and difference being made for future delivery – 2024/25			

Please note dates of meetings/rooms/support may change

		YAS – possibly for the future (on JHOSC workplan as part of regional health scrutiny update)			
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**DONCASTER METROPOLITAN BOROUGH COUNCIL**  
**FORWARD PLAN FOR THE PERIOD 1ST APRIL TO 31ST JULY, 2024**

The Forward Plan sets out details of all Key Decisions expected to be taken during the next four months by either the Cabinet collectively, The Mayor, Deputy Mayor, Portfolio Holders or Officers and is updated and republished each month.

A Key Decision is an executive decision which is likely:-

- (a) to result in the Local Authority incurring expenditure which is, or the making of savings which are, significant having regard to the Local Authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the Local Authority;
- (c) any decision related to the approval or variation of the Policy and budget Framework that is reserved to the Full Council.

The level of expenditure/savings which this Authority has adopted as being financially significant are (a) in the case of the revenue budget, gross full-year effect of £250,000 or more b) in the case of capital budget, £1,000,000 or more in respect of a single project or otherwise across one financial year.or the decision has a significant impact on 2 or more wards.

Please note in addition to the documents identified in the plan, other documents relevant to a decision may be submitted to the Decision Maker. Details of any additional documents submitted can be obtained from the Contact Officer listed against each decision identified in this plan.

In respect of exempt items, if you would like to make written representations as to why a report should be considered in public, please send these to the contact officer responsible for that particular decision. Unless otherwise stated, representations should be made at least 14 days before the expected date of the decision.

**KEY**

Those items in **BOLD** are **NEW**

Those items in **ITALICS** have been **RESCHEDULED** following issue of the last plan

Prepared on: Tuesday 19 March, 2024 and superseding all previous Forward Plans with effect from the period identified above.

Damian Allen  
Chief Executive

## MEMBERS OF THE CABINET

### **Cabinet Member For:**

Mayor - Ros Jones  
Deputy Mayor - Councillor Glyn Jones

Councillor Lani-Mae Ball  
Councillor Nigel Ball  
Councillor Joe Blackham  
Councillor Rachael Blake  
Councillor Phil Cole  
Councillor Mark Houlbrook  
Councillor Jane Nightingale  
Councillor Sarah Smith

- Budget and Policy
- Housing and Business
  
- Early Help, Education, Skills and Young People
- Public Health, Communities, Leisure and Culture
- Highways, Infrastructure and Enforcement
- Children's Social Care and Equalities
- Finance, Traded Services and Planning
- Sustainability and Waste
- Corporate Resources.
- Adult Social Care

**Some Decisions listed in the Forward Plan are to be taken by Full Council**

**Members of the Full Council are:-**

**Councillors Nick Allen, Bob Anderson, Duncan Anderson, Lani-Mae Ball, Nigel Ball, Iris Beech, Joe Blackham, Rachael Blake, Nigel Cannings, Glenn Bluff, Laura Bluff, Bev Chapman, James Church, Gemma Cobby, Phil Cole, Jane Cox, Steve Cox, Linda Curran, Amiee Dickson, Susan Durant, Yetunde Elebuibon, Sue Farmer, Sean Gibbons, Julie Grace, Martin Greenhalgh, Ken Guest, John Healy, Leanne Hempshall, Charlie Hogarth, Mark Houlbrook, Debbie Hutchinson, Glyn Jones, R. Allan Jones, Ros Jones, Jake Kearsley Majid Khan, Jane Kidd, Sue Knowles, Sophie Liu, Tracey Moran, John Mounsey, Emma Muddiman-Rawlins, Tim Needham, David Nevett, Jane Nightingale, Thomas Noon, Ian Pearson, Andy Pickering, Cynthia Ransome, Rob Reid, Andrea Robinson, Dave Shaw, Glynis Smith, Sarah Smith, Gary Stapleton, and Austen White**

WHEN DECISION IS EXPECTED TO BE TAKEN	KEY DECISION TO BE TAKEN	RELEVANT CABINET MEMBER	DECISION TO BE TAKEN BY	CONTACT OFFICER(S)	DOCUMENTS TO BE CONSIDERED BY DECISION MAKER	REASON FOR EXEMPTION – LOCAL GOVERNMENT ACT 1972 SCHEDULE 12A
10 Apr 2024	To endorse the developments to Adult Social Care public information and the frameworks to support further improvements.	Councillor Sarah Smith, Portfolio Holder for Adult Social Care	Portfolio Holder for Adult Social Care	Bryony Shannon, Strategic Lead, Directors Office, Adults, Health and Wellbeing Bryony.Shannon@doncaster.gov.uk		Open
10 Apr 2024	To approve the Adult Social Care Market Position Statement 2024	Portfolio Holder for Adult Social Care	Portfolio Holder for Adult Social Care	Kathryn Anderson-Bratt, Head of Service - Commissioning and Contracts Tel: 01302 737013 Kathryn.Anderson-Bratt@doncaster.gov.uk		Open
17 Apr 2024	To approve the Doncaster Delivering Together Investment Plan 2024/25.	Mayor Ros Jones	Cabinet	Jonathan Bucknall, Head of Strategic Investment and External Funding jonathan.bucknall@doncaster.gov.uk		Open
17 Apr 2024	To accept £6,958,555 of funding for delivery of the Local and Neighbourhood Transport Complementary	Councillor Joe Blackham, Portfolio Holder for	Cabinet	Neil Firth, Head of Service, Major Projects and Investment		Open

	Programme, through the City Region Sustainable Transport Settlement via the South Yorkshire Mayoral Combined Authority.	Highways, Infrastructure and Enforcement		neil.firth@doncaster.gov.uk, Kerry Perruzza, Senior Transport PLanner Kerry.Perruzza@doncaster.gov.uk		
17 Apr 2024	<b>To dispose of 2.7 Acres / 1.09 Hectares of land at College Road Doncaster to The Secretary of State for Levelling Up, Housing and Communities for the construction and provision of a new University Technical College (UTC).</b>	<b>Councillor Joe Blackham, Portfolio Holder for Highways, Infrastructure and Enforcement</b>	<b>Cabinet</b>	<b>Scott Cardwell, Assistant Director of Development scott.cardwell@doncaster.gov.uk, Sam Taylor, Property Management Surveyor Tel: 01302 737229 sam.taylor@doncaster.gov.uk</b>	<b>Cabinet on 5th November 2019 as part of the General Fund Capital Receipts - Programme Update.</b>	<b>Fully exempt 3</b>
19 Jun 2024	Quarter 4 2023-24 Finance and Performance Report.	Councillor Phil Cole, Portfolio Holder for Finance, Traded Services and Planning, Mayor Ros Jones, Mayor of Doncaster with responsibility for Budget and Policy	Cabinet	Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@doncaster.gov.uk, Sennette Wroot, Senior Strategy & Performance Manager Tel: 01302 862533 Sennette.Wroot@doncaster.gov.uk		Open
19 Jun 2024	St. Leger Homes Performance Report 2023/24 Quarter 4.	Councillor Glyn Jones,	Cabinet	Julie Crook Tel: 01302 862705		Open

		Deputy Mayor, Portfolio Holder for Housing and Business.				
17 Jul 2024	New Secure Tenancy Agreement for Council tenants.	Portfolio Holder for Housing and Business	Cabinet	Jane Davies, Head of Housing Management, St Leger Homes jane.davies@stleger homes.co.uk		Open

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