



# Doncaster Council

## Report

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Date: 1<sup>st</sup> December 2020

To the Mayor and Members of Cabinet

### 2020-21 Quarter 2 Finance and Performance Improvement Report

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Mayor Ros Jones	All	Yes

#### EXECUTIVE SUMMARY

1. This report focuses on quarter 2 of the 2020/21 financial year. It indicates our current financial forecast position against our 2020/21 budget and our performance against key Service Standards.
2. The first two quarters of 2020/21 have been challenging for council services as the COVID-19 pandemic has impacted right across the council. The current status of the virus with rising infection rates from September 2020 on onwards, with the Council and Team Doncaster partners returning to a response footing means that these challenging circumstances are likely to continue through the rest of the year. In addition there are a range of other concurrent risks that could affect performance which the Council is managing including the impact of EU Exit at the end of December 2020 and the possibility of further extreme weather through the winter.
3. However the Council is continuing to deliver their 'business as usual' services whilst at the same time dealing with the prolonged state of emergency. From a performance perspective there have been areas of improvement which include:
  - During quarter 2 the Civic Buildings One Stop Shop has remained open with key services being delivered including registrars, home options, St Leger Homes and customer services. In quarter 2 we received 22,595 more telephone calls than in quarter 1
  - The average number of days to process a new housing benefit claim and council tax support applications are both performing well within target. This has been achieved whilst the team are also working on business support payments and self-isolation payments.
  - The percentage of children accessing their entitlement to free childcare (2 year olds) has improved by 4.2% since quarter 1, with a 74.4% take up

- Spend with local suppliers based in Doncaster is the highest percentage recorded since the start of this performance indicator in 2014. 81% against a target of 66%, (£29,839,039 of a total spend of £36,838,320).

There have however been challenges, which include:

- In quarter 2, an additional 195 new homes were built, although this is lower than the 289 that were built this time last year, this is not unexpected given the restrictions in place.
- The sickness absence rate for quarter 2 was 9.74 days per full time equivalent employee, against a target of 8.50 days. Although this is below targeted performance this is a positive within the current context.
- The average time taken to complete a social care assessment in this quarter was 48.9 days (target 42 days), which is 8.8 days longer than reported in quarter 1.

## **Financial Position**

4. The COVID-19 pandemic continues to provide significant volatility and ongoing financial challenges. We continue to incur new and additional costs to support operational services, reduced income through less trading activity and there has been a delay in delivering savings, which are required to achieve a balanced budget. There are also significant losses on the projected income from Council Tax and Business Rates due to the impact of the restrictions.
5. Given the exceptional nature of circumstances, the Government have recognised these financial challenges and provided £34.7m additional COVID-19 grant funding. In addition, other specific resources have been provided and are listed in the Appendix A Finance Profile to this report.
6. Although the financial position remains extremely fluid and is being carefully monitored on a monthly basis, we anticipate that through proactive budget management we can manage the in-year financial position, by means of the application of government funding and service underspends. Therefore we are continuing to forecast a balanced budget position at the year-end (no over or underspend) after the allocation of COVID-19 grant funding. Full details on the main variances are provided in paragraphs 53 to 59.
7. Looking to the longer term, we anticipate that the cost of delivering many council services will increase at the same point that our available income (council tax and business rates) will come under pressure. An updated Medium Term Financial Strategy (MTFS) and 2021/22 budget plan was agreed by Cabinet on 29<sup>th</sup> September, 2020; identifying a most likely budget gap over the 3 year period of £13m. Our strategy to close this gap includes carrying forward the unallocated COVID-19 grant funding, received this year, to meet the shortfall in council tax and business rates, which impacts on future years. We will continue to review the MTFS position and identify ongoing savings options to reduce our baseline spend as part of the budget setting process.

## **Performance**

8. During this quarter we have been presented with significant challenges to service delivery as a result of the pandemic lockdown and restrictions applied. We have worked closely with government bodies, partner organisations and local

communities to provide essential support to residents that have been affected by the restrictions.

9. Paragraphs 12-43 outline the current position on areas that we have managed to continue to monitor throughout quarter 2 as well as identifying additional key areas of activity.

## **EXEMPT REPORT**

10. This report is not exempt

## **RECOMMENDATIONS**

11. The Mayor and Members of Cabinet are asked to approve, note and comment on the quarter 2 performance and financial information; including;
  - Approve the virements per the Financial Procedure Rules, detailed in the Financial profile in Appendix A,
  - Note the allocations of block budgets in the Capital Programme, detailed in the Appendix A – Financial Profile, in accordance with the Financial Procedure Rules (sections A & B).
  - Approve payment to the Childrens Trust for the COVID-19 element of their overspend (£1.30m) with a reconciliation at year-end to ensure any surplus is returned to the Council.
  - Approve payment to St Leger Homes for the COVID-19 pressures on homelessness services (£0.48m) with a reconciliation at year-end to ensure any surplus is returned to the Council.
  - Approve the receipt of the £1.2m gainshare resource from Sheffield City Region and delegate the decisions around the allocation of this money to the Director of Corporate Resources in consultation with the Mayor.

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

### **LIVING:**

12. Annual performance for the maintenance of principal, non-principal and estate roads has remained at or above target at 98%, 97% and 77% respectively. This continues the good performance in this area of service that we have seen over the last few years
13. Quarter 2 saw a 3% increase in performance for the removal of fly tipping compared to quarter 1 (Q1-58%, Q2-61%, target 80%). This improvement in performance was achieved despite quarter 2 seeing a significant increase in the number of Fly Tip cases reported (Q1 = 2950, Q2 = 3314). During quarter 2 the service also had to deal with a back-log of Fly Tip works which could not be undertaken during the social distancing limitations imposed during the initial lockdown. Currently the service is still unable to fully deploy staff to undertake Cleanse and Fly Tip activities due to the limits placed on vehicle occupancy.
14. Household waste recycling has reduced significantly and at quarter 2 is 38.4% compared to 50.8% in quarter 2 last years. This is due to the cessation of the garden waste service during the quarter, and increase in residual tonnages. Kerbside recycling is up but not enough to compensate and Household Waste Recycling Centres recycling capacity was reduced due to site closures in quarter 1.

15. As per the Environment Services Improvement Plan (ESIP), we successfully restarted services across Environment during Q2 using a risk-based approach, as well as reviewing service delivery and implementing improvements where required.
16. The scheduled grass cutting programme has not been delivered as originally planned, primarily due to COVID-19, however, 3 full scheduled grass cuts were achieved during quarter 2. Once works resumed early in June we initially prioritised our local parks, in order to allow people to exercise during/emerging from lockdown. As we began to deploy more resources we were able to cut more grass across the Borough - re-introducing cyclical cutting schedules and employing an 'Area Based Approach' as described in the ESIP. The cuts did take longer than usual due to much longer grass and wet weather conditions, and the service is still working within COVID-19 restrictions and limits for people in vehicles.
17. The period of reduced grass cutting has allowed the service to progress with its naturalising initiatives in line with the climate and biodiversity emergency announced by the Mayor in September last year, and the on-going ESIP. 75 locations have been left uncut, totalling 139 hectares left to naturalise.

#### **WORKING:**

18. The percentage of major planning applications processed within targeted timeframes continues to significantly exceed the national target of 70%. A figure of 95.65% was achieved against a highly ambitious locally set target of 94%.
19. An additional 195 new homes were built in quarter 2, which is lower than the equivalent time last year (289); which is not unexpected given the lockdown measures in place that slowed progress on some sites and in many cases, ceased development altogether for an extended period of time. However, this is an increase from the quarter 1 figure of 147.
20. The outturn collection of Business Rates at the end of the second quarter is estimated to be 92.96%. This is a reduction when compared with 97.02% for the same time last year. The impact of the COVID-19 pandemic has seen many businesses continue to struggle despite the easing of the national lockdown. Over 1,000 businesses are behind with their Business Rates payments for this year, however, no formal debt recovery action has been taken against these and efforts continue to work with businesses to find suitable alternative payment plans. With the continuing uncertainty over local lockdowns and their impact on businesses, it is anticipated that collection will remain difficult in quarter 3.

#### **CARING:**

21. The COVID-19 pandemic has presented significant challenges to service delivery this quarter, and a number of headline measures have been directly impacted and our priority has been supporting the most vulnerable residents and communities through the pandemic. Changes to guidance in relation to hospital discharge & funding arrangements which has needed locality teams to re-prioritise their case work.
22. The number of people living in residential care has reduced from 988 to 966; this is an indicator that was significantly altered by the COVID-19 pandemic, and

continues to be affected. This reduction has reduced, partly due to the volume of deaths the pandemic has caused in the local residential care system; also the fear and reluctance to go into a care home, causing more people to explore other caring options which help people to stay in their own homes. However, we have seen a rise in the working age adult cohort, due to the increase in people presenting at hospital with complex mental health needs.

23. The Delayed Transfers of Care (DToC) indicator was suspended by NHS Digital in order to alleviate data pressures caused by the COVID-19 pandemic. This indicator remains paused until March 2021. We continue to collect & report of delays locally to inform any issues or blockages within the system
24. The number of people controlling their own support using a direct payment is currently 929; an increase of two since Quarter 1. As outlined in the previous report, these figures indicate that there continues to be very few new requests for a direct payment. This also reflects the number of DP that have been suspended
25. The average time taken to complete a social care assessment in this Quarter was 48.9 days, which is 8.8 days longer than reported in Quarter 1. The figure tends to usually be around the '40' mark, so this is higher than the average time previously reported. Assessments are taking longer as arranging face time and video calls with care homes can be time consuming and/or problematic. In addition the volume of requests for support have increased following a period of suppressed demand.
26. Since March 20 up to July, we have completed very few face-to-face assessments and all assessments have been 'proportionate'. Most of the casework has been in line with hospital avoidance or discharge. Many of these reviews/Assessments have had to be completed face to face following strict guidance: Application of PPE, alternative environments have reduced performance.
27. In March 2020 NHS England wrote to all community service providers and deprioritised a number of services in response to the COVID-19 pandemic. One of those services was NHS health checks. In July 2020 NHS providers were written to again to restart a number of services. NHS Health checks was not on the list and so the service is currently suspended. The council is waiting for further advice from Public Health England as to when the service can restart in a COVID secure way, until then the performance indicator will be removed.

## **LEARNING:**

28. During quarter 2 the directorate moved from responding to the COVID-19 Pandemic to a Response, Renewal and Recovery where services, which were paused during the initial outbreak were reopened over a phased 8 week period, including Early Years and Schools opening to all Children and Young People in July with a full opening in September 2020. This was managed in a phased manner in-line with agreed corporate processes and policies. All risk assessments were shared and agreed by respective unions.
29. A key element to this phase, was the development of a robust impact assessment for children and families and education and skills that outlines key areas of impact in the short-term (0-3mths), medium-term (3-12mths) and long-term (12mths+). The impact assessment directly shaped the two plan on a page's, which capture the key indicators that will allow for effective monitoring of the plans. New interim governance arrangements were also agreed and implemented in the quarter.

30. As the Directorate moved into Renewal and Recovery a number of indicators were identified, which would help the Directorate navigate towards Renewal and Recovery. This information collated in quarter 2 allowed the directorate to establish a baseline which showed the following:
- 60% increase of referrals at the front door in September 2020 in comparison to the same period last year. The majority of the increased referrals related to domestic abuse. Whilst this indicator sits with the Children's Trust, it provides important context.
  - The Vulnerable Children and Families Pilot is currently operating in the South of the Borough through the Local Solutions Model. The aim of the pilot is to bring partners together, building on the successful Local Solutions Pilots in Hexthorpe and Denaby. It builds on the innovation unit report's suggested three pronged framework; support being rooted in place, a whole family approach that is strengths based and connecting professionals to place. The early signs from the pilot are positive and it went live at the start of August. An evaluation framework is in place and the aim is to roll it out (if successful) across the Borough in the New Year.
  - Early help enquiries are down 19% year on year, which reflect the lockdown and service offer throughout the quarter. However to supplement the effective process of welfare calls to around 3,000 children, through a single database. Professionals that had existing relationships were responsible for making calls across health, education and social care.
31. The statutory responsibility for the collation of statutory education and early years data was nationally suspended whilst organisations focused on providing essential services to the public. Due to the aforesaid arrangements, which includes the suspension of the data requirements and children not being in care and educational settings, there is limited data which can be reported against the service standards for this period. Understandably the resources were redeployed elsewhere in the Directorate, in particular to support welfare calls.
32. Whilst the Directorate was in Response, the Transition Team continued to focus on placing children in Reception and Secondary school. Despite the challenges, which COVID-19 brought, the team managed to meet the Primary School offer deadline, which represented 98% of children being offered a place at one of their preferred schools, whilst 97% received their first preference. This was an improvement of 1% on last year, and considering the situation, is a remarkable achievement.
33. Secondary school transitions saw 86% of young people receiving their first preference with 96% of children receiving one of their first three preferences. This compares favourably with the national averages, again this is very impressive considering the situation.
34. The percentage of children accessing their entitlement to free childcare (2 year olds) improved by 4.2% on quarter 1, with a 74.4% take up. Take up of the 2 year old entitlement decreased as a direct result of day nurseries and childminders being open only for critical workers and vulnerable children between March and July 2020. Although figures have reduced Doncaster Council continue to perform significantly higher than the national average for take up is 68%.
35. The percentage of children accessing their entitlement for free childcare (2 and 4 year olds) remained stable from Q1 at 94.7% which is an achievement during the COVID-19 Pandemic. Processes and procedures to support the take up of all the

early hears entitlements were revised and changes were implemented. Publicity materials were updated and widely distributed and the work was supported through the schools early years providers and Family Hubs.

36. The Directorate teams continue to work closely with schools regarding the continued COVID-19 infection escalations, supporting them through regular Cluster meetings to provide support, advice and guidance.

#### **CONNECTED COUNCIL:**

37. During quarter 2 the Civic Buildings One Stop Shop has remained open and the numbers of customers visiting has remained steady with the majority of customers being served at the entrance to the building. The main services being delivered in the One Stop Shop are Registrars, Home Options, St Leger Homes and Customer Services. In quarter 2 we received 22,595 more telephone calls than in quarter 1 as we have seen an increase in enquiries relating to non-critical services as well as continuing to provide support and advice for COVID-19 enquiries.
38. The average number of days to process a new housing benefit dropped slightly to 19.14 against a target of 21. The backlog of claims from quarter 1 has now been cleared and performance is back on target. A potential further spike of cases may come in quarter 3 as the furlough scheme comes to an end. Processing of new applications for Council Tax Support (CTS) has also improved this quarter with performance at 16.6 days (target 21 days). Performance remains well on target and improved on the equivalent period in 2019/20. The backlog of work has now been cleared so it is now hoped to return the performance levels to those achieved in the second half of the last financial year. A potential spike due to the end of furlough in quarter 3 may occur.
39. The total spend with local suppliers based in Doncaster remains above target, 81% against a target of 66%, (£29,839,039 of a total spend of £36,838,320). This is the highest percentage recorded since the start of this performance indicator in 2014.
40. Agency worker spend outside of main employment contracts has continued to reduce during the quarter by £83k (down 20%) from £425k in Q1 to £342k.
41. The sickness absence rate for the quarter was 9.74 days per full time equivalent employee, against a target of 8.50 days. This is a slight reduction from 9.76 days for Q1. Occupational Health appointments continued on-line during the quarter, although there has been an increase in missed appointments rising from 26 to 49.
42. The Council virtually marked and promoted World Suicide Prevention Day in September, part of our events programme that is a key element of our diversity and inclusion agenda. We were proud to have won the PPMA People in Excellence Gold award for our Apprenticeship programme.
43. The council's corporate Health and Safety team has continued to work with HR and Public Health to develop a COVID-19 secure suite of documents to help manage risk and protect employees during the pandemic. This includes generic risk assessments based on national government guidance for managers to utilise and amend to meet the needs of their service activities.

## PROGRAMMES & PROJECTS:

44. On the 1<sup>st</sup> April 2020, the Policy, Insight and Change team was created, merging centres of excellence from a number of Doncaster Council Directorates to create a single operating model that has a stronger focus and rationale for consistent Portfolio and Programme Management. This newly established team has been operating for 6 months now and despite the significant amount of Council resources deployed to respond to the current Covid emergency the team continue to instil and drive change in programmes and projects throughout the organisation, for example:

- Quarter 2 the number of projects and programmes on track/ mostly on track and delivering key deliverables and added value for our residents and staff was at **93%**.
- We have determined a full register and risk log of all programmes and projects, which includes key deadlines, issues, objectives, benefits, progress, risks, resources allocated and next actions, which is starting to deliver improvements in consistency and timely delivery.
- Worked closely with the Schools Team to streamline and improve the Covid reporting of outbreaks in educational settings to IMT.
- The localities model has been supported through robust project and programme resource, during this time the local solution management groups (silver) have been established for each of the 4 localities and are meeting fortnightly with consultation with a plethora of elected members to drive improvements in neighbourhoods.
- Continue to support the recovery and renewal activity, with the team being instrumental in co-designing an impact assessment for children and families, all age mental health and education, employment and skills which has a robust methodology of scoring impacts.
- Support a robust programme management ethos into the Environmental Improvement Programme, by ensuring the delivery of key milestones and activities that are at the forefront of key asks from residents, and elected members; we have supported services to work collaboratively in a manner that delivers improvements, with a sense of pride and collective ownership this 2 phased process is already delivering short term deliverables whilst longer term improvements are being developed to tackle longer standing and complex issues.
- Expediting Programmes and Projects such as PSPO (tackling anti-social behaviour), Town Deal (Accelerated Fund (£1.5m) and Get Building Fund (£5.5m)) to ensure the proposed benefits are delivered to our residents quicker and more inclusive.
- Identification and addressing gaps in programme management by investing resources into other key Team Doncaster priorities (Housing, Electronic Data Management etc).

45. In regards to continued improvements in developing the service and functions the team continue to drive key strands of work required to deliver greater improvements for residents, these will include greater consistency in the management and governance of programmes and projects, greater opportunities for agile and flexible programme and project management, and a framework for sharing best practice learning that reacts to the changing environment, Quarter 3

will see the continued trajectory of delivering key projects and programmes in a timely and expedient manner.

## **Health and Safety**

46. Due to the current pandemic and the councils' priority that employees to work from home, wherever possible, accident statistics across the council are low compared to the same quarter in the previous year, 32 compared to 57.
47. The council's health and safety team continue to work closely with HR & Public Health, to ensure that the latest and most up to date Government guidance on COVID-19 controls in the workplace are communicated accordingly, to help manage risk and protect employees during the pandemic.
48. During the pandemic the H&S training team have been utilising Microsoft Teams to deliver essential H&S statutory training, this is an innovation that the team are looking to further develop during and after the pandemic. Some statutory H&S training requires a face-to-face element as part of the assessment criteria (i.e. manual handling, first aid). The H&S training team have carried out a COVID-19 Secure face-to-face training risk assessment and are successfully delivering this training at the Mary Woollet Centre.

## **FINANCIAL POSITION:**

### **Revenue Budget**

49. At quarter 1 an outturn projection of a £13.3m overspend was forecast, largely due to the COVID-19 pandemic, before the allocation of emergency grants. The overspends included additional costs of adults non-residential services (£1.33m), travel assistance (£1.12m), waste (£1.11m) and income losses such as schools catering (£2.0m) and parking and enforcement (£1.14m). Budget virements were approved to reset service budgets using £13.3m of grants as well as departmental underspends. This means service managers now have robust budgets that they should be able to manage during the rest of the financial year.
50. The Council expects to receive £34.7m in unringfenced funding from Government to assist in dealing with the costs associated with COVID-19. The current position shown below is a balanced budget (no under/overspend). Since quarter 1, the estimated year-end position has improved by £2.2m, which means the amount of emergency funding needed in 2020/21 has been reduced. This increases the funding retained for use in future years to offset the impact of reduced income from council tax and business rates. The budget has therefore been adjusted to remove this funding; this has been done by reducing LOCYP and Council Wide budgets by £0.84m and £1.36m respectively (subject to approval of the virement by Cabinet). The L&O-CYP balance is available because social distancing measures are not required on home-to-school transport. As reported this position remains volatile and is being closely monitored, the COVID-19 grant applied this financial year will be updated accordingly.
51. The position includes £3.3m being delivered against planned savings, although overall savings remain off track with a £5.3m shortfall estimated. A summary and further details by service area is provided below:

	Quarter 2				
	Gross Budget	Net Budget	Variance		COVID-19 Costs
	£m	£m	£m	%	£m
Adults Health and Wellbeing	161.1	69.9	-2.2	-1.4%	9.0
Learning & Opportunities - Children & Young People	63.5	16.5	-0.3	-0.6%	2.0
Doncaster Children's Services Trust (DCST)	56.4	51.4	2.6	4.6%	1.3
Corporate Resources	117.5	26.6	-0.5	-0.4%	3.9
Economy & Environment	102.8	48.0	0.0	0.0%	8.3
<b>Services Budgets</b>	<b>501.3</b>	<b>212.4</b>	<b>-0.4</b>	<b>-0.1%</b>	<b>24.5</b>
Council-Wide budgets	13.9	-99.4	0.4	3.6%	0.2
<b>Grand Total</b>	<b>515.2</b>	<b>113.0</b>	<b>0.0</b>	<b>0.0%</b>	<b>24.7</b>

52. Adults, Health & Well-being (AH&WB) is forecast to underspend by -£2.24m at quarter 2. Additional budget of £1.75m was transferred to AH&WB to offset COVID-19 pressures which was agreed by Cabinet as part of the Quarter 1 Finance and Performance Improvement Report. The position has improved since quarter 1, mainly as a result of the ongoing impact of COVID-19 and is due to a combination of fewer actual clients supported over the last three months than previously forecast, and revisions to anticipated numbers for the rest of the year based on this further intelligence.

53. The main variances are as follows: -

- a. The Adult Social Care Ladder is forecast to underspend by £-1.36m. This includes a forecast underspend on residential placements of £-0.69m, which is driven by our increased focus on front door prevention and early intervention during 2019, in particular using the Integrated Support and Assessment Team (ISAT). There remains concerns around the virus and this is contributing to the reduction in admissions, this will be tracked in the coming quarters as we approach and enter the winter period. Non-residential care services are forecast to underspend by £-0.67m, caused essentially by the impact of COVID-19 in terms of a reduction in client numbers in the short term and increased temporary NHS funding, offset by higher on-going support costs and the shortfall in savings from projects that have been delayed.
- b. Communities (excluding care ladder) is forecast to underspend by £-0.70m, mainly due to underspends arising from delays in recruiting to vacant posts and savings on service running costs.

54. Learning & Opportunities – CYP is forecast to underspend by -£0.34m at quarter 2. The significant underspends include: -£0.37m from managed staffing vacancies and -£0.33m from a one off insurance claim relating to the Music Service for instruments being held in storage. These are offset by a Traded Income shortfall of £0.27m. The position has improved since quarter 1 because DfE advice has made it clear that social distancing restrictions do not need to be applied to home to school transport as previously thought.

55. The Doncaster Children's Services Trust is forecast to overspend by £3.85m to the 2020/21 contract value, of which £2.54m is non COVID-19 related with the

remaining amount due to the impact of COVID-19 broken down as follows: increased costs for Out of Authority (OOA) Placements £0.29m, a projected five month delay to the opening of two bed homes £0.35, equipment costs £0.03m, a potential 5% increase in Children in Care numbers from October onwards £0.48m and Agency costs of £0.16m due to a spike in referral numbers from July onwards which is expected to continue in the first School term. Payment of the COVID-19 element of the overspend (currently projected to be £1.30m) will be made to the Trust and a reconciliation will be done at year-end to ensure any surplus is returned to the Council. The non COVID-19 overspend of £2.54m includes: Out of Authority (OOA) Placements £1.31m, 16+ Placements £0.26m, Staffing, which is mainly agency cover, £0.51m, and £0.23m for Ofsted inspection preparation costs. This is an increase of £0.65m since quarter 1 mainly due to an increase in the number of Out of Authority (OOA) Placements.

56. Corporate Resources has been proactively managing its establishment and activities and this has enabled £1.13m of projected underspend to be re-allocated to mitigate COVID-19 pressures, in addition to the allocation of £2.30m of central funding. Going forward the projected underspend makes an overall contribution to other areas of the Council. Without central support the Directorate would have shown an overspend of £1.78m mainly as a result of COVID-19 pressures. The main elements of these pressures are the under recovery of Schools Catering income from schools being closed £1.67m, reduced council tax recovery due to temporary pause in recovery work £0.40m, relation to the 'everyone in policy' and not being able to recover £0.33m from housing benefit subsidy, increased Coroner related costs £0.15m and reduced income from Registrars £0.25m. Adjustments have been made to take account of COVID-19 related costs resulting in an underspend of £0.53m. The projected underspend is mainly due to salary underspends from vacant posts that are being held for in-year and future years savings as part of the pro-active management approach adopted.
57. Economy and Environment (E&E) is forecast to underspend by £0.03m at quarter 2. Additional budget of £6.60m was transferred to E&E to offset COVID-19 pressures which was agreed by Cabinet as part of the Quarter 1 Finance and Performance Improvement Report. Further COVID-19 costs of £0.20m were identified during quarter 2 and mainly relate to: -
  - a. Planning £0.08m - further estimated shortfall in fee income.
  - b. Major Projects and Infrastructure £0.06m - loss of fee income
  - c. Property Services £0.05m including increases in COVID-19 related works to buildings mitigated by utility savings identified at Office Buildings. PBM further shortfall in income identified.

The main area variances are: Facilities Management £0.10m - due to Central Library costs £0.06m for the removal of cladding and increased business rates costs at Holmescarr mitigated by salary underspends within the service. Overspends have been mitigated by various small underspends the largest being: Design -£0.11m due to increased fee income and salary savings.

58. Council Wide is forecast to overspend by £0.42m at quarter 2. Underspend (one-off) £-0.50m in Technical Accounting due to the additional Minimum Revenue Provision (MRP) budget provided to fund 2020/21 capital bids which won't actually be needed until 2021/22. Underspend (one-off) £-0.46m in Other Centrally Funded due to pension scheme valuation 2019 resulting in a redistribution of surplus. These underspends are offset by a £1.36m budget adjustment to enable the overall reduction in use of emergency grant to be made.

59. The above figures do not include any estimated loss income from Council Tax and Business Rates. These form part of the Collection Fund and due to statutory accounting requirements the impact of losses in the Collection Fund in 2020/21 won't affect the Council's General Fund until 2021/22. The impact on the Collection Fund is discussed below.

### Housing Revenue Budget (HRA)

60. The outturn projection at Quarter 2 is an underspend of £0.2m. The revised budget assumes a contribution of £3.2m from HRA balances; the £0.2m underspend means that the contribution from balances is reduced to £3.0m. The variance of £0.2m underspend is within overall expenditure, the majority of which is due to a reduction in the St Leger Homes management fee.
61. HRA balances are estimated to be £6.7m as at 31 March 2021, there is a considerable amount of work which is ongoing to understand the revised investment and compliance needs for all properties following the publication of the Hackitt report and the current consultation paper "Building a safer future: proposals for reform of the building safety regulatory system".
62. Current rent arrears at Quarter 2 are £2.3m (3.05% of the rent debit); this is a decrease of £0.05m from the Quarter 1 position. This performance is being monitored very closely due to the rollout of full service for universal credit (from 11th October 2017) and the current impact of the COVID-19 pandemic. A provision was included in the Housing Revenue Account budget therefore it is not expected to negatively impact on the monitoring position. As at 30th September, the amount of former tenants' arrears was £1.3m the same figure as Quarter 1. The amount written off during the quarter was £5k.
63. The main impact of COVID-19 on the HRA has been the services which were not delivered in Q1, until 8 June only essential/emergency services were delivered. The main financial impacts have been seen in rent loss from void properties and the increased cost of certain supplies including personal protective equipment (PPE). The other potential detrimental financial impact is the increase in rent arrears, work is ongoing to recover these and the actual financial impact will occur over a number of years.

### Capital Budget

64. The capital spend projection for quarter 2 2020/21 is £101.3m (£110.7m at quarter 1) with a further £283.3m in future years (£286.0m at quarter 1). Actual expenditure incurred as at the end of quarter 2 is £21.1m (£7.2m at quarter 1). A summary is shown below and more detail can be found within the Appendix.

	Current Year		Future Years	
	Quarter 1	Quarter 2	Quarter 1	Quarter 2
	Projected Budget		Projected Budget	
	£m	£m	£m	£m
Adults Health and Wellbeing	4.3	5.6	23.7	24.5
Learning & Opportunities - Children & Young People	8.9	8.4	18.2	19.1
Corporate Resources	22.8	19.3	39.2	40.5
Economy & Environment	74.7	68.0	204.9	199.2
<b>Grand Total</b>	<b>110.7</b>	<b>101.3</b>	<b>286.0</b>	<b>283.3</b>

65. Due to the expenditure on some schemes slipping to future years and some asset sales coming in higher than previously anticipated the capital receipts

position has improved from a shortfall of £13.9m in quarter 1 to a shortfall of £11.1m in quarter 2. It is assumed that the capital receipts will be delivered in future years leading to a surplus being available to further contribute to the capital programme in 2022/23. The impact of delayed capital receipts is that the Council has to take out additional borrowing.

## Collection Fund

66. The current position on the Collection Fund for Council Tax and Business Rates is detailed below: -

a. Council Tax:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Use £m	Closing Balance* £m
Collection Fund	-143.64	-139.23	4.42	-0.13	1.10	5.39
Doncaster Council	-118.25	-114.61	3.64	-0.11	0.92	4.45

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

The council tax collection fund deficit is attributable to increased levels of Local Council Tax Support (LCTS) £2.69m, lower growth £1.55m and lower collection rates £0.18m due to COVID-19.

Council Tax arrears were £20.64m compared to the target of £19.52m at the end of quarter 2. The target for reduction of Council Tax arrears was £3.18m at the end of quarter 2 and the actual reduction in arrears was £2.06m. The main reason for this has been the coronavirus pandemic which continues to have a significant impact on people's financial circumstances. The suspension of recovery and enforcement action continued throughout the quarter and an increase in non-payment was also caused by the continuing uncertainty around jobs due to the pandemic.

b. Business Rates:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance* £m
Collection Fund	-97.67	-56.67	40.99	-2.29	3.12	41.82
Doncaster Council	-47.86	-27.77	20.09	-1.12	1.53	20.49

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

The business rates collection fund deficit is mainly due to the expansion of the retail relief scheme announced by the Government to support businesses through COVID-19 £38.36m, an increase in provision for bad debt £1.62m and lower growth £0.75m. The Council will be reimbursed for its share of the reliefs granted in 2020/21 through section 31 government grants but these are credited to the general fund not the collection fund.

Business Rates arrears were £5.63m compared to the target of £4.60m at the end of quarter 2. The target for reduction of Business Rates arrears was £1.2m at the end of quarter 2 but the actual reduction was £0.12m. The main reason for the lack of any reduction in arrears has been the impact of the coronavirus pandemic. The suspension of recovery and enforcement action continued throughout the quarter and for many businesses uncertainty over the economic climate has seen an increase in non-payment. Many businesses have had to close and even though lockdown measures have now eased, the potential of

further closures and what will happen when the furlough scheme ends has meant arrears plans have not been paid.

In summary, as a result of COVID-19 the impact on the Councils share of the Collection Fund is: -

<b>Collection Fund</b>	<b>2020/21 Impact £m</b>	<b>2021/22 Impact £m</b>
Council Tax deficit	0.00	3.64
Business Rates deficit	0.00	20.09
Section 31 grants	-19.03	0.00
<b>Total</b>	<b>-19.03</b>	<b>23.73</b>

### **Overall impact of COVID-19 in 2020/21**

67. In total £34.7m is expected to be received from central government as unringfenced grants to help the Council deal with the additional costs and income shortfalls related to COVID-19. This total includes an estimate for grant to support sales, fees and charges income losses. Funding is being drawn down from the grants using the quarterly Finance & Improvement reports as well as specific decisions. The financial position is being carefully managed and underspends are being used to reduce the amount of grant needed in 2020/21. The balance of grant that is not allocated this financial year will be retained and used in 2021/22, and future years, to meet further COVID-19 costs and income shortfalls, including the impact of the deficit on the Collection Fund.
68. It is possible that further additional funding will be made available by central government. The financial position remains volatile and costs could increase further as the government guidance changes and the financial impact of restrictions become clearer. It is important that managers keep a strong grip on their budgets as events unfold.
69. Sheffield City Region have allocated £1.27m to Doncaster Council from the gainshare resource, received as part of the devolution deal, to support local COVID economic recovery efforts. Decisions around the allocation of this money will be delegated to the Director of Corporate Resources in consultation with the Mayor.

### **STRATEGIC RISKS**

70. The strategic risk register has been reviewed as part of the quarter 2 process to ensure it continues to reflect the current risks facing the council. There are 12 risks on the strategic risk register, all have been profiled as part of the quarter two process. The latest position of these risks and the mitigating actions are outlined in Appendix C

### **OPTIONS CONSIDERED**

71. Not applicable

### **REASONS FOR RECOMMENDED OPTION**

72. Not applicable

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

<b>Outcomes</b>	<b>Implications</b>
<b>Connected Council:</b> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> </ul>	Council budget and monitoring impacts on all priorities

<ul style="list-style-type: none"> <li>• Operating within our resources and delivering value for money</li> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	
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## **RISKS & ASSUMPTIONS**

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

## **LEGAL IMPLICATIONS [Officer Initial: NC Date: 27/10/20]**

74. 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 Initial: RLI Date: 19/10/20]**

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

## **HUMAN RESOURCES IMPLICATIONS [Officer Initial: KM Date: 27/10/2020]**

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

## **TECHNOLOGY IMPLICATIONS [Officer Initial: PW Date: 03/11/20]**

77. There are no specific technology implications in relation to this report. However, technology continues to be a key enabler to support performance improvement and 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

## **HEALTH IMPLICATIONS [Officer Initials: RS Date: 27/10/2020]**

78. This report provides an overview on the work of the council and as such the whole of the corporate performance contributes to improving and protecting health. Specific health implications are addressed in each section. Much of the information is presented as summary data and as such the author should be conscious that this may hide inequalities within the data presented.

## **EQUALITY IMPLICATIONS [Officer Initial: SWr Date: 19/10/20]**

79. In line with the corporate approach for compliance against the Equality Act 2011 due regard must be shown across all activity within the Council. As the performance report draws together a diverse range of activities at a strategic level a due regard statement is not required. All the individual components that make-up the finance and performance report will require a due regard statement to be completed and reported as and when appropriate.

## **CONSULTATION**

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

## **BACKGROUND PAPERS**

81. Not applicable.

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

82. N/A

## **REPORT AUTHORS AND CONTRIBUTIONS**

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**Director of Corporate Resources**



# FINANCE PROFILES

Adult Health and Well-Being Revenue		Quarter 2 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Adults Health & Wellbeing Total	161.135	69.881	-2.238
✓	Adult Social Care Total	66.955	50.360	-0.722
✓	Communities Total	66.353	39.928	-1.481
✓	Director Of Adult Services Total	1.535	-23.858	-0.034
✓	Commissioning & Contracts Total	0.000	0.000	0.000
✓	Public Health Total	26.292	3.451	-0.001
✓	Director Of Improvement Total	0.000	0.000	0.000

Adults Health and Well-Being Capital		Quarter 2 2020/21			
		Budget	Projection Q2	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Adult, Health & Well-Being Total	6.5	5.6	18.6	24.5
✓	Adult Social Care	4.3	3.1	18.4	23.5
✓	Communities	1.1	1.1	0.0	0.0
✓	Modernisation and Commissioning	0.3	0.1	0.2	0.0
✓	Public Health	0.8	1.3	0.0	1.0

Corporate Resources Revenue		Quarter 2 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Corporate Resources Total	117.476	26.641	-0.526
✓	Customers, Digital & Ict	72.059	9.329	-0.080
✓	Corporate Resources Director	0.223	-0.121	-0.067
✓	Finance	28.143	3.767	-0.231
✓	Hr, Comms & Exec Office	5.726	4.762	-0.013
✓	Legal & Democratic Services	6.493	4.349	-0.134
✓	Policy, Insight & Change	4.832	4.556	0.000










Corporate Resources Capital		Quarter 2 2020/21			
		Budget	Q2 Projection	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Corporate Resources Total	27.5	19.3	39.2	40.5
⚠	Customers, Digital and ICT	3.5	4.0	0.6	1.9
✓	Finance	24.0	15.3	38.6	38.6
✓	HR, Comms & Exec Office	0.0	0.0	0.0	0.0
✓	Legal & Democratic Services	0.0	0.0	0.0	0.0

Economy & Environment Revenue		Quarter 2 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Economy & Environment Total	102.823	48.016	-0.026
✓	Economy & Development	29.354	8.820	0.110
✓	Director Economy & Environment	0.320	0.320	-0.062
✓	Environment	70.721	37.382	-0.106
⚠	Strategic Housing	2.428	1.494	0.033

Economy & Environment Capital		Quarter 2 2020/21			
		Budget	Projection Q2	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Economy & Environment Total	82.8	68.0	192.1	199.2
⚠	Economy & Development	37.4	34.0	93.1	85.3
✓	Strategic Housing	37.7	20.9	98.8	113.6
✓	Environment	7.7	13.1	0.2	0.3

Learning and Opportunities; CYP Revenue		Quarter 2 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
⚠	Learning & Opportunities Cyp Total	119.924	67.900	2.226
✓	Centrally Managed	8.233	0.205	-0.003
✓	Partnerships & Operational Del	12.785	3.124	0.010
✓	Commissioning & Business Devel	42.490	13.152	-0.350
⚠	Childrens Services Trust	56.416	51.419	2.568

Learning and Opportunities; CYP Capital		Quarter 2 2020/21			
		Budget	Q2 Projection	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Learning & Opportunities - CYP Total	18.1	8.4	11.0	19.1
✓	Centrally Managed	0.2	0.2	0.2	0.3
✓	Commissioning & Business Development	16.2	7.4	10.1	17.3
✓	Partnerships and Operational Delivery	0.8	0.2	0.0	0.6
✓	Children's Services Trust	0.9	0.6	0.7	0.9

Council Wide Budgets Revenue		Quarter 2 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Council Wide Budget Total	13.882	-99.404	0.418
	Change Programme	0.000	-0.150	0.000
	Gnrl Financing/Treasury Mngmen	7.595	6.934	-0.631
	Levying Bodies/Parish Precepts	16.266	16.266	0.000
	Other Centrally Funded	-1.415	-21.977	2.609
	Revnue Costs Ex Cpital Progrmm	-21.185	0.000	0.000
	Technical Accounting	7.175	7.175	-1.303
	Business Rate Retention	0.000	-112.919	0.000
	Severance Costs	5.446	5.267	-0.257

## **Treasury Management Update – Quarter 2 2020-21**

1. The estimated outturn for Treasury Management is an underspend of £631k. The original budget had a planned underspend of £30k. The increased underspend is due to taking advantage of lower borrowing rates than originally forecast.
2. In October 2019 we estimated that we would be paying interest on our new and replacement borrowing at 2%. However, following action taken, in March, by the Bank of England Monetary Policy Committee to reduce Bank Base Rate from 0.75% to 0.1%, to support the economy during the Covid-19 crisis, we have been able to borrow £73m of our £133m requirement at between 0.6% and 1%, generating an in year saving of £317k.
3. In April 2020 we prepaid £41m of our pension liability for the next 3 financial years. We budgeted to obtain the loans from the PWLB at estimated rates of approx. 1.9%, (which were the rates at the time), however, again, following the fall in rates we were able to obtain the loans via the local authority market at rates of 1%, generating an in year saving of £320k after brokerage costs.
4. As an authority we remain under borrowed by £81m which is 14% of our Capital Financing Requirement (borrowing need). Remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but is not a permanent solution and does carry some interest rate risk.
5. Interest rate risk (risk of paying higher rates when borrowing is taken) remains low as borrowing rates remain subdued, due to the COVID-19 pandemic (which has increased global growth uncertainty), trade disputes and the continued uncertainty of establishing beneficial trade agreements after Brexit. We have therefore reduced our forecast borrowing rate from 2% to 1.5% for the remainder of this financial year. During this period of uncertainty, there is a risk that we could see a liquidity squeeze in the local to local lending market, which could force us to utilise the higher rates from the PWLB. However, the liquidity risk is assessed as low. PWLB rates are likely to reduce following consultation around discontinuing the use of interest rates to limit local authority's ability to purchase commercial properties.

## **Borrowing**

Figure 1: The following table summarises the Council's forecast Debt Portfolio as at 30<sup>th</sup> September 2020: -

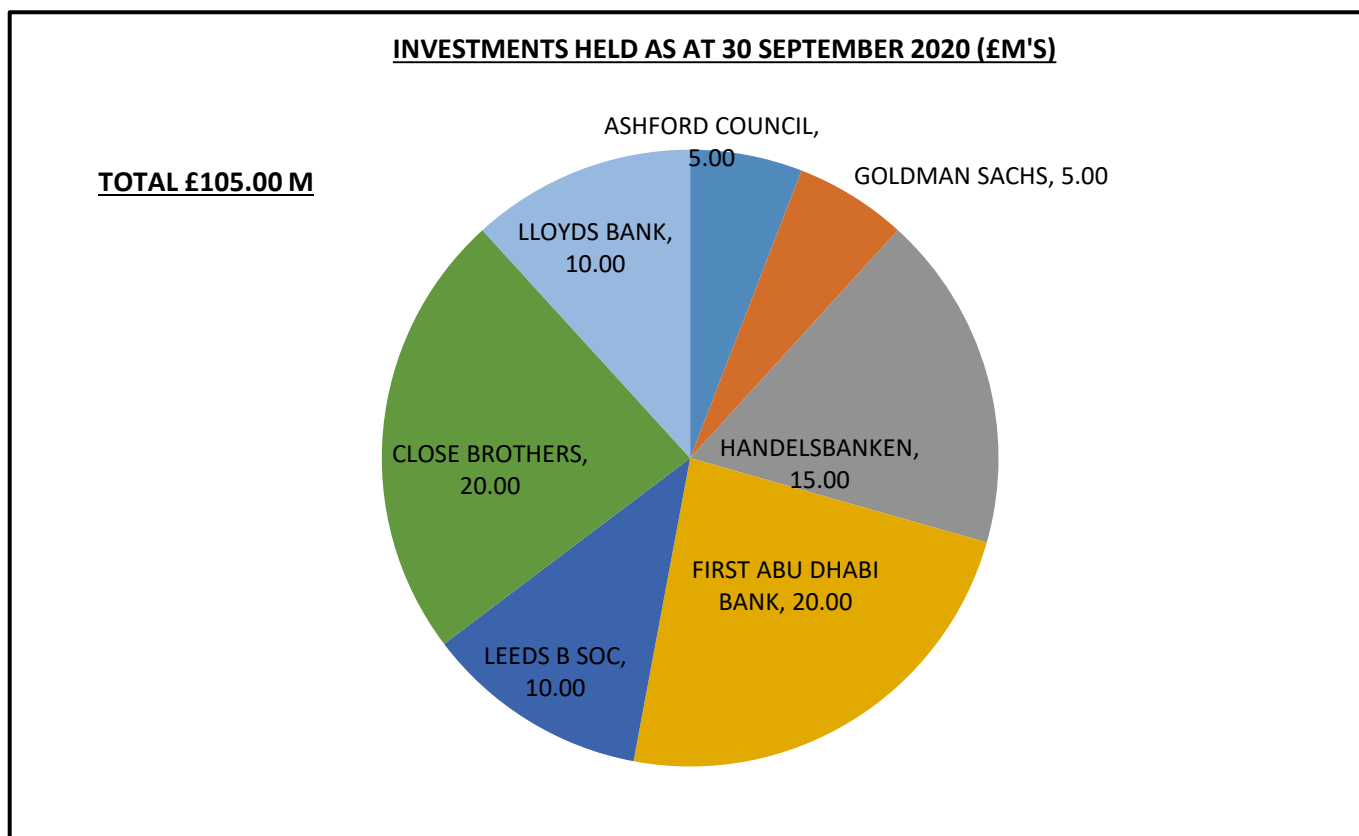
<b>Doncaster Council Debt Portfolio and Maturity Profile as at 30<sup>th</sup> September 2020</b>				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	26.90	153.690
12 to 24 Months	50	0	3.53	20.187
24 Months to 5 Years	50	0	10.03	57.288
5 Years to 10 Years	75	0	2.27	12.973
10 Years to 20 Years	95	10		53.708
20 Years to 30 Years				18.325
30 Years to 40 Years			57.27	154.301
40 Years to 50 Years				100.880
50 Years and above				0.000
<b>TOTAL</b>			<b>100.00</b>	<b>571.352</b>

6. During the 2020/21 financial year, the Council has a borrowing requirement of £127.0m. £38.5m in new external borrowing to support the Capital Programme, £88.5m to replace loans maturing during the year.
7. Short-term interest rates are forecast to remain low during the remainder of the financial year. The Council should be able to arrange all its borrowings below the revised borrowing rate of 1.5% during this financial year.
8. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 5<sup>th</sup> March 2020, have been breached during this financial year.

## **Investment**

9. The investment portfolio can be seen in Figure 2. The investments are a mixture of call and notice accounts for liquidity and fixed rate bank investments.
10. The current average investment rate is only 0.29% compared to the last financial year average return of 0.91%, however, this is due to the collapse of investment rates following the Bank of England Base Rate reduction of 0.65%. Despite increasing the liquidity of the portfolio to support the Councils response to Covid-19 and the uncertainty around current and future income streams, we continue to perform well against a benchmark rate of - 0.04%.
11. Officers can report that no investment limits have been breached during the financial year 2020/21.

Figure 2: The following chart summarises the Council's investment portfolio as at 30<sup>th</sup> September 2020.



### **Risks**

12. Risks were reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 5<sup>th</sup> March, 2020. Key risks relate to our investment portfolio: -
- a. The risk of reduced investment interest rates is considered high. The Bank of England, Financial Markets, Think Tanks, Economists all indicate that the current level of low interest rates will need to remain in place until the economy shows signs of recovery and inflationary pressures return. This is very unlikely to be within the next 2 years.
  - b. Counterparty risks are reviewed weekly and action taken to minimise the risk that any investments placed are not returned on the due date. Creditworthiness data is received on a daily basis from our Treasury Consultants and action will be taken to reduce exposure or remove institutions from the list if negative indicators deem it appropriate.
  - c. The low interest rate environment makes it difficult to place surplus funds without a cost of carry to the council and it is therefore appropriate at this time to remain under borrowed and minimise the cost of holding funds until they are required.

## Capital Programme Block Budget Allocations Quarter 2 2020-21

	Funding Source	Allocation of block budget 2020/21 £m	Allocation of block budget Total £m

### **Economy & Environment**

Retained Buildings Budget: – Mansion House – Peace window	Capital receipts	0.007	0.007
Conisbrough Library Lighting	Capital receipts	0.064	0.064
Conisbrough Library - Fire Alarm and Distribution Boards	Capital receipts	0.040	0.040
Denaby Family Hub - Replacement Fire Alarm	Capital receipts	0.025	0.025
<b>Total Regeneration &amp; Environment</b>		<b>0.136</b>	<b>0.136</b>

### **Learning & Opportunities: Children & Young People**

Send ASD Developments	Government Grant	0.068	0.068
Safeguarding & Security – Minor Projects	Government Grant	0.027	0.035
<b>Total Children &amp; Young People</b>		<b>0.095</b>	<b>0.103</b>

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

### **2020/2021 Quarter 2**

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

The following virements are proposed for approval: -

	<b>Reason</b>	<b>Directorate</b>	<b>£</b>
1	Use of one-off contingency following Market report to Cabinet	CR	560,620
		EE	101,180
		CWB	-661,800
2	Reduction in the amount of emergency funding needed in 2020/21 (since quarter 1, the position has improved by £2.2m) to be retained for use in future years to offset the impact of reduced income from council tax and business rates.	LO-CYP	-841,700
		CWB	-1,358,300
		EMR	2,200,000

# COVID-19 Funding and Doncaster Council allocations

## Introduction

The COVID-19 pandemic has placed a huge strain on council services creating significant financial challenges.

This note considers the additional resources that have been made available to the Council. The government has provided various additional funding streams. In this note they are split in to funding for “response” (shorter-term) and “recovery” (longer-term).

## **Response:-**

- COVID-19 pressures funding
  - Received in 3 tranches totalling £21.8m from £3.7bn fund
  - Further £1bn announced in October of which Doncaster will receive £6.9m bringing the total to £28.7m
  - Unringfenced funding to support discharge from hospital, children services, waste, homelessness and other COVID related services.
- Sales, fees and charges compensation
  - Where losses are more than 5% of a council's budgeted income for sales, fees and charges compensation will be paid at 75%
  - Some exclusions apply eg rents.
  - Estimated that £3m will be payable over the 2020/21 financial year.
- Hardship Fund
  - Received £3.0m from the £500m hardship fund
  - Used to provide additional relief for the Local Council Tax Support scheme.
- Business grants
  - Received £64.4m to fund business support grants.
  - Government then announced that 5% of the funding could be used for a “discretionary scheme”.
  - Government will provide £3k per business where tier 3 restrictions have enforced closure of premises (eg pubs, betting shops etc).
  - Sheffield City Region has been allocated £30m to help the regions economy. Discussions underway as to how this will be allocated.
- Business rates reliefs
  - Additional rates reliefs are available for retail premises and nurseries. This reduces income to the Council but is fully funded by government.
  - Fully delivered. Retail, hospitality and leisure £40.343m and Nurseries £0.228m.
- Infection control fund
  - £3.1m to be received from £600m fund
  - 75% has been given to residential care providers based on bed numbers and 25% to domiciliary care providers
  - A further £500m was announced in September from which Doncaster will receive £2.9m.
- The Reopening High Streets Safely Fund
  - £50m from the European Regional Development Fund (ERDF) to councils across England to support the safe reopening of high streets and other commercial areas
  - £277k available for Doncaster
- Test, track and trace
  - £2.23m has been received from a £300m fund to develop and roll out a test, track and trace programme
  - Plans have been drawn up by the Public Health team and approved by the Mayor.
- Contain Outbreak Management Fund
  - Around £2.4m to be received (based on £8 per head of population)
  - To be used to fund activities to reduce the spread of COVID-19 – testing hard to reach groups, enforcement, supporting vulnerable people etc
  - Plans are being drawn up.

- Emergency Active Travel funding
  - £225m nationally including £7.4m for Sheffield City Region (subject to successful bid being submitted).
  - Doncaster will receive £0.3m in first tranche and £1.3m in 2nd tranche. Funding to be used on pop-up bike lanes, wider pavements, safer junctions etc.
  - First tranche needs to be spent within 8 weeks – a list of schemes has been approved by the Mayor.
- Emergency Assistance Grant for Food and Essential Supplies
  - £63m of funding to be provided by DEFRA to help local authorities to continue to support those struggling to afford food and other essentials.
  - Doncaster's allocation is £0.4m and plans have been drawn up and approved by the Mayor.
- Rough sleepers
  - £3.2m announced in March to help get rough sleepers off the streets. Doncaster was paid £18k
  - Further £105m announced in June to keep rough sleepers off the streets (short term element of Next Steps Accommodation programme). Following this, the longer term element of the Next Steps Accommodation programme was announced with an allocation of £161m (£130m of which is for capital).
  - Doncaster allocated £0.3m from the short-term element following a bidding process
- Schools Catch Up premium
  - £1 billion of funding to support children and young people to catch up
  - Doncaster schools will receive £0.9m for the Autumn term
- COVID marshals
  - £60m announced to be split between Local Authorities and the Police
  - Surge funding announced £195,174 for Doncaster.
- Self isolation funding
  - £500 to be paid to those on lower incomes who have to self isolate and cannot work
  - Has gone live on 12 October.
  - Although still awaiting the grant determination from DHSC, summary of the allocations from the document provided:
 

£25m programme costs (payments to applicants)	£162,500
£10m administration costs	£44,180
£15m discretionary payments	<u>£97,650</u>
	<u><u>£304,330</u></u>
- In addition, we have received various announcements to speed up or defer payments that have assisted our cash flow.

## Recovery:-

- Cultural Recovery Fund
  - Included in Summer Fiscal Announcement – A Plan for Jobs
  - £1.57bn allocated nationally for museums, galleries etc.
  - Not clear if Council's can apply – detail not announced yet
- Apprenticeships
  - Additional £1,500 to £2,000 per new apprentice. Assumed that local authorities will be eligible.
- Local infrastructure projects
  - £900m to be provided through city regions
  - Doncaster will get £5.5m for additional Quality Streets
- Local road maintenance
  - Included in Summer Fiscal Announcement – A Plan for Jobs
  - £100m to deliver 29 schemes across England
  - Detail not announced yet
- School estates funding
  - Included in Summer Fiscal Announcement – A Plan for Jobs

- £560m for schools across England
  - Doncaster will get £0.5m which will be added to the school condition programme through 2021/22 budget setting process.
- Wellbeing for Education Return
  - Funding to assist Councils to work with local partners to provide wellbeing and mental health training and support for education settings
  - Doncaster will get £44,739.
- Additionally, “A Plan for Jobs” includes other funding without much detail yet.

Information updated on 23 October 2020



# STRATEGIC RISK PROFILE

The combined impact of managing concurrent Business continuity risks eg: floods, EU transition arrangements, Covid



**Current Profile**

25

**Target Profile**

15

**Trend**



**Current Position:** the council is currently responding to the local impacts of a national pandemic. We are alive to the real possibility that other incidents may place further strain on an already weary and tired workforce. These challenges may come from a variety of other events including weather related, cyber, terrorism in addition to those presented by the new regulations and requirements of EU Exit. These incidents standing alone would impact on business continuity however combined and against the backdrop of nearly 12 months of the organisation operating in response mode is unprecedented. Organisationally we need to prioritise effort to ensure business critical activities continue and services maintained to the public of Doncaster.

## Mitigating Actions (AH&WB):

- Providers are required to complete Business Continuity Plans at mobilisation. BCPs of current Providers have been reviewed and quality assured to ensure sufficient to meet potential need.
- Supplier Relief Scheme is in place to consider business continuity issues.
- All new providers asked to complete business continuity plans at mobilisation to ensure impact is measured at start of contract
- Skills audit has been undertaken of all staff within the Directorate which allows for staff to be redeployed based on their skills, experience and qualifications
- EU transition arrangements questionnaires sent to all providers regarding resource provision including workforce, PPE and medical supplies and if the company is registered outside of the UK.

## Mitigating Actions (corporate perspective):

- Strong links to regional CX's and across Yorkshire
- Arrangements supported by project and programme resources
- Regular review of priorities
- Separate governance arrangements for specific risks e.g EU transition group which is a cross Doncaster partnership group
- Highlight reports prepared on weekly basis
- Good use of data to inform approach and inform whether approach working.
- Differential communication depending on the nature of the emergency
- Council leadership bringing issues together and understanding overlaps and differences
- Support with additional resources as appropriate

## Economy & Environment arrangements;

**Current Position:** On a number of strategic and operational fronts, Economy & Environment continues to lead/ work collectively with partners on the emergency response/ longer term recovery and the management of concurrent risks for floods, EU transition and Covid. On flood mitigation, the team continues to lead the winter preparedness programme, both planning what resources potentially will need to be deployed, whilst also undertaking detailed reports on the longer term flooding infrastructure required to support and protect our communities.

On EU Transition arrangements, we continue to liaise with colleagues and partners to understand the plethora of risks associated with Brexit and the potential mitigations required. With the impending deadline of the 31st December 2020, the EU preparedness group continues to monitor the impending risks, and where it is within its gift works with partners to mitigate risks and take appropriate actions. Of particular note – the EU settlement scheme, food and medicine supplies and community resilience are areas of immediate interest, with regular monitoring both at a local and national level undertaken

On our tactical response to Covid, we have stepped up a considerable number of our response cells to deal with this current challenges, whilst reconvening the TCG to hold the strategic reins on dealing with this crisis, TCG includes a wealth of strategic partners, however we require this group to be more proactive and explicit about the 'forward view', variable scenario planning which includes the proportionate impact of restrictions on rates. E&E are leading on the Covid compliance work/enforcement for DMBC – this involves doing the track and trace as well as ensuring businesses are complying with the regulations/providing advice and guidance. This is taking a significant resource away from the 'day job' – especially statutory duties around food safety inspections and TS work. The increase in visits outside of normal working hours will place additional burden on the wider enforcement team. Additionally, EHOs are being moved from Enforcement roles to assist in both track and trace as well as the compliance work as complaints and requests for service increase. This will lead to a greater backlog for service requests and potential for political pressure for requests for service to be dealt with.

## Mitigating Actions:

- TCG and Covid cells resurrected to deal with the different facets of the emergency.

- Situation reports reinstated detailing, progress, issues, and items for escalation recorded and fed into TCG and Team Doncaster Gold.

**EU Brexit specific** - From August 2020, Local Authorities and Local Resilience Forums have stepped up their reporting and risk assessments but are faced with three widely different prospects:

- A no deal exit at 11.00pm on 31st December 2020 with no EU trade arrangements with the UK reverting to World Trade Organisation (WTO) rules;
- A 'lightweight' deal exit, for example where the UK's standards are considered acceptable to the EU and the basis for further negotiations in 2021;
- A full agreement and road map to a working relationship from 2021.

Despite the three main challenges, progress to report includes:

- EU citizens who wish to continue living in the UK can apply for settled or pre-settled status via the EU Settlement Scheme – although local data on eligible and application numbers remains problematic. The deadline for applying for settled status is the 30th June 2021, but they must live in the UK by the 31st December 2020.
- A 'Points Based' Immigration System has been drafted by the Government with the aim of protecting industry and universities;
- The Trade Bill has passed its third reading in the House of Commons in July 2020 paving the way for greater detail emerging in the coming months;
- A new system of customs brokers will help business transition and clear customs, three based in Doncaster (including Doncaster Chamber);
- The UK Government campaign to help EU based companies get ready to trade in the UK began on 7th September 2020.
- Risk to public health being managed by completing inspections at high risk premises and also ensuring compliance at the airport for imports – public health driven inspection programme ongoing
- Public health driven approach to wider enforcement duties (housing/waste etc)
- Actively trying to recruit to vacant EHO posts and considering contractors to assist with the backlog of food inspections – national shortage of EHOs which is making recruitment difficult and this may mean we continue to carry a resource shortage as wider pressures increase
- Discussions also in place at SYLRF level to consider military aid for the EHO functions where appropriate and available

#### Failure to successfully prevent a major cyber attack



**Current Profile**

25

**Target Profile**

15

**Trend**



The scoring for this risk is staying the same due to the heightened possibility at this time - Critical Impact 5 and Very Likely 5. It will always be possible to suffer from a cyber attack and it would always have a critical impact on the Council, SLHD and DCST. What is important is how we deal with this threat through mitigating actions. Every possible measure is being taken.

#### Children & young people may not achieve national standards in educational attainment which may impact on their readiness for a fulfilling adult life.



**Current Profile**

16

**Target Profile**

12

**Trend**



**Current Position:** A large number of students have been affected by full or partial school closures, especially those in critical year groups who will be taking part in national tests or exams this academic year.

Social distancing measures and staff availability are affecting the offer in individual schools, with limits placed upon curriculum breadth and depth.

The impact of the COVID lockdown has impacted on learning which has resulted in behavioural and mental health challenges which will have a long term impact on children's attainment. In addition we have seen an increase in front door referrals for early intervention.

Particular impact can be seen on vulnerable groups including those with protected characteristics, specifically those children new to English.



There has been a significant increase on the number of young people who are home educated.

#### **Mitigating Actions:**

- Schools are prioritising these groups and ensuring that remote and blended learning can take place to support any gaps in learning.

- Council teams and the Opportunity Area are working with schools in order to advise and minimise the impact of any closure and to co-ordinate recovery.
- Post 16 group are working with schools, colleges, employers and the training sector in order to ensure continuity of education and to support young people with destinations and access to qualifications.
- Work is underway to ensure a consistent approach to key areas such behaviour, wellbeing, trauma and by sustaining continuity of welfare and care to prevent disengagement and to develop an inclusive recovery system that with help mitigate the worst effects of lockdown
- Virtual family hubs are providing virtual learning opportunities to families which encourage parents engaging with their children in learning
- Summer staycation activities have supported children be prepared to go back into school following lockdown

**There needs to be a broad range of service delivery which support 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**

	Current Profile	15	Target Profile	9	Trend	
<p><b>Current Position:</b> There is currently an increased need for children and families to be able to access information, advice, guidance and resources in their local communities outside of childcare and educational settings. The family hubs remain open, offering places for midwifery, health and a small number of face to face groups. This applies to wide ranging community provisions which focus on the needs of children and young people. Assessment aligned to priorities to mitigate against loss of critical services. Through services and provisions such as family hubs, youth hubs, libraries and adult, family and community learning, and early years provision, Children and families can access resources in the community and online.</p> <p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>•All Services complete risk assessments and update BCPs, ensuring the workforce is aware of and working to health and safety guidelines.</li> <li>•Stronger families resources distributed in a way which aligns with the 6 headline indicators set by Government to deliver a range of services from prevention through to social care</li> <li>•Regular reviews are undertaken through the service profiles of activity, pausing activity where appropriate.</li> <li>•Cross promotion of resources, information and advice in communities to ensure as wide coverage as possible</li> <li>•The Localities Model is fully operational in pilot areas with imminent roll out across the borough</li> </ul> <p><b>Current Position:</b> Stable although continued vigilance required particularly in terms of impact of Covid (cross cutting workforce risk)</p> <p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>• Engagement with communities and with partners via Locality working</li> <li>• Engagement with care providers via operational commissioning staff</li> </ul> <p><b>Current Position:</b></p> <p>The plethora and range of services delivered by E&amp;E have all one common dominator, supporting people and business in communities, both from a strategic perspective and operational delivery.</p> <p>On a number of levels strategically we continue to contribute towards regional Sheffield City Region economic plans, maximising opportunities for Doncaster residents and businesses to receive significant financial contributions towards our key pipeline of capital/ revenue programmes, whilst more locally undertaking preparation work for a Housing/ Environment/ Borough Strategy that provides amongst many actions a framework for improving housing conditions for residents.</p> <p>In addition, the work the Directorate undertakes on Homelessness prevention, Streetscene Improvement Programme, Winter Plan preparations, Multi-agency food flood plan, Employment brokerage and the development of a local plan to name but a few are multiple examples of where E&amp;E are delivering services to support people and business within communities through these challenging times.</p> <p>On the horizon, Doncaster Council continues to project the views and improvements required on issues of connectivity amongst South Yorkshire, ensuring resident can access employment opportunities and targeted health related services at these critical times.</p> <p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>• Alignment and support of the localities recovery cell at Bronze level ensures the needs and requirements of residents and businesses are fed into the E&amp;E service delivery models.</li> <li>• Continued development and drive of strategies/ Plans; ie Environment, Climate Change, Borough Strategy, Local Plans etc, provide the framework for targeting resources and operations.</li> <li>• Customer focused led groups – both residents and businesses, ensuring activities meet the demands and requirements of our communities.</li> <li>• Proactively forecasting impacts from emergencies, covid, floods, brexit etc; and modelling and undertaking appropriate interventions to reduce risk.</li> </ul>						

**Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk**



**Current Profile**

15

**Target Profile**

9

**Trend**



**Current Position:** As a direct result of COVID there has been an increase in demand and complexity of presenting need. Due to the pandemic partners have been less able to fulfil their duties in relation to universal and early intervention services. Many partners were restricted in terms of access to families and even to this day have had to adopt to a more virtual way working. This has hindered early identification and intervention.

Supporting schools to remain open to support early identification and early intervention. The return to school has been difficult for some children and Young People and therefore resulting in an increase in support for mental health and wellbeing.

**Mitigating Actions:**

- Vulnerable children's dashboard shared at Children's and Families Cell on a weekly basis -Supports the reduction in duplication and supports the direction of resources and capacity to address issues and to improve outcomes for children
- Partnership oversight meeting – agile risk management.
- Mental Health (All Age) is seen as a priority for the Council and a group has been established to oversee activity to support children, young people and adults
- The safeguarding leads in schools identifying early signs of poor mental health, abuse and behaviour are accessing the advice and support as relevant. The same approach to risk is managed in other educational settings, adult, family and community learning and across localities
- The multi partnership Children and Families Cell is developing groups to focus on key aspects as a direct result of the current environment in which we work

**The current challenging social and economic context leads to a deterioration in business prosperity and individual and personal financial position, which results in an increase in inequality and deprivation**



**Current Profile**

12

**Target Profile**

6

**Trend**



**Current Position:** There is currently an increased need for children and families to be able to access information, advice, guidance and resources in their local communities outside of childcare and educational settings. The family hubs remain open , offering places for midwifery, health and a small number of face to face groups. This applies to wide ranging community provisions which focus on the needs of children and young people. Assessment aligned to priorities to mitigate against loss of critical services. Through services and provisions such as family hubs, youth hubs, libraries and adult, family and community learning, and early years provision, Children and families can access resources in the community and online.

**Mitigating Actions:**

- All Services complete risk assessments and update BCPs, ensuring the workforce is aware of and working to health and safety guidelines.
- Stronger families resources distributed in a way which aligns with the 6 headline indicators set by Government to deliver a range of services from prevention through to social care
- Regular reviews are undertaken through the service profiles of activity, pausing activity where appropriate.
- Cross promotion of resources, information and advice in communities to ensure as wide coverage as possible
- The Localities Model is fully operational in pilot areas with imminent roll out across the borough

**Current Position:** Stable although continued vigilance required particularly in terms of impact of Covid (cross cutting workforce risk)

**Mitigating Actions:**

- Engagement with communities and with partners via Locality working
- Engagement with care providers via operational commissioning staff

**Current Position:** The plethora and range of services delivered by E&E have all one common dominator, supporting people and business in communities, both from a strategic perspective and operational delivery.

On a number of levels strategically we continue to contribute towards regional Sheffield City Region economic plans, maximising opportunities for Doncaster residents and businesses to receive significant financial contributions towards our key pipeline of capital/ revenue programmes, whilst more locally undertaking preparation work for a Housing/ Environment/ Borough Strategy that provides amongst many actions a framework for improving housing conditions for residents.



In addition, the work the Directorate undertakes on Homelessness prevention, Streetscene Improvement Programme, Winter Plan preparations, Multi-agency food flood plan, Employment brokerage and the development of a local plan to name but a few are multiple examples of where E&E are delivering services to support people and business within communities through these challenging times.

On the horizon, Doncaster Council continues to project the views and improvements required on issues of connectivity amongst South Yorkshire, ensuring resident can access employment opportunities and targeted health related services at these critical times.



**Mitigating Actions:**

- Alignment and support of the localities recovery cell at Bronze level ensures the needs and requirements of residents and businesses are fed into the E&E service delivery models.
- Continued development and drive of strategies/ Plans; i.e. Environment, Climate Change, Borough Strategy, Local Plans etc, provide the framework for targeting resources and operations.
- Customer focused led groups – both residents and businesses, ensuring activities meet the demands and requirements of our communities.
- Proactively forecasting impacts from emergencies, covid, floods, brexit etc; and modelling and undertaking appropriate interventions to reduce risk.



#### Failure to implement the Partnership priorities across the Team Doncaster Partnership

	Current Profile	12	Target Profile	9	Trend	
<p><b>Current Position:</b> Original priorities identified in the Borough Strategy are affected by our response to Covid 19. We continue to function well as a partnership with a Response and Recovery Model with engagement from Team Doncaster which currently meets on a fortnightly basis. We have clear strategies in place for the short term but also will continue to support the development of our response to the big issues such as climate change and the formulation of a new Borough Strategy in Summer 2021.</p> <p><b>Mitigating Action:</b></p> <ul style="list-style-type: none"> <li>- Clearly articulated response and recovery models for Team Doncaster</li> <li>- Threat and Risk assessment for Winter 20-21 in place.</li> <li>- Continuation of longer term plans.</li> </ul>						

#### Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal

	Current Profile	12	Target Profile	9	Trend	
<p><b>Current Position:</b> The Government long awaited white paper on devolution faces further delays as Central Government deal with the current second wave of Covid, this white paper hoped to provide further guidance, and clarity to devolved areas on the flexibilities, powers and finances localities may receive, in the vacuum of this Doncaster Council continues to work as a key influential member of the Sheffield City Region. The recent production of the SCR economic plan, demonstrates Doncaster continued input into driving and shaping a strategic document that will provide the framework for targeting resources. In addition the SCR Local Enterprise Partnership has recently undergone a recruitment process which includes new representation from Doncaster (Dan Fell – CEO of Doncaster Chamber), ensuring the interests of our private sectors are also voiced in addition to the strong officer and political leadership.</p> <p>Gainshare conversations continue to deliver momentum, the 4 SY Local authorities are currently in detailed discussions with SCR colleagues on how the £30m over 30 years can add real economic value to our residents and businesses, whilst recognising the current pressures faced on local authority budgets responding to Covid.</p> <p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>• Refreshed membership of thematic SCR boards, with targeted briefings for all Doncaster representatives ensure the best interests of the Authority are represented.</li> <li>• Doncaster key role on the Managing Authority and within the SY Leaders meetings, mitigates risk of both strategic and operational decisions been made by the SCR that could be to the detriment of the Authority.</li> <li>• Continued dialogue between Doncaster officers/ elected officials and the SCR team ensures policies and strategies are developed in partnership and not in isolation.</li> <li>• Progressive dialogue on gainshare with 4 SY Leaders ensures, the financial requirements of Doncaster are represented.</li> </ul>						

#### Workforce capacity and resilience issues across the council result in reduced ability to deliver and transform services at the pace required in current plans

	Current Profile	12	Target Profile	9	Trend	
<p><b>Current Position:</b> Reduced workforce in areas due to stress at work where working remotely has been cited as direct factor. It is anticipated that as a direct result of COVID higher levels of mental health absences are occurring. Increased workload levels caused in work and outside due to COVID continue. Increased demands at this time, or even sustaining current demands, may create a risk of increased sickness levels, scheduled work being delayed, injury etc. Due to the increasing financial demands on the authority during COVID the Council are seeking ways of reducing spend which may have an impact on delivering services and transformation</p>						

Capacity of support services could be placed under increased strain due to increasing demand which could impact on the quality of support provided.

**Mitigating Actions:**

- Individual health and/or mental health impact assessments are conducted where required. Ongoing HR and health and wellbeing support is accessible and In depth deep dive welfare survey has identified potential hot spots and support for staff where required
- Risk management taking place through service profiles, with potential for some services to be recommended to be paused which is reviewed regularly
- A skills audit of all staff to identify those with the relevant skill, experience and knowledge has been undertaken to enable redeployment to priority areas of need across the Council or Partnership if required.
- Regular supervision, team meetings and communications provide support and build resilience through quick identification of emerging issues

**Current Position:** Workforce number and sickness figures are relatively stable and all service areas are covered. There is a likely pressure on our directorate if we are required to support activity across other directorate.

**Mitigating Actions:**

- Workforce strategy in place
- Leadership aware of where skills and recruitment difficulties exist.
- Different recruitment approaches being considered/deployed which is yielding positive results
- Agency and temporary staff are employed to support gaps in the workforce and deliver organisational objectives.
- Grad trainee scheme in place, apprenticeship programme which brings in fresh ideas and energises the workforce
- Wellbeing service in place to support workforce during challenging times
- Annual PDR's undertaken which identify training requirements
- Expectations that 1:1's are regularly undertaken and supportive conversations occur as required
- Additional resources provided to support growth areas e.g Trading standards, Digital

**Current Position:** Compromised by workforce absence because of Covid / isolation

**Mitigating Actions:**

- Continued review of staffing absence
- Continued review of high priority tasks

**Failure to safeguard adults may result in adults being vulnerable and susceptible to experiencing harm or abuse**



**Current Profile**

10

**Target Profile**

10

**Trend**



Current Position: Stable although continued vigilance required particularly in terms of impact of isolation.

**Mitigating Actions:**

- Operational commissioning and adults safeguarding functions have been brought together to ensure better use of capacity and more coordinated response to registered care settings
- Safeguarding is everybody's business. Training and expectations of staff within Adults, Health and Wellbeing reflects this.
- An increased focus on locality working is intended to ensure earlier awareness and intervention in all situations, not only in relation to registered care

**Failure to deliver the Medium Term Financial Strategy would result in an alternative budget being required with consequential service reductions.**



**Current Profile**

15

**Target Profile**

10

**Trend**




The 2020/21 financial position remains extremely fluid and is being carefully monitored on a monthly basis. We anticipate that through proactive budget management, a balanced budget position is forecast for the year (no over or underspend), by means of the application of government funding and service underspends. Although the position includes £5.3m shortfall against planned savings in-year, it is forecast that the majority will be delivered within the MTFS period.

An updated Medium Term Financial Strategy (MTFS) was taken to Cabinet on 29th September, 2020; identifying a most likely budget gap over the 3 year period of £13m. Our strategy includes carrying forward the unallocated COVID-19 grant funding, received this year, to meet the shortfall in council tax and business rates, which impacts on future years. We are continuing to review and update the estimated MTFS position and identify ongoing savings options to reduce our baseline spend as part of the budget setting process.

**Mitigating Actions:**

- Government grant provided to help deal with Covid-19. Should the grant not be sufficient to meet all the costs of Covid-19 the Council has reviewed unallocated and earmarked reserves, corporately held contingency budgets and continues to identify in-year savings where possible. Potential savings in future years will be identified through the budget setting process for 2021/22.
- Monthly monitoring of the in-year financial position (including balance sheet), reported to management monthly and members quarterly.
- Additional monitoring of the approved budget savings through the savings tracker, which then feeds into the monitoring position.
- Responsibility for budgetary control aligned to Directors.
- Updating the MTFS assumptions when new/updated information becomes available, including updating the overall MTFS at regular intervals as part of the budget setting process.
- Progressing discussions on the Financial Strategy to meet the estimated budget gap, focusing on a hybrid of identifying ongoing savings to reduce the baseline spend position with ongoing savings and use of one-off reserves to smooth the impact.

**Failure to maintain and improve the management of health and safety may impact on the councils ability to mitigate risk to both colleagues and members of the public and our inability to deliver effective services**

	<b>Current Profile</b>	<b>8</b>	<b>Target Profile</b>	<b>8</b>	<b>Trend</b>	
The Corporate Health and Safety Team continue to monitor the effectiveness of all council health and safety arrangements through both active and reactive monitoring.						
The Corporate Health and Safety Team are supporting essential/priority council services with any H&S issues during the current COVID-19 Pandemic, including the development, and review of COVID-19 Secure Risk Assessments in line with Government guidance & updates						
Due to the current COVID-19 Pandemic the H&S Training Team have plans in place to ensure that any lapsed H&S training for suspended non-essential services is refreshed before operatives return to normal operations. Where possible H&S training is being delivered via MS Teams. Essential H&S training, including refresher for essential services is sourced and delivered Covid-securely face to face or via MS Teams; as per service business continuity plans. If not required, then cancelled and rescheduled for a later date						
<ul style="list-style-type: none"> <li>• Fire Safety in High Rise Flats following the Grenfell disaster - Doncaster council's Fire Safety Advisor continues to attend the High Rise Fire Safety Group, advising and supporting St Leger Homes (SLH) where required. Where required virtual meetings are carried out, or direct telephone updates undertaken. Plans are being developed to ensure that the council and SLH meet all of the legislative requirements under the forthcoming Building Safety Act.</li> <li>• Residential Caravan Sites - St Leger Homes (SLH) continue to lead on fire safety action plans with input and advice from the Council's Environmental Health Officers (EHO's), South Yorkshire Fire and the Councils Fire Safety Advisor.</li> <li>• The new Health and Safety Incident Reporting System SHE Assure software has had a recent significant upgrade which has improved functionality and gives managers more tools to interrogate incidents and trends across service areas. Plans are being developed to deliver a digital (MS Teams) training package across Directorates to ensure Managers have the skills to utilise the new functionality.</li> </ul>						





## GOVERNANCE INDICATORS – Whole Authority

Whole Authority	Value	Target	DoT	Traffic Light
Sickness – Days per FTE	9.74	8.50	↑	🛑
PDR Completion - % of workforce with a PDR recorded	66%	95%	-	🛑
Whole Authority Internal Audit High Risk Level Recommendations	2	7	↓	🛑
Whole Authority Internal Audit lower Risk Level Recommendations	3	55	-	🛑
% of Large Transactions (over £25k) that are under contract	100%	100%	-	✅
% of Freedom of Information Requests responded to within timescale	96%	95%	↑	✅