



# Doncaster Council

## Report

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Date: 23<sup>rd</sup> February 2021

To the Mayor and Members of Cabinet

### 2020-21 Quarter 3 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 3 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. It continues to be a challenging time for the delivery of council services as the COVID-19 pandemic impacted right across the council. The Council and Team Doncaster partners remain on a response footing throughout this quarter. These challenging circumstances are likely to continue through the rest of the financial year. In addition there are a range of other concurrent risks that the Council was managing through quarter 3 including the impact of EU Exit at the end of December 2020 and the possibility of further extreme weather through the winter.
3. From a performance perspective there have been challenges, which include:
  - Although the outturn sickness rate at Q3 remains below the targeted year end performance of 8.50 days, there has been an improvement on the last quarter with a reduction of over half a day (0.54) to 9.20 days per full time equivalent employee; and is 0.76 days lower compared to the same period last year, despite the ongoing pressures in responding to the current covid pandemic.
  - Business Rates collection at the end of the third quarter is estimated to be 93.83%. It remains some way off the comparison of 96.05% for the same time last year but is an improvement from quarter 2. There have however been areas of improvement, which include

There have however been areas of improvement, which include:

- There has been a large increase in Green Waste and Recycling. Performance has improved to 51.6%. reflecting the work undertaken to resume services safely following the initial lockdown at the start of the financial year

- There has been an additional 286 new homes this quarter, Cumulatively 628 new homes have been built to the end of Quarter 3
- Since March access to free school meals has risen to 11,103, an increased of 1,500
- £29,815,209 of council spend in Quarter 3 was with local firms

### **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 additional COVID-19 pressures funding. The emergency COVID-19 funding provided in tranches and the hardship funding currently stand at £31.7m. Other specific resources have been provided and are listed in the Appendix A Finance Profile to this report (to follow).
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, utilising COVID-19 government funding to meet the projected COVID-19 pressures in 2020/21. . Therefore we are continuing to forecast a balanced budget position at the year-end (no over or underspend) after the allocation of £16.0m of COVID-19 emergency grants. Full details on the main variances are provided in paragraphs 85 to 93.
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. The draft budget proposals include a gap of £18.9m and our strategy includes carrying forward an element of the COVID-19 emergency grant funding allocated this year to contribute towards this gap.

### **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 12-69 outline the current position on areas that we have managed to continue to monitor throughout quarter 3 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 note and comment on the quarter 3 performance and financial information; including;
- Approve the virements per the Financial Procedure Rules, detailed in the Appendix A – Financial Profile;
  - 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 the payment to the Doncaster Children's Services Trust (DCST) for the non-COVID element of their overspend (£2.56m) with a reconciliation at year-end to ensure any surplus is returned to the Council.
  - Delegate the allocation of the £5m Environment & Sustainability/Net Zero Carbon Earmarked Reserve to the Director of Economy & Environment and Assistant Director of Finance (Section 151) in consultation with the Mayor, as outlined in paragraph 84.

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

### **LIVING:**

#### **Delivering Quality Local Environmental and Highway Services**

12. A large proportion of services continue to operate as normal during the pandemic and through the lockdowns, with the services being delivered successfully via remote working. There are activities however that have had to reduce, cease or vary how they are delivered. Traditional winter service operation also means activities such as grass cutting would not be taking place currently even without the pandemic. Examples of activities impacted include: closure of tennis courts and outdoor gym equipment.
13. The operation of depots has changed to ensure covid compliance, impacting on the amount of time operatives can be deployed out to work. Changes include; staggered shift times, signing in and out processes, cleaning down of vehicles and equipment and enhanced personal hygiene regimes. Vehicle occupancy restrictions are also affecting delivery of key activities although the purchase of additional vehicles in quarter 3 has meant all staff are still able to be deployed, just less efficiently than previously.
14. Nationally there is evidence that the levels of waste in public spaces is increasing and this reflects the experience in Doncaster as well as in neighbouring Councils such as Barnsley and Rotherham who have both recently confirmed very similar issues to those in Doncaster. This, alongside the covid compliance restrictions listed above, is further impacting the amount of time taken by operatives to cleanse.
15. During quarter 3 the performance for the removal of fly tip within 7 Days was maintained at 61% (Q1 = 58%, Q2, 61%). This maintenance of performance was achieved despite a continued period of restrictions. Due to the limits placed on vehicle occupancy the service remains unable to deploy staff to undertake Fly Tip activities as per normal service delivery arrangements. Performance has been maintained despite an increase of 36% in the number of fly tip incidents reported in quarter 3, compared to the same period last year and an increase in the volume of Fly Tip. There remains a back-log of open cases (1089 at the end

of December). An action plan for providing a more focused response to and dealing with littering and fly tipping in key hotspot areas is currently being developed and will feed into the council budgetary discussions for 2021-22.

16. Preliminary figures suggest there has been a large increase in Green Waste and Recycling. Performance has improved to 51.6%. This represents a large increase from Q2 (38.4%) and puts performance above target of 50% reflecting the work undertaken to resume services safely following the initial lockdown at the start of the financial year.
17. Annual performance for the maintenance of principal, non-principal and estate roads has remained at or above target at 98%, 98% and 83% respectively. While the condition of principal roads has stabilised at 98% - the upper quartile nationally – the condition of non-principal roads has improved by 1% from quarter 2 with the condition of estate roads jumping 6% from quarter 2; a step change in the level of performance for this part of the network. This is reflective of additional funding received for Capital highways maintenance and repairs.

### **Delivering our Net Zero Carbon and Biodiversity ambitions**

18. The Environment and Sustainability Strategy was approved by Cabinet and Council in January. This Strategy takes forward for implementation recommendations from the Doncaster Climate and Biodiversity Commission's final report which was launched in December 2020. Implementation will be governed by a Climate & Environment Board with the Team Doncaster structure.
19. Considerable progress is already being made to deliver on the intent of the strategy including:

### **Energy Efficiency of Buildings**

- A £12.56m Thermal Improvement programme was approved in March 2020. To provide external wall insulation and loft insulation to the remaining 1,800 uninsulated Council homes in Doncaster. Work commenced in Quarter 3.
- Two successful funding bids have secured £1.179m to enable a housing energy efficiency retrofit to commence in February 2021. A further bid of £2m being submitted in March 2021
- A £2.4m capital funding application for Council buildings energy efficiency retrofit, if successful, will deliver 7,731 tonnes of carbon savings.

### **Transport**

- As part of our transport fleet replacement policy electric vehicles will replace diesel where ever practical. With 26 cars and vans approved for replacement and 11 already integrated into the fleet in Quarter 3. A further 15 are on order and expected in Quarter 4.
- Doncaster has 38 publically available charge points available for charging up to 67 cars. Doncaster wide, there are:
  - 14 x Rapid Chargers (Charge up to 80% battery, from flat, within an hour)
  - 15 x Fast Chargers (Charge up to 80% battery in 4 hours)
  - 9 x Slow Chargers (Charge up to 80% battery in 8 – 12 hours)
  - In the majority of cases, each charge point allows 2 cars to charge up (twin charge point), with the exception of the 9 Slow Chargers which are all single charge points.
- Of the above, the Council owns
  - 3 x Fast Chargers (2 in Markets Car Park and 1 in Chamber Road)
  - 9 x Slow Chargers (Herten Triangle)

- Allowing 15 cars to charge up
- The Council is partnering with ENGIE as the preferred supplier of electric vehicle charge points to deliver over 60 electric charging bays installed/planned for installation for Council use.
- With £2.6m secured by the Sheffield City Region to improve the coverage of 'rapid' and 'fast' EV charging across South Yorkshire, Doncaster is set to benefit from an estimated 30-40 charge points, that would take the total number of charge points to 78 (if top estimate delivered) providing charging for up to 147 cars.
- The Council intends to build upon this rollout to add even more charge points as well as support the rollout of on-street residential charging.

## **Natural Environment**

- A Natural Capital Assessment for Doncaster and South Yorkshire has been commissioned by Sheffield City Region – this will support us in looking more methodically and on the basis of evidence for opportunities for ecosystem and biodiversity enhancement including natural flood prevention and tree planting (Woodland Trust being one of the funders). This will then identify opportunities for investment in our natural assets.
- An independent review of the Council's Tree Management Policy was initiated in Quarter 3. This review will ensure that the management of council trees, particularly street trees, is aligned to our climate and biodiversity ambitions.
- A Common Cause Agreement is being signed at CEO-level between the Council and Yorkshire Wildlife Trust, paving the way for collaboration and joint working for example on Doncaster's Green Gateway in the areas surrounding the M18 junction onto the White Rose Way, and support for Doncaster Nature Alliance.
- Doncaster are partners in the South Yorkshire Local Nature Partnership's Woodland Creation programme. A Woodland Creation Coordinator post has been funded and recruited to and the Council have engaged with the Co-ordinator to further develop an overall tree strategy for the borough that links to the Northern Forest initiative.

## **WORKING:**

### **Supporting Local Businesses**

20. Support to businesses throughout the period in terms of preparation for EU exit, and swift payment of grants, supporting people back to work.
21. The outturn collection of Business Rates at the end of the third quarter is estimated to be 93.83%. Although this is an improvement from quarter 2 it remains some way off the comparison of 96.05% for the same time last year. The continued impact of the Covid 19 pandemic, with the country now entering a 3<sup>rd</sup> lockdown where many businesses are required to close, has seen many businesses struggle. The first formal debt recovery action commenced in the quarter with more than 1,900 reminders being issued, and more than 400 summons. These resulted in nearly 300 liability orders being obtained for non-payment of Business Rates. However, given the continued difficult landscape for businesses efforts continue to work with businesses to find suitable alternative payment plans. With the continuing uncertainty over both national and local

## Planning and Delivery of Housing and Investment

22. The percentage of major planning applications processed within targeted timeframes continues to significantly exceed the national target of 70%. A figure of 87.8% was achieved in quarter 3 which is lower than the highly ambitious locally set target of 94%, and reflects a reduction from Quarter 2 performance of 95.65%. Performance this quarter has been affected by negotiation of extension of times. This need to agree an EOT on major applications is not unusual, which are complex by their very nature and commonly require on-going negotiations, s106 agreements and committee approvals in order to seek a positive resolution on the proposals. If extensions of time were not taken in to consideration our performance for major applications would be 91.51%
23. An additional 286 new homes were built in quarter 3, an increase from the 195 built in Q2 and higher than the equivalent time last year (218). Cumulatively 628 new homes have been built to the end of quarter 3.
24. It is anticipated that business collection will remain difficult to the end of the financial year due to national restrictions & lockdowns.

## Local Wages

25. Doncaster's weekly gross pay for those resident in Doncaster has been improving year on year and at £563.90 it is now the highest in South Yorkshire, surpassing the Yorkshire and Humber average of £540.40. The picture is the same for weekly gross pay excluding overtime which is now £537 (Y&H £525.40). However the challenge will be to maintain the improvements that have been seen in this and other key indicators as we emerge from the pandemic.

Type of pay	Barnsley	Doncaster	Rotherham	Sheffield	GB	Y&H	Doncaster Rank
Weekly Gross Pay	517.4	563.9	516.1	536.6	587.1	540.4	2
Weekly Gross Pay Excluding Overtime	505.7	537.0	484.0	526.8	574.9	525.4	2
Weekly basic pay	481.1	525.6	464.6	464.6	568.3	516.2	2

\*The table is sourced from Nomis

## CARING:

### Supporting Public Health and our ongoing Response to the Pandemic

26. The COVID-19 pandemic continues to present challenges to service delivery this Quarter, along with the usual Winter Pressures. The headline measures continue to be impacted directly due to priority being given to supporting the most vulnerable residents and communities throughout the pandemic.
27. Work in Public Health continues to be focused on the Covid-19 pandemic, with intensive work underway around test, track and trace in quarter 3. There are a number of funding streams being used to fund this work, with Rule 16 decisions in place to cover the way that the money is accepted and how it is being allocated in relation to targeted testing, mass testing, enhanced contact tracing, community testing and containing outbreak management. (Public Health).
28. The Infection Control Fund allocation of £3.1m (of the National £600m funding) has been distributed to residential and domiciliary care providers to support them

to continue during the Covid-19 pandemic. A further £500m was announced in September 2020, of which Doncaster is set to receive £2.9m.

29. Support and drive for delivery of Mass Testing & Mass vaccinations has been a priority this quarter with a whole team approach being adopted to deliver these new services.

### **Preventing Homelessness and Supporting Rough Sleepers**

30. Work around Rough Sleepers, and the 'Next Steps Accommodation' programme, continues and Doncaster received some initial funding of £18k of the £3.2m National allocation; although the work around this continues, there has been no further allocation after the initial allocation in March 2020 to support to get Rough Sleepers off the streets.

### **Delivering Quality Care Services**

31. The number of people living in residential care has reduced from 966 to 917 from Quarter 2 to Quarter 3; this is an indicator that continues to be affected by the COVID-19 pandemic. The number of people continues to reduce due to two clear factors: the number of people who have tragically died during each wave of the virus and the consequent reduction in demand for new residential care placements. The Council has worked with the NHS to provide support to Doncaster's care homes in preventing COVID-19 outbreaks and reducing their severity when they do occur. Doncaster's care homes have worked incredibly hard to keep their residents safe over the period.
32. The Delayed Transfers of Care (DToc) indicator was suspended by NHS Digital in order to alleviate data pressures caused by the COVID-19 pandemic, and this remains paused until March 2021. We continue to collect & report on delays locally which is reported into weekly demand and flow meetings. Delays caused by the Council that have slowed down people being able to leave hospital have been minimal.
33. The number of people controlling their own support using a direct payment is currently 912; a decrease of 17 since 929 at quarter 2. There continues to be very few new requests for a direct payment. The Council will review Direct Payment usage after the pandemic, and consider improvements that may increase choice and control for recipients.
34. The average time taken to complete a social care assessment in this quarter was 40.7 days, which is an improvement of 8.2 days compared to Q2. This is closer to the 'normal' level of around 40.
35. Volume of requests for support have decreased slightly to 538 per 100,000 (previously 657 per 100,000). Up to the end of quarter 3 there had been 3925 requests for support so far this year (from April 1 2020).

### **LEARNING:**

#### **Supporting Families in Need**

36. The Learning Opportunities and Skills Directorate is not reporting on the service standards for quarter 3 due to the current lockdown, which has resulted in

subsequent changes in the way learning is delivered by schools and the need to provide a response to Covid 19 and the redesign of services to meet local need.

37. The Local Authority continues to have a strong leadership role by bringing the children's partnership together through both the weekly Children's and Families Cell meetings and Cluster Head Teacher meetings. The Authority remains the key link between the partnership between Department for Education, social services and schools.
38. The Children and Families Cell has a number of weekly sub group meetings which are continuing, with particular focus including mental health and wellbeing and Domestic Abuse. Successful targeted signposting campaigns have been run increasing the support available to children and families who are struggling which have seen the number of self-referrals increase.
39. Early years and childcare provision have continued to be readily accessible and flexible through the pandemic. Clear advice and support from the Early Years Inclusion Team has enabled Early Years and childcare providers to rapidly implement the preventative measures and offer increased childcare places when lockdown restrictions were enforced. Where critical workers were seeking additional capacity for childcare or alternative provision, this was brokered and settings were supported to stay open through financial incentives as appropriate.
40. Family Hubs have remained open during each of the lockdowns to enable vital support to be provided to children and families. There have been 28,000 visits and 12,000 offers of support.
41. Early intervention and prevention is now a key priority for the Recovery and Resilience Board. There are currently 1,927 children and young people accessing support via the early help pathway. The top three presenting needs for children, young people and families are emotional wellbeing, parenting and behaviour
42. Supporting parents during COVID has never been more important. Face to face interventions had restarted but stopped again whilst in Tier 4. Online parenting programmes continue to be a crucial with 1350 parents having accessed the online learning with 142 in quarter 3. The online learning receives positive feedback with over 90% of participants reporting that the courses have been helpful and they would recommend them to others.
43. 54.9% of cases which have been open to the Early Help lead practitioners across the partnership have been subsequently closed, demonstrate an improvement in family resilience and a reduced risk which has been evidenced through a percentage decrease in vulnerability levels between allocation and closure with 55.7% of cases showing increased confidence and the ability of parents / carers to support and provide for their family.
44. The Local Solutions Groups continue to provide local support during COVID and to date have supported 355 individuals / families with an immediate response to issues such as finance, food parcels and housing issues



45. There is considerable work taking place across the partnerships to ensure vulnerabilities are identified at the earliest opportunity and families receive the right support during the pandemic. However, there continues to be more children and young people open at level 4 for statutory intervention with a reducing number of level 3 cases. The screening outcome of 'continue with universal services' continues to be high at 59.2% and a deep dive is currently underway to identify why early help contacts receive this outcome
46. The Language Support team has continued to provide support vulnerable children due to language barriers through welfare calls and translation of messages. Children and Young People who are in care have been receiving online and classroom support. The team has supported the Social Services to interpret for vulnerable families on home visits and provided interpretation for families who have a language barrier to access and understand technology.

### **Supporting Schools through the Pandemic**

47. The Local Authority offers many services to schools. As expected the income generated in this financial year to date has been much lower than originally forecasted due to the pandemic, schools being in lockdown or restricted opening.
48. All schools are open and providing places for critical workers and vulnerable children. Some primary schools are struggling with demand whilst others are operating around 50%. During the March lockdown the schools were operating at around 12%. Work is ongoing with the local authority and school leaders to address the pressures by developing a Doncaster place based approach.
49. The Local Authority continue to support schools and partners by collating school openings and closures as a result of positive Covid 19 diagnosis or bad weather. These results are discussed at a daily incident management team meetings where actions are agreed to provide both a responsive and preventative activity to reduce infections.
50. Schools are offering an extensive remote learning offer that has been developed in collaboration with School leaders, their teams and Local Authority colleagues to ensure that young people now have access to 'live' lessons and other learning resources at home.
51. The need for digital devices is being pushed to enable effective home learning. To support the online learning there has been a significant amount of work taking place across the Borough to increase the number of children who have access to a laptop or tablet and therefore able to access online learning at home. Some local businesses and residents have offered to donate equipment to support with children and young people having access at home and this is now being co-ordinated.
52. Mass testing of teachers and pupils has started in secondary schools and there is a plan to roll out to Primary Schools during quarter 4.
53. Since March 2020, overall access to free school meals has increased by 1,500, rising to 11,103 which equates to 23.5% of Doncaster children.

54. A dedicated team is mobilised to restart the partnership welfare contact to vulnerable children via a blended offer of face to face and virtual visits.
55. The Learning Provision has had to redesign what it delivers to focus upon recording and reporting COVID cases within educational settings which are discussed at daily meeting meetings to provide a Borough wide picture on infections within schools.
56. The delivery of family learning and functional skills has moved to being completely delivered online. This has resulted in a lower registration for functional skills courses. Family Learning has developed a range of online resources which have proven very popular with families but it is expected that this will not have the positive social impact of a face to family learning course held in school.
57. The percentage of pupils registered as Elective Home Education has increased by 0.1% from November 2019 to November 2020, despite 224 referrals coming through since September. 32% of the referrals have now returned to school, which is a higher rate than other Yorkshire and Humber Regions. Welfare calls have continued to Elected Home Education students and families during the pandemic.

## **CONNECTED COUNCIL:**

### **Processing Financial Support**

58. Throughout the last quarter services have continuously flexed to adapt to the ever changing pace and demand of the response to Covid19. Resilience of providing relevant grants and financial support to residents and businesses has been key. Supporting and enabling the workforce via maintenance or issue resolution for essential technology infrastructure such as Microsoft Teams has also been paramount in allowing operations to be delivered in a safe and effective way.

### **Supporting Staff Well-being**

59. The third staff in a series of Covid staff wellbeing survey took place this quarter with 1773 staff responding. The key findings were:
- Positive wellbeing has dropped significantly from 72% to 60% and negative wellbeing has increased from 28% to 40% with the main reasons of workload and work pressure, lockdown, covid, health and safety and family concerns and isolation being cited.
  - Work load and workload pressures are having a far greater impact on wellbeing
  - Although many staff are still positive about working from home the length of time and lack of contact with teams is having an impact
  - Overall access to information and support is still positive but there has been an increase in negative feeling about access in those working on site
  - Management support is still positive and workplace staff comfort levels have increased marginally with staff working on site continuing to be more comfortable.
60. Work to support staff and enhance wellbeing provisions particularly to assist isolation continues.
61. The sickness absence rate for the quarter was 9.20 days per full time equivalent employee, against a target of 8.50 days. This is a reduction of 0.54 days from 9.74 days in Q2. It should be noted that sickness absence rates remain lower

than the same period last year and have not yet been significantly impacted by covid positive cases, and that absence management practices remain effective. However there is evidence of increased mental health impacts on employees, and some longer term absences, therefore health and wellbeing resources have been enhanced particularly around mental health support for staff including the roll out of a further staff survey on wellbeing to inform any further support required.

62. 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, advice and support 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.

### **Ensuring the Council Spends Money Locally**

63. The Council continues to be committed to sustaining and increasing local spend as this underpins the Council's Doncaster Growing Together ambitions which are to make Doncaster a great place to learn, work, live and care. Local spend by the Council is the direct reinvestment into Doncaster's economy and communities which drives substantial economic and social value benefits such as improved employment opportunities and lowered environmental impacts. In quarter 3 of 77% of council spend in was with local firms, this equates to £29,815,209.
64. Agency worker spend outside of main employment contracts has seen a small increase of 8% this quarter totalling £28k from £342k in Q2 to £370k, although the number of assignments has remained the same as quarter 2 at 37. Both spend and assignments remain significantly lower than in previous quarters. However, it is recognised that there will always be a need to have some temporary resource and this is a sign of a healthy organisation. Whilst we may endeavour to provide temporary deployment opportunities from within the organisation, there is sometimes an issue over skills, capacity and timescales that means we need to seek external additional resource; and this is likely to increase during the next quarter to manage demands in responding to the current covid pandemic.

### **Responding to Freedom of Information Requests**

65. 288 freedom of information requests (FOI) requests were received in quarter 3 and 281 were responded to on time (98%).

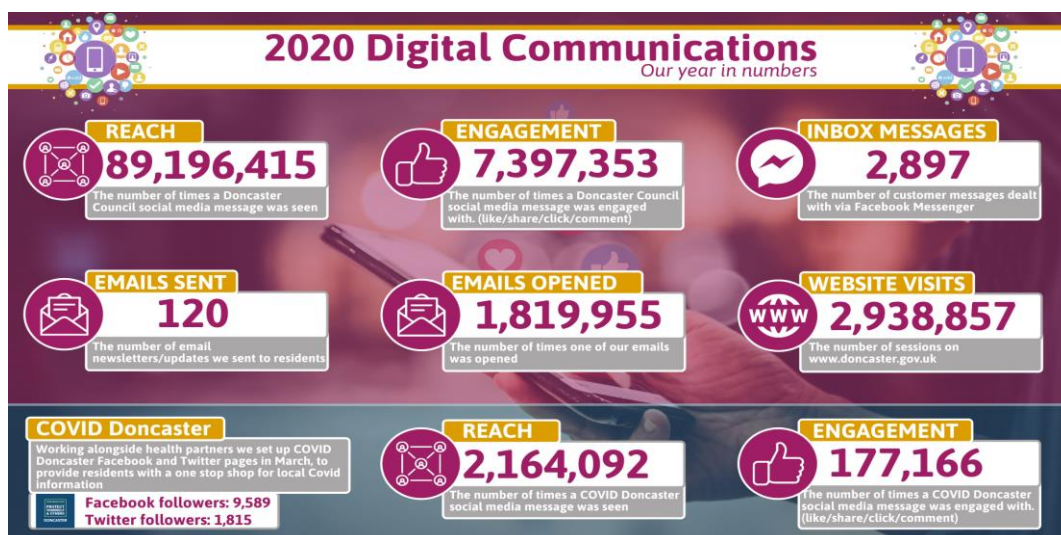
	Received	Responded on time	%
Adults, Health & Wellbeing	26	26	100
Learning & Opportunities	33	31	94
Corporate Resources	111	107	96
Economy & Environment	118	117	99
DMBC	288	281	98

### **Promoting Equalities, Diversity and Inclusion**

66. This quarters events were virtually marked and promoted including Black History Month, World Mental Health Day, International Men's Day, Save the Children Christmas Jumper Day and the Days of Action against Domestic Violence as part of this events programme, a key element of our diversity and inclusion agenda.

## Effective Communication Channels

67. The use of our digital communication channels have been essential in engaging directly with a large proportion of our residents, and allows us to better respond to the increasing appetite and expectation from our audience to provide information in this way. Below are some of the key figures for 2020.



68. Our MyDoncaster social media channels have showed considerable increased reach with a 55 per cent increase for Facebook on last year and a staggering 730 per cent increase on Twitter. This is largely due to our approach to messaging using creative methods. MyDoncaster website also showed increased visits up by 20 per cent with nearly 3 million sessions and 10.8 million page views. We've also seen an increase in the number of people engaging with us on Facebook, both via the Doncaster Council page and the Covid Doncaster page we set up and maintain in March alongside health partners.

69. We know that the majority of our residents use Facebook as their prime digital channel for information, so it's pleasing to see that our messages and approach on social media are clearly engaging with them. We're also seeing an increasing number of people turn to our Facebook inbox with their own customer service queries. Our email newsletters have been a success following their launch in early April and have created a new audience for our digital communications who may not feel comfortable using social media but still want accessible, local updates.

## PROGRAMMES & PROJECTS

70. As we move into quarter 4 of 2020/21, work continues at pace in ensuring that the improvements in the approach to project and programme management continues. Business Partners and Programme Managers continue to work with Directors and their Leadership Teams to ensure all Programme and Projects activity is consistently managed and has the appropriate steps in place to manage both deliverability and risk. Where required, additional resources have been flexed to meet the increased demands of a particular projects, recent examples of this include: DIPS, Covid Testing & Mass Vaccination, Social Care Charging Policy and the Environmental Improvement Programme (including Tree Policy)

71. During quarter 3 95% of projects and programmes were either on track or mostly on track and delivering identified outcomes for residents or staff. Progress this quarter includes:

- Staff rapidly realigned to new emerging emergency priorities Covid 19 including targeted testing and support to mass vaccination planning and Flood Alleviation
- Driving forward priority programmes to support Doncaster's economic recovery including i.e. Accelerated Funds (£1.5m) and Towns Deals (£50m); DSA Freeport submission.
- The localities model continues to be supported through robust project and programme resource, including support for the varying elements including the Domestic Abuse Partnership.
- Development and oversight of appropriate and proportionate governance for key projects and programmes including full register and risk log of all programmes and projects, which includes key deadlines, issues, objectives, benefits, progress, risks, resources allocated and next actions.
- All priority programmes and projects are assigned a dedicated programme manager who have a strong ethos of driving consistency and delivery.

72. In recognition of the ever changing agile approach to Programme Management relevant staff are all undertaking refreshed training programme which aligns to new guidance emerging from Prince 2 in January 2021

### **Market Asset Management (MAM) Doncaster Ltd. Update**

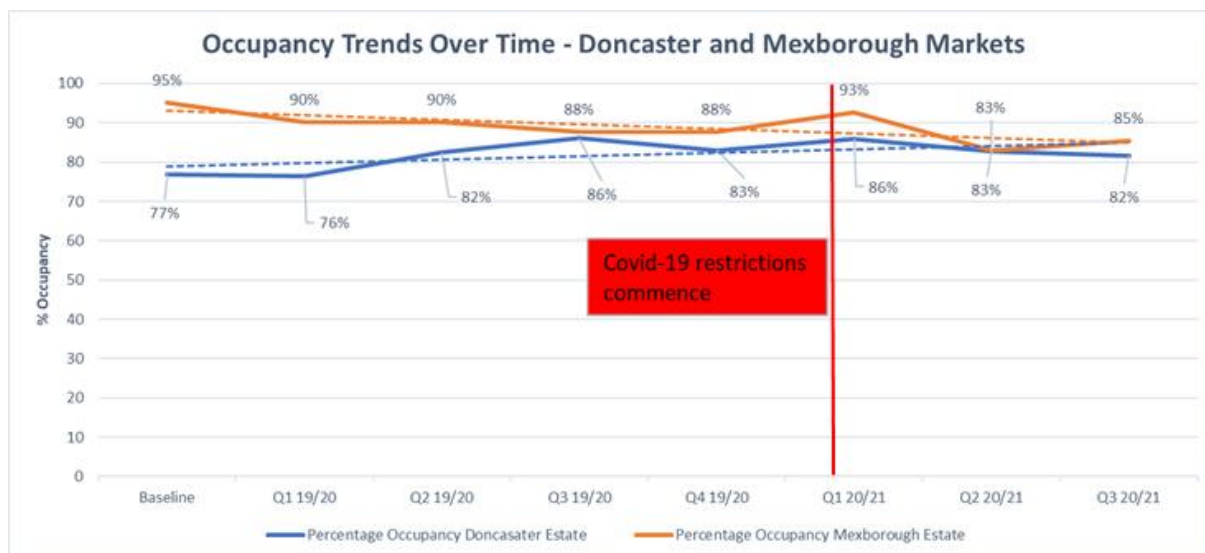
73. This information is being included in the Quarterly Performance update following the Cabinet decision to provide MAM with short term financial assistance. The decision required regular updates to Cabinet regarding the monitoring of the contract.

74. The most recent KPI information is up to end of quarter 3 2020-21. In terms of lettings there have been mixed results at both the Doncaster and Mexborough estates.

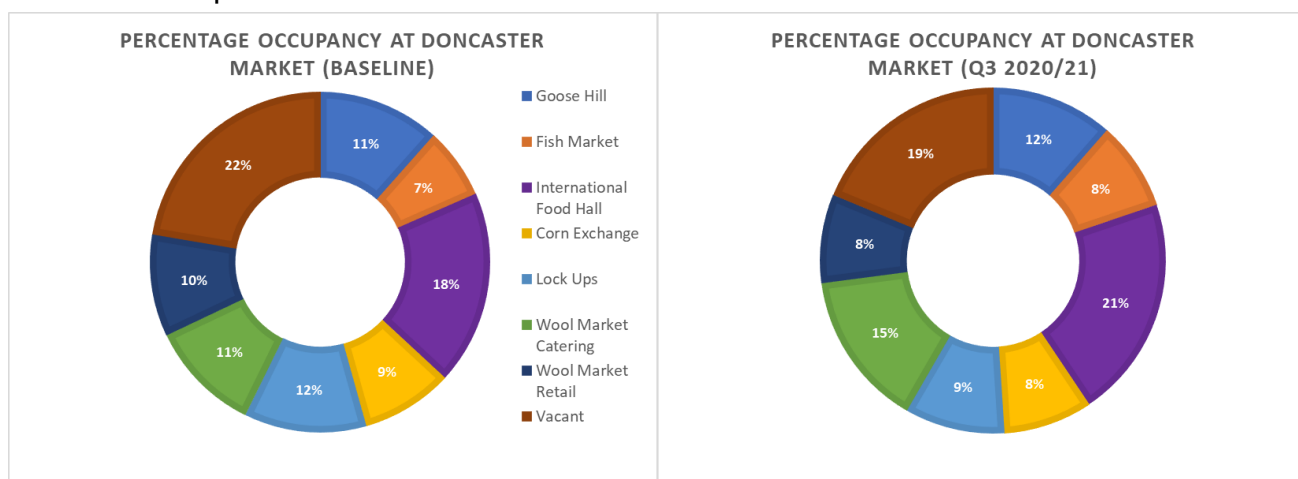
75. Within Doncaster, following an initial dip in occupancy when the initial Lockdown commenced in March 2020, the markets saw a rise in occupancy through the expansion of food retailers and negotiations of new contacts. Mexborough Market has seen a drop in occupancy.

76. The graph below shows the change in occupancy levels and highlights an overall upward trend in occupancy at Doncaster and an overall downward trend at Mexborough. Overall the % of vacant units has decreased from 22% to 19%

77. The third national lockdown is expected to have an impact on both estates across quarter 4 2020/21.



Doncaster Market Occupancy Level Changes per area of the estate (percentage) at Baseline and quarter 3 2020/21



78. In line with the contractual agreement monthly income and expenditure reports and quarterly management accounts for the trading year 2020-21 have been provided and regular performance reporting is taking place.

## EU EXIT:

79. During 2020, the Council chaired a multi-agency forum (Brexit Transition Senior Responsible Officer Forum) to ensure a timely review of the risks associated with the end of the Brexit Transition period and the start of the UK's new relationship with the European Union (EU) from 1<sup>st</sup> January 2021. Building on experience of similar meetings in 2019 to prepare for the UK Exit from the EU in January 2020, a system of RAG rated risks were considered at each meeting. In addition, the Government has provided £220,000 to the Council to support the transition process in Doncaster.

80. Key to preparation for 1<sup>st</sup> January 2021 has been the resilience of local organisations across the health, local authority, education, social care and business sectors to manage the transition through proactive reviews of Business Continuity Plans and opportunities for mutual aid and collaboration. Another focus has been to ensure that information gets to the relevant organisations and

locally, there is awareness of where to obtain information, for example business support or access to the EU Settlement Scheme. The Council has led on this through social media posts, websites and newsletters.

81. The impact of the UK's new relationship with the EU is yet to fully play out. The SRO forum will continue to meet until Spring 2021 to ensure continuity of oversight and targeting of support to the following themes:

- **Business:** Business has been hit hard by the increase in paperwork, but Doncaster Chamber and Business Doncaster are working with companies that import/export to the EU. The Council is supporting a Brexit Helpdesk at Doncaster Chamber. The UK is now free to determine new trading agreements with non-EU countries – including emerging markets in South America which are already on the radar of Doncaster companies;
- **Regulations and Borders:** Inspections of import and exports have increased, however opportunities for generating increased trade at ports in Doncaster such as the Doncaster Sheffield Airport and Iport are emerging;
- **Health and Social Care:** No specific risks have been identified and protocols are in place to respond.
- **Food and Supply Chains:** Some fresh foods may have intermittent supply until new systems are bedded in, however opportunities exist for local supply chains to grow as a trusted source.
- **EU Settlement Scheme:** Scheme open to applications until 30<sup>th</sup> June 2021. In Doncaster, 71% of estimated eligible persons already provided with settled status or pre-settled status (Home Office Sept 2020).

## **FINANCIAL POSITION:**

### **Revenue Budget**

82. At quarters 1 and 2, significant overspends due to the COVID-19 pandemic were managed through the allocation of COVID-19 grant funding. Resetting budgets in this way means service managers have robust budgets that they should be able to manage during the rest of the financial year.

83. The Council expects to receive £31.7m in un-ringfenced 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 2, £1.0m additional pressures have been identified, which means the amount of emergency funding needed in 2020/21 has been increased. The budgets for LOSC and Council Wide budgets have been increased by £0.31m and £0.69m respectively (subject to approval of the virement by Cabinet). Additional funding is needed in LOSC mainly due to additional costs associated with providing free school meals (including at October half-term).

84. Prior to quarter 3 the Council has used underspends to meet COVID-19 related cost pressures before using the COVID-19 grants. This approach was reviewed in quarter 3 and has been changed so that the COVID-19 grants are used first. This has created the opportunity to earmark £7.5m underspends for significant investment to support the following areas, the virement is detailed in Appendix A:

- a. £5m for the Environment & Sustainability Strategy approved by Council on the 21<sup>st</sup> January 2021 and Net Zero Carbon Masterplan; to be drawn down based on business cases approved per the delegation set out in the specific recommendation, in this report.

- b. £0.2m for flood prevention measures including high volume pumps, modelling software and monitoring points.
- c. £0.1m for investment in the Strategic Asset Management service.
- d. £0.9m for demolition costs to support the Doncaster town centre master plan; and
- e. £1.2m for targeted capital investment, including the accelerated replacement of street light columns, and feasibility works.

85. The position includes £3.4m 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 3				
	Gross Budget	Net Budget	Variance		COVID-19 Costs
	£m	£m	£m	%	£m
Adults Health and Wellbeing	165.4	71.6	-1.0	-0.6%	8.8
Learning Opportunities, Skills & Culture	63.2	16.6	0.0	0.0%	2.3
Doncaster Children's Services Trust (DCST)	57.0	51.8	2.6	4.6%	1.3
Corporate Resources	118.5	27.1	-0.9	-0.8%	3.9
Economy & Environment	103.6	48.9	-0.1	-0.1%	8.6
<b>Services Budgets</b>	<b>507.7</b>	<b>216.0</b>	<b>0.6</b>	<b>0.1%</b>	<b>24.9</b>
Council-Wide budgets	13.6	-106.6	-0.6	-4.4%	0.0
<b>Grand Total</b>	<b>521.3</b>	<b>109.4</b>	<b>0.0</b>	<b>0.0%</b>	<b>24.9</b>

86. Adults, Health & Well-being (AH&WB) is forecast to underspend by -£1.02m at quarter 3 which has changed by £1.16m since quarter 2. The main variances are as follows: The Adult Social Care Ladder is forecast to underspend by £-0.31m. This includes a forecast underspend on residential placements of £-0.494m, driven partly by success in the latter part of the last financial year in keeping a greater number of older people safely at home and partly because of the effect of COVID-19. This will be tracked in the coming quarter as we move through the winter period. Non-residential care services are forecast to overspend by £0.18m. Individual services have seen significant variations caused essentially by the impact of COVID-19 in terms of a reduction in client numbers the short term and increased temporary NHS funding, offset by higher on-going support costs and the loss of savings from projects that have been delayed. Within the care ladder there are estimated COVID-19-related costs of £3.47m (this is only an estimate and will depend on the short to medium term support required and the lasting impact of the pandemic, and will be refined as the impact is better understood). Other Adult Social Care & Communities (excluding care ladder) are forecast to underspend by £-0.71m, mainly due to underspends of £-0.71m arising from delays in recruiting to vacant posts, £-0.14m on Community Equipment thought to be related to COVID-19 and £-0.10m of contract-related savings offset by an additional £0.24m additional resource required to support DIPs implementation and unachieved savings on in-house provision £0.14m.

87. The overall change in the AH&WB forecast since quarter 2 is mainly as a result of a reduction in the Care Ladder forecast underspend from £1.36m underspend



at quarter 2 to an underspend of £0.31m at quarter 3. This is primarily as a result of the ongoing impact of COVID-19, with the revised forecasts reflecting the ongoing nature of the pandemic beyond the initial period forecast in September and the potential impact of a second wave. It also reflects the reduction in NHS funding of hospital discharge/avoidance since September. This comprises a balance of increased attrition in care homes offset by increased void payments to providers, less client contributions and more clients likely to be placed in residential care and homecare as they leave hospital.

88. Learning Opportunities, Skills & Culture is forecast to outturn on budget at quarter 3, a change of £0.34m from quarter 2 mainly due to £0.24m of LOSC's underspend reported at quarter 2 now being committed to the Doncaster Children's Partnership Recovery and Resilience Programme. The significant overspends include £0.22m Traded Income shortfall offset by underspends of -£0.49m from managed staffing vacancies and -£0.19m unspent balance from a one off insurance claim relating to the Music Service for instruments being held in storage.
89. The Doncaster Children's Services Trust is forecast to overspend by £2.56m to the 2020/21 contract value, an increase of £0.02m since quarter 2. In December 2020, as approved at quarter 2, the Council transferred funding of £1.3m to cover the projected additional costs to the Trust due to the impact of COVID-19 broken down as follows: increased costs for Out of Authority (OOA) Placements £0.29m, a six month delay to the opening of two bed homes £0.19m, equipment and scanning costs £0.1m, a potential 5% increase in Children in Care numbers £0.48m and Agency costs of £0.25m due to a spike in referral numbers from July onwards which is expected to continue for the rest of the financial year. A reconciliation will be done at year-end to ensure any surplus is returned to the Council. The non COVID-19 overspend of £2.56m includes: Out of Authority (OOA) Placements £1.6m, 16+ Placements £0.34m, and Staffing, which is mainly agency cover, £0.93m.
90. Corporate Resources is forecast to underspend by £-0.88m at quarter 3. The Directorate has been proactively managing its establishment and activities and this makes an overall contribution to other areas of the Council. The main areas of underspend are within Finance: Financial Development & Business Support £-0.12m early saving delivery and £-0.05m staffing savings due to recruitment delays; Trading Services £-0.16m increased income in Bereavement Services and Legal & Democratic Services: Legal Services £-0.08m mainly due to an accumulation of salary underspends from across for the service arising from vacant posts and £-0.04m increased income in Registrars; Policy, Insight & Change: £-0.18m accumulation of salary underspends.
91. Economy and Environment (E&E) is forecast to underspend by £-0.14m at quarter 3, £-0.12m better than quarter 2. COVID-19 costs within E&E have increased by £0.39m since quarter 2. The main areas of underspend are Strategic Housing £-0.16m mainly as a result of overspends on homelessness accommodation costs being funded by COVID-19 pressure funding and the service now receiving additional funding from Next Steps Accommodation programme; Design and SPM £-0.05m mainly due to salary underspends on vacant posts; and Facilities Management £-0.08m. Strategic Asset Management is projected to overspend by £0.25m mainly due to rent shortfalls. The E&E position has improved since quarter 2 mainly as a result of the additional next steps accommodation funding.

92. Council Wide is forecast to underspend by £-0.52m at quarter 3. 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. Underspend (one-off) £-0.25m YPO dividend, had previously assumed a 2019/20 dividend of £0.18m but confirmed by YPO that it would be £0.43m. Overspend (one-off) £0.69m due to the Covid-19 related virements approved by Cabinet in the quarter 2 and 3 monitoring reports. The provision for bad debt is expected to increase and will be included in the outturn report.
93. 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 Account (HRA)**

94. The outturn projection for quarter 3 is an under spend of £0.8m. The revised budget assumes a contribution of £3.0m from balances; the £0.8m underspend means that the contribution from balances is reduced to £2.2m. The main areas contributing to the £0.8m underspend are; a reduction in the provision for bad debts of £0.5m and a reduction in the St Leger Homes management fee of £0.3m. All income projections, including rent, remain unchanged from quarter 2.
95. HRA balances are estimated to be £7.5m as at 31<sup>st</sup> 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 draft Building Safety Bill and as we further investigate the work required to reach zero carbon.
96. Current rent arrears at quarter 3 are £2.5m (3.39% of the rent debit); this is an increase of £0.2m from the quarter 2 position. This performance is being monitored very closely, the main reasons for the increase are as a result of the COVID-19 pandemic which has increased the number of tenants claiming universal credit or being furloughed and having less disposable income. In addition to this there has also been an eviction ban which applies to all but the most serious rent arrears cases. A provision was included in the Housing Revenue Account budget for bad debt, therefore it is not expected to negatively impact on the monitoring position. As at 31<sup>st</sup> December, the amount of former tenants' arrears was £1.5m, an increase of £0.2m from quarter 2. The amount written off during the quarter was £24k.

### **Capital Budget**

97. The capital spend projection for quarter 3 2020/21 is £83.5m (£101.3m at quarter 2) with a further £309.2m in future years (£283.3m at quarter 2). Actual expenditure incurred as at the end of quarter 3 is £35.3m (£21.1m at quarter 2). A summary is shown below and more detail can be found in the Evidence Pack.

Current Year		Future Years	
Quarter 2	Quarter 3	Quarter 2	Quarter 3
Projected Budget		Projected Budget	
£m	£m	£m	£m

Adults Health and Wellbeing	5.6	6.0	24.5	26.1
Learning Opportunities, Skills & Culture	8.4	7.4	19.1	20.3
Corporate Resources	19.3	7.6	40.5	52.6
Economy & Environment	68.0	62.5	199.2	210.2
<b>Grand Total</b>	<b>101.3</b>	<b>83.5</b>	<b>283.3</b>	<b>309.2</b>

98. Due to both receipts and expenditure slipping in equal measure the shortfall in capital receipts has not changed since quarter 2 and remains at £11.1m. 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

99. 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	-139.16	4.49	-0.13	1.10	5.46
Doncaster Council	-118.25	-114.55	3.69	-0.11	0.92	4.51

\* 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) £3.25m, lower growth £1.33m and lower collection rates £0.09m due to COVID-19.

Council Tax arrears were £19.65m compared to the target of £17.93m at the end of quarter 3. The target for reduction of Council Tax arrears was £4.77m at the end of quarter 3 and the actual reduction in arrears was £3.07m. The main reason for this has been the COVID-19 pandemic which continues to have a significant impact on people's financial circumstances. The suspension of recovery and enforcement action continued until the start of this quarter, however, sympathetic instalment plans 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	-56.41	41.26	-2.29	3.12	42.08
Doncaster Council	-47.86	-27.64	20.22	-1.12	1.53	20.62

\* 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 £38.35m, an increase in provision for bad debt £1.61m and lower growth £0.31m. 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 £5.61m compared to the target of £4.00m at the end of quarter 3. The target for reduction of Business Rates arrears was £1.8m at the end of quarter 2 but the actual reduction was £0.18m. The main reason for the lack of any reduction in arrears has been the impact of the COVID-19 pandemic. The suspension of recovery and enforcement action ended at the start of this quarter but sympathetic payment plans and the continued businesses uncertainty over the economic climate has seen a continuation in non-payment. Many businesses have had to close and with the 3<sup>rd</sup> period of lockdown now in place, the potential of further closures is high. Although business grants continue to be paid and the furlough scheme has been extended until the end of the financial year, trading levels and business confidence remain very low.

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	2.07
Business Rates deficit	0.00	19.67
Section 31 grants	-19.17	0.00
<b>Total</b>	<b>-19.17</b>	<b>21.74</b>

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

100. Central government has allocated £31.7m of un-ringfenced emergency grants to the Council. In addition, £3.4m is expected to be received to help the Council deal with sales, fees and charges income losses. Funding is being drawn down from the grants using the quarterly Finance & Performance Improvement reports as well as specific decisions. The financial position is being carefully managed. 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.
101. 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.

### **Reserves**

102. As part of the strategy to streamline and reduce the number of specific earmarked reserves, a review is being undertaken with a view to repurposing balances no longer required for their original purposes. To date, £4.2m has been identified and will be transferred to the Service Transformation Fund. This is detailed in the virements for approval as part of this report.

### **STRATEGIC RISKS**

103. The register contains 12 risks all have been profiled for quarter 3. 11 risks have retained the same profile and the following one risk profile has increased.
- Children & young people may not achieve national standards in educational attainment which may impact on their readiness for a fulfilling adult life
104. The complete strategic risk profiles are attached as Appendix B

## OPTIONS CONSIDERED

105. Not applicable

## REASONS FOR RECOMMENDED OPTION

106. Not applicable

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

## RISKS & ASSUMPTIONS

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

## LEGAL IMPLICATIONS [Officer Initial: SRF Date: 04/02/21]

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

## FINANCIAL IMPLICATIONS [Officer Initials: RLI Date: 22/01/21]

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

## HUMAN RESOURCES IMPLICATIONS [Officer Initial: KM Date: 04/02/2021]

110. 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: 04/02/21]

111. During quarter 3, Digital and ICT have continued to prioritise, deliver and support all technology needed as part of the Council's Covid response, allowing operations to be delivered in a safe and effective way. 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: 04/02/2021]**

112. 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: 22/01/21]**

113. 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**

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

**BACKGROUND PAPERS**

115. Not applicable.

**GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

116. N/A

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# FINANCE PROFILE

## APPENDIX A

Adult Health and Well-Being Revenue		Quarter 3 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Adults Health & Wellbeing Total	165.395	71.600	-1.018
✓	Adult Social Care	67.478	50.883	-0.395
✓	Communities	66.113	39.667	-0.499
✓	Director Of Adult Services	1.535	-23.858	0.007
✓	Public Health	30.269	4.909	-0.131
✓	Director Of Improvement	0.000	0.000	0.000

Adults Health and Well-Being Capital		Quarter 3 2020/21			
		Budget	Projection Q3	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Adult, Health & Well-Being Total	6.5	6.0	18.6	26.1
✓	Adult Social Care	4.3	3.2	18.4	25.4
✓	Communities	1.1	1.1	0.0	0.0
✓	Modernisation and Commissioning	0.3	0.1	0.2	0.0
✓	Public Health	0.8	1.6	0.0	0.7

Corporate Resources Revenue		Quarter 3 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Corporate Resources Total	118.489	27.082	-0.879
✓	Customers, Digital & Ict	72.879	9.674	-0.075
✓	Corporate Resources Director	0.223	-0.121	-0.023
✓	Finance	28.143	3.677	-0.191
✓	Hr, Comms & Exec Office	5.775	4.802	-0.151
✓	Legal & Democratic Services	6.690	4.545	-0.184
✓	Policy, Insight & Change	4.780	4.504	-0.255

Corporate Resources Capital		Quarter 3 2020/21			
		Budget	Q3 Projection	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Corporate Resources Total	27.5	7.6	39.2	52.6
⚠	Customers, Digital and ICT	3.5	2.3	0.6	3.5
✓	Finance	24.0	5.3	38.6	49.1
✓	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 3 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Economy & Environment Total	103.645	48.899	-0.143
⚠	Economy & Development	30.147	9.668	0.162
✓	Director Economy & Environment	0.350	0.350	-0.092
✓	Environment	70.721	37.387	-0.055
✓	Strategic Housing	2.428	1.494	-0.158

## Economy & Environment Capital

Economy & Environment Capital		Quarter 3 2020/21			
		Budget	Projection Q3	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✔	Economy & Environment Total	82.8	62.5	192.1	210.2
⚠	Economy & Development	37.4	30.6	93.1	88.4
✔	Strategic Housing	37.7	19.1	98.8	115.0
✔	Environment	7.7	12.8	0.2	6.8









## Learning Opportunities, Skills & Culture Revenue

		Quarter 3 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
⚠	Learning Opp, Skills & Culture Total	120.184	68.407	2.564
✓	Centrally Managed	7.008	0.203	0.000
✓	Early Intervention & Localities	13.140	3.548	0.000
⚠	Educ Skills Culture & Heritage	42.790	12.600	0.000
⚠	Childrens Services Trust	57.029	51.838	2.564
✓	Old Commissioning & Opportunit	0.000	0.000	0.000
✓	Localities Working	0.218	0.218	0.000

## Learning Opportunities, Skills & Culture Capital

Learning Opportunities, Skills & Culture Capital		Quarter 3 2020/21			
		Budget	Q3 Projection	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
		£m	£m	£m	£m
✔	Learning & Opportunities - CYP Total	18.1	7.4	11.0	20.3
✔	Centrally Managed	0.2	0.2	0.2	0.4
✔	Commissioning & Business Development	16.2	6.5	10.1	18.2
✔	Partnerships and Operational Delivery	0.8	0.2	0.0	0.6
✔	Children’s Services Trust	0.9	0.5	0.7	1.1



Council Wide Budgets Revenue		Quarter 3 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Council Wide Budget Total</b>	<b>13.585</b>	<b>-106.625</b>	<b>-0.524</b>
	Change Programme	0.000	-0.150	0.000
	Gnrl Financing/Treasury Mngmen	6.965	6.303	0.000
	Levying Bodies/Parish Precepts	16.252	16.252	0.014
	Other Centrally Funded	0.028	-27.458	-0.046
	Revnue Costs Ex Cpital Progrmm	-21.185	0.000	0.000
	Technical Accounting	6.371	6.371	-0.500
	Business Rate Retention	0.000	-112.919	0.000
	Severance Costs	5.154	4.975	0.007

## **Treasury Management Update – Quarter 3 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 31<sup>st</sup> December 2020: -

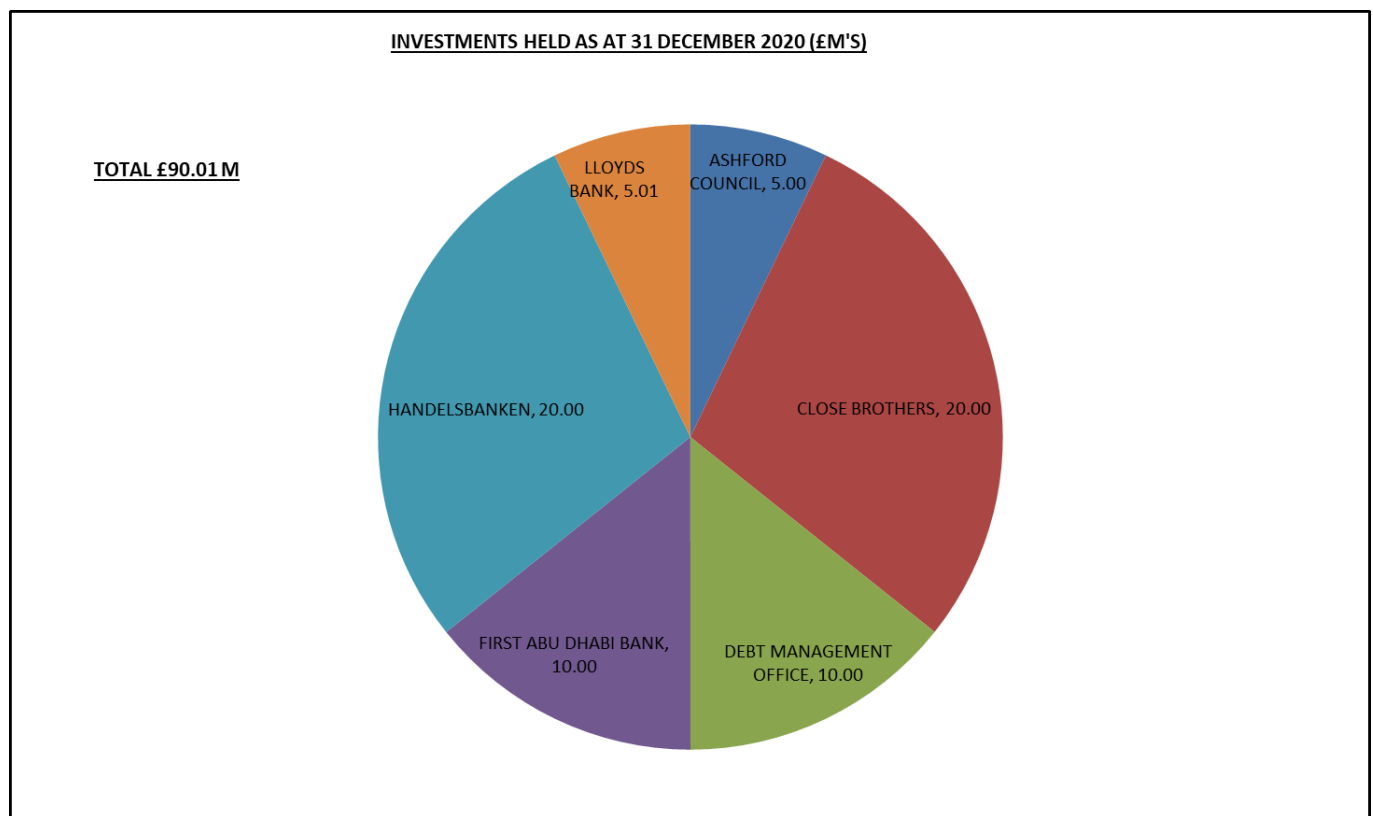
<b>Doncaster Council Debt Portfolio and Maturity Profile as at 31<sup>st</sup> December 2020</b>				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	20.65	108.690
12 to 24 Months	50	0	7.64	40.187
24 Months to 5 Years	50	0	7.08	37.288
5 Years to 10 Years	75	0	2.46	12.973
10 Years to 20 Years	95	10		53.708
20 Years to 30 Years				18.325
30 Years to 40 Years			62.17	154.301
40 Years to 50 Years				100.880
50 Years and above				0.000
<b>TOTAL</b>			<b>100.00</b>	<b>526.352</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 0.28% 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 -0.07%.
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 31<sup>st</sup> December 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: -
- 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.
  - 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.
  - 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 3 2020-21

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

### **Economy & Environment**

Retained Buildings Budget: –			
Colonnades Shopping Mall Roof	Capital receipts	0.197	0.197
Moat Hills Day Centre Boiler/Electrical works	Capital receipts	0.034	0.034
Priory Place Damp Proofing	Capital receipts	0.025	0.025
Mansion House Roof/ Guttering	Capital receipts	0.011	0.011
<b>Total Regeneration &amp; Environment</b>		<b>0.267</b>	<b>0.267</b>

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

Send ASD Developments – Mallard sensory garden	Government Grant	0.015	0.015
<b>Total Children &amp; Young People</b>		<b>0.015</b>	<b>0.015</b>

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

### 2020/2021 Quarter 3

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

The following virements are proposed for approval: -

	Reason	Directorate	£
1	Increase in the amount of emergency funding (allocated from COVID-19 Earmarked Reserve) needed in 2020/21 (since quarter 2, the position has worsened by £1m).	LOSC CWB EMR	305,720 674,510 -980,230
2	Adjust the allocation of COVID-19 funding in line with the change in strategy as detailed in paragraph 84 of the report:- Covid-19 Environment & Sustainability/Net Zero Carbon Flood Prevention Measures Strategic Asset Management Demolition Revenue Contribution to Capital/Feasibility	EMR EMR EMR EMR EMR EMR	-7,500,000 5,000,000 220,000 100,000 900,000 1,280,000
3	Transfer of the following Earmarked Reserves (EMR) into the Service Transformation Fund EMR: - Local Enterprise Partnership Inward Investment Loan Improved Better Care Fund Minimum Revenue Provision (MRP) underspend Insurance Fund Warmsworth Library Frontage Policy Insight & Change Service Transformation Fund	EMR EMR EMR EMR EMR EMR EMR	-108,510 -1,384,200 -1,748,790 -750,000 -14,460 -156,000 4,161,960

## COVID-19 Grant Funding 2020/21

Amounts shown are the notified allocations except the business grants BR1, business rates reliefs BR2 and specific grants funded from Sheffield City Region BR4 & BR9. A full reconciliation of all the business grants is being undertaken and amounts will be updated accordingly.

Ref	Covid related funding stream	Description	Funding £'000
G1	COVID-19 pressures funding	Unringfenced funding to support discharge from hospital, children services, waste, homelessness and other COVID related services. Received in 4 tranches totalling £28.7m	28,700
G2	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%	3,400
G3	Hardship Fund	<ul style="list-style-type: none"> <li>Received £3.0m from the £500m hardship fund</li> <li>Used to provide additional relief for the Local Council Tax Support scheme.</li> </ul>	3,000
BR1	Business grants	<ul style="list-style-type: none"> <li>Initial allocation £64.4m to fund business support grants - actual spend reported</li> <li>Government then announced that 5% of the funding could be used for a "discretionary scheme".</li> </ul> Grant reconciled - balance repaid	57,900
BR2	Business rates reliefs	<ul style="list-style-type: none"> <li>Additional rates reliefs are available for retail premises and nurseries. This reduces income to the Council but is fully funded by government.</li> </ul>	38,350
BR3	Revised Local Restrictions Support Grant (Closed Tier 3/Sector)	Government will provide up to £3k per business where tier 3 restrictions have enforced closure of premises (eg pubs, betting shops etc). Including backdated cash grants for specific businesses identified in hospitality, leisure and accommodation sectors.	516
BR4	South Yorkshire Financial Support Package - Additional Restrictions Grant	Sheffield City Region has been allocated £30m to help the regions economy. Specific support provided for hospitality, hotel, B&B, leisure, non-essential retail etc. not on the Valuation Office list via the same eligibility criteria, payment to taxi drivers, supply chain. Balance still to be agreed and distributed.	2,670
BR5	Local Restrictions Support Scheme (open) - Tiers 2 and 3	For businesses previously in Tier 2 and Tier 3 areas, which were not legally closed, but which were severely impacted by the restrictions on socialising. This includes hospitality, hotel, B&B, and leisure businesses.	721
BR6	Local Restrictions Support Grant (Closed) - National/Addendum	Businesses required to close in England due to local or national restrictions will be eligible for the following: <ul style="list-style-type: none"> <li>Properties rateable value of £15,000 or under, grants to be £1,334 per 4 weeks</li> <li>Properties rateable value of over £15,000 and below £51,000, grants £2,000 per 4 weeks</li> <li>Properties rateable value of £51,000 or over grants to be £3,000 per 4 weeks.</li> </ul>	4,895
BR7	£1,000 Christmas grant for 'wet-led pubs'	£1,000 Christmas grant for 'wet-led pubs' in tiers 2 and 3 who will miss out on much needed business during the busy Christmas period. Pubs that predominantly serve alcohol rather than provide food.	134
BR8	New Lockdown Grant	Chancellor announces one-off top up grants for retail, hospitality and leisure businesses worth up to £9,000 per property to help businesses through to the Spring	22,000
BR9	New Lockdown Grant - Discretionary Fund	£594 million discretionary fund also made available to support other impacted businesses (Self-Employed & Home Business Schemes) Sheffield City Region £12.5m allocation	TBC
S1	Infection control fund	<ul style="list-style-type: none"> <li>£3.1m to be received from £600m fund</li> <li>75% has been given to residential care providers based on bed numbers and 25% to domiciliary care providers</li> <li>A further £500m was announced in September from which Doncaster will receive £2.9m.</li> </ul>	6,059
S2	The Reopening High Streets Safely Fund	<ul style="list-style-type: none"> <li>£50m from the European Regional Development Fund (ERDF) to councils across England to support the safe reopening of high streets and other commercial areas</li> <li>£277k available for Doncaster</li> </ul>	277
S3	Test, track and trace	£2.23m has been received from a £300m fund to develop and roll out a test, track and trace programme	2,230
S4	Emergency Active Travel funding	<ul style="list-style-type: none"> <li>£225m nationally including £7.4m for Sheffield City Region (subject to successful bid being submitted).</li> <li>Funding to be used on pop-up bike lanes, wider pavements, safer junctions etc.</li> </ul>	1,600

Ref	Covid related funding stream	Description	Funding £'000
S5	Emergency Assistance Grant for Food and Essential Supplies	o £63m of funding to be provided by DEFRA to help local authorities to continue to support those struggling to afford food and other essentials.	446
S6	Rough sleepers / Next Steps	o £3.2m announced in March to help get rough sleepers off the streets. Doncaster was paid £18k o Further £105m announced in June to keep rough sleepers off the streets (short term element of Next Steps Accommodation programme).	309
S7	Schools Catch Up premium	o £1 billion of funding to support children and young people to catch up o Doncaster schools will receive £0.9m for the Autumn term	900
S8	Local Authority Compliance and Enforcement Grant (COVID marshals)	o £60m announced to be split between Local Authorities and the Police o Surge funding announced £195k for Doncaster.	195
S9	Self-Isolation Payment Scheme	o £500 to be paid to those with a Track & Trace number only and on an in-work benefit or suffering financial hardship.	523
S10	Contain Outbreak Management Fund	o Around £2.4m to be received (based on £8 per head of population) o To be used to fund activities to reduce the spread of COVID-19 – testing hard to reach groups, enforcement, supporting vulnerable people etc o Funding received directly from government/period until end of financial year o Monitoring light touch	2,495
S10b	Contain Outbreak Management Fund (Tier 3 pre 5th Nov & post 2nd Dec)	£4 per head of population for the period in Tier 3 post National restrictions from the 2nd Dec. Same areas for spend as above. Funding equates to circa £0.624m if in Tier 2 or £1.248m in Tier 3 per month for the period December to March	5,527
S11	Clinically Extremely Vulnerable individuals	o Cover overheads of setting up and managing the local system, contacting CEV individuals within the relevant area, assessing the food and basic support needs of CEV individuals where required, and facilitating the delivery of that support where necessary, as well as reporting on key aggregate outcome measures. o Funding will account for the direct provision of food on an exception only basis. o £14.60 per CEV individual on the Shielded Patient List (SPL) for the 28-day period that restrictions are in force. o Further allocation expected at £14.60 per CEV for the period up to 26th Feb (not included)	228
S12	COVID Winter Grant Scheme	o Provide direct assistance to vulnerable households and families with children particularly affected by the pandemic. This will include some families who normally have access to Free School Meals during term time. o The value of payments for help with non-food expenses will be restricted, criteria: • at least 80% of the total funding will be ring-fenced to support families with children, with up to 20% of the total funding to other types of households, including individuals. • at least 80% of the total funding will be ring-fenced to provide support with food, energy and water bills (including sewerage), with up to 20% on other items. o It is clear that this support will need to cover children at risk of going hungry. Furthermore, the conditions will allow councils to support other vulnerable groups, may include cash, the provision of food, vouchers, or funding through third party organisations.	1,204
S13	Community champions funding	o The 'Community Champions' scheme, administered by the MHCLG, provides up to £25m funding to support people shown to be most at risk from Coronavirus (Covid19) including those from an ethnic minority background, disabled people and others to follow safer behaviours and reduce the impact of the virus on themselves and those around them. • Increasing available outreach and engagement through 1to1/focused contact to raise awareness of local support and promote public health guidance and programmes for residents disproportionately impacted by Covid-19, particularly those with disabilities and/or from BAME communities. • Development and delivery of practical solutions, including but not limited to the recruitment and appointment of community champions networks, to increase uptake and community ownership of COVID-19 guidance, particularly amongst disabled people and/or people from BAME communities.	317

Ref	Covid related funding stream	Description	Funding £'000
S14	Community testing	Doncaster's application to offer twice weekly rapid lateral flow tests to 50,000 residents over 6 weeks was approved on the 28th December 2020. Funding is available based on the number of tests delivered with 15% upfront payment at the beginning of the testing, a further 30% payment mid term and a final "true up" payment at the end.	2,800
S15	Adult Social Care Rapid Testing Funding	£149m nationally of which Doncaster will get £767,461 80% of this is to be given to care homes	767
S16	Socail Care Workforce Capacity Fund	£129m nationally of which Doncaster will get £754,940 The funding can be used to provide additional care staff, support administrative work (so that care staff can focus on providing care) or help existing staff take additional hours (by funding overtime payments, or childcare).	755
<b>Total</b>			<b>188,918</b>





# STRATEGIC RISK PROFILE

Rows are sorted by Risk Score

## (SR 19) Failure to successfully prevent a major cyber attack



**Current Profile**

25

**Target Profile**

6

**Trend**



The assessment score remains at the same level 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.

## (SR 26) The combined impact of managing concurrent risks e.g.: floods, EU transition arrangements, Covid



**Current Profile**

25

**Target Profile**

20

**Trend**



During Quarter 3 there has been a plethora of emergencies both new and ongoing which have required both a strategic and operational response to ensure our residents and businesses are safeguarded through these challenging times. The structures we have in place within Doncaster Council and the Team Doncaster partnership framework have ensured our collective resources are flexed and agile enough to respond to multiple risks and challenges, be it dealing with an emerging Flood position, to Covid, Mass Vaccination, Balby Tyre Site, Brexit and the ongoing mitigations of the Hatfield Moor Fire, we continue to have a series of robust business continuity plans in place that dictate the direction, support, and partners required to ensure we mitigate all risks.

Our longstanding emergency planning team coupled with Exec Board, Directors, Directorate DIs and performance challenge sessions are multiple examples of how we manage and elevate our appetite and performance of risks. For example Quarter 3 has seen the continued leadership of tactical coordination groups (Gold and Silver) in addition the continuation or establishment of a series of support cells and renewal groups that cover a breadth of issues be it children and families to the economy and the workforce etc. During quarter 3, Directors provided the strategic leadership on what services can be delayed to help redirect resources, this position will be constantly reviewed as we morph into Quarter 4 and manage concurrent risks.

### Mitigating Actions (Council)

- The Emergency Planning Team has a series of Business Continuity Plans in place ie Transport, Care Homes, Flooding etc that provide the framework to mitigate risk
- Series of training sessions with staff and partners on various emergency planning scenarios
- Provide regular reports to Directors/ DIs on areas of business continuity that we may need to scale back to reflect the current environment
- Strong and robust training plans in place; that ensure all staff have the relevant skills and support to undertake the flexible duties
- The ability to establish recovery cells; TCGs and a plethora of supporting structures immediately to deal with the impending emergency
- Robust partnership structures at multiple levels, be it Doncaster, South Yorkshire, Yorkshire or National
- Ability to request mutual aid should the emergency require it

**(SR 09) 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**



The new lockdown measures introduced from 4 January are causing further disruption to all children and young people's access to education. Under current restrictions, only vulnerable pupils and the children of critical workers can attend school. All other children and young people are expected to access remote education from home. The expectation is that primary aged children should receive a minimum of 3 hours per day of high quality remote learning. This rises to 5 hours per day for secondary age students. This further disruption to learning will continue to have a profound effect on all children and young people in terms of health and wellbeing as well as in the loss of valuable learning experiences. The government has announced that all primary testing has been suspended for 2021. At secondary level, the government is proposing a system of centre assessed grades based on internal and teacher assessments. The exact format and timeline has yet to be agreed.

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 in the number of young people who are home educated although rates of referral had dropped significantly during the latter part of the autumn term as parents become more confident in schools' safety procedures. Attendance during this new lockdown is averaging 16 % overall with primary school attendance at 25% and secondary attendance at 4%. These figures are in line with national attendance data.

#### **Mitigating Actions:**

Schools are now prioritising the attendance of vulnerable children and those of critical workers. There has also been significant developments in the provision of remote education as schools make better use of digital devices and online learning platforms. Secondary schools have commenced mass testing of staff and students and this will help ensure in the longer term that more students can return to school. The DFE is now starting to roll out mass testing to primary schools. This will help to reassure staff and parents that schools are taking all possible steps to ensure that schools are safe places.

The Post 16 group is 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 as behaviour, wellbeing, trauma and by sustaining continuity of welfare and care to prevent disengagement and to develop an inclusive recovery system that will help mitigate the worst effects of lockdown.

The continuing work of the Recovery Group and the Wellbeing and Curriculum group are helping to develop collaboration and cooperation across the school system as all schools and settings work together to keep schools open, provide education for as many children and young people as possible and protect the most vulnerable children.

**(SR 23) 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**

10

**Trend**



**Current Position:** No change to risk level at this time.

The Covid-19 pandemic continues to affect services and service delivery. Work ongoing with various programmes of work, including the Locality ways of working, development of the Your Life Doncaster website and the Market Position Statement will help to support market development. Work to be monitored on how this affects service delivery.

**(SR 25) 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**

10

**Trend**



Welfare calls continue to the most vulnerable groups of children and young people, carried out by the service most appropriate to the family.

Working with schools to ensure support is available to contact vulnerable children where needed.

A new pathway has been developed to ensure that schools have access to the appropriate level of support if they have concerns over welfare of children, which includes the Local Solutions Group.

There is a weekly meeting to discuss any safeguarding concerns within education with rag rating against a set of criteria including safeguarding.

We have sourced a pool of suitably qualified and experienced Independent Reviewers to offer high level support for Child Safeguarding Practice Reviews and Rapid Reviews to enable us to react quickly and appropriately.

Virtual programme of training is now offered to the DSL Network to ensure that Level 3 training is offered and maintained.

A Resource bank for DSL is now operational on Buy Doncaster

Children at Risk Dashboard - pulls together data across the partnership to highlight trends and emerging needs and feeds into the Children's Cell.

**(SR 04) A failure to have, and proportionate, an evidence based mix of interventions and services in place that will plausibly support a narrowing of the gap in inequalities and a reduction in levels of deprivation across the Borough**



**Current Profile**

12

**Target Profile**

6

**Trend**



**Economy and Businesses** – information being provided at Q4

**Communities**

Through the localities model a range of localised data and insight has been collated and will be considered by Team Doncaster partners to determine local priorities and focus for multi-agency action. This should identify any widening gaps and help to ascertain what support may be needed to fill these. Asset mapping will also determine what strengths and services are available in communities to support those that are most vulnerable. Local community explorers and connectors, drawn from the local community will also help to engage with those who don't traditionally have a voice. The immediate and longer term impact of Covid on local communities and businesses will also be monitored through the locality Silver groups whilst Bronze teams continue to respond to Covid outbreaks and are tasked with developing interventions to support the uptake of vaccinations and testing particularly amongst those who need support to do so.

**Individuals**

COVID has made plain the underlying inequalities (poverty, poor housing, etc) as deaths are more common in the elderly, those from ethnic minorities and people in key worker roles. People suffering the largest impacts of inequality also require more support to self-isolate than others, are more likely to suffer the impacts of long COVID and may have lower uptake of the COVID vaccine.

Key mitigation – work towards zero covid; utilise community development approaches to support households; promote grants to support isolation; advocate for next phase in vaccination to focus on inequalities – those population most adversely impacted.

**Education and Skill** - information being provided at Q4

**Housing**

Lack of capacity to work proactively on improving the condition of private sector housing, both in parts of the owner occupied and in the private rented sector. National data over a very long period of time as shown that the private rented sector has the poorest property conditions and some of the most vulnerable residents, and that PRS tenants experience on average worse health, both physical and mental. The 2019 Housing Need Study found that the English House Condition survey estimates 27,000 homes (20.5% of all stock) in the borough do not meet the decency standard, and as the non-decency rates for the Council's housing

stock are nil, these are all in the private sector. The HNS also found that 34% of PRS households had incomes of less than £13k p.a., and just over 50% had incomes less than £18.2k p.a. There is also a strata of the owner occupied sector where typically older home owners have insufficient income or physical capacity to keep their homes in good repair and sufficiently heated (£17% of owner occupier households have income less than £13k p.a., and 32% less than £18.2k p.a.). For the size of our Council, we have a small resource working on this, able only to be reactive on enforcement matters rather than work proactively on driving up property condition

Lack of capacity to work proactively with PRS landlords and tenants to encourage and educate landlords and secure improvements in management standards, enabling tenants to feel and be more secure in their homes, supporting those landlords willing to improve their management skills and homes but unsure what to do and how to do it (21,000+ PRS tenancies in the borough as per the 2019 HNS)

Lack of an up to date local evidence base to target interventions on poor property condition and hard to heat homes. There hasn't been a private sector stock condition survey in the borough for more than 10 years, and although we may have anecdotal knowledge about where we think poor conditions are concentrated, and some patchy, ageing energy performance certificates, the Council has no up to date evidence base to substantiate decisions on priority areas and actions. Of the 4 Councils in South Yorkshire, Barnsley and Rotherham have recently completed new private sector stock condition surveys and Sheffield is in the process of commissioning an updated survey.

#### (SR 06) Failure to implement the Partnership priorities across the Team Doncaster Partnership



**Current Profile**

12

**Target Profile**

6

**Trend**



**Risk Likelihood Unchanged.** 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. We continue to make sense of national guidance related to Covid and we review regularly the Team Doncaster Strategy to ensure the partnership priorities are updated across our TCG, Renewal Board and Team Doncaster Gold meetings.

Mitigation

- Clearly articulated response and recovery models for Team Doncaster
- Regularly review the partnership strategy linked to Covid Response
- Threat and Risk assessment for Winter 20-21 in place.
- Continuation of longer term plans.

#### (SR 16) 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**

8

**Trend**



During Quarter 3, we have seen the continued development and transition of Sheffield City Region Executive, in its renewed focus on providing support for the 4 South Yorkshire Authorities during the covid epidemic; to its positioning and lobbying of Government on issues of economic growth, levelling up agenda; inequality in skills and the finances available; infrastructure requirement (such as roads, rail, housing and broadband connectivity) to a stronger focus on climate change and the environment. Previously we have expressed concern over the equitable distribution of finances across the SCR, these issues are abating with a stronger alignment of City Region priorities and strategies now reflecting the focus and ethos of Doncaster propositions.

On a plethora of fronts we have seen a refresh of the governance of the SCR structures and Thematic Boards – casting opportunities for key Doncaster influential figures to help provide a strategic case for the continued economic investment within Doncaster.

**(SR 21) 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**



**Current Position:** 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. 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 reduced 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 directorates if required to support activity across other directorates.

**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.
- Graduate trainee scheme in place and the apprenticeship programme is on-going which brings in fresh ideas and energises the workforce
- Wellbeing service in place to support workforce during challenging times with enhanced resources particularly mental health support
- Annual PDR's undertaken which identify training requirements

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

**Mitigating Actions:**

- Continued review of staffing absence and relevant support measures in place
- Continued review of high priority tasks

**(SR 01) Failure to safeguard adults may result in adults being vulnerable and susceptible to experiencing harm or abuse**



**Current Profile**

10

**Target Profile**

5

**Trend**



**Current Position:** No change to the Risk level.

This risk continues to be stable, although vigilance needs to continue to ensure stability. Officers continue to be vigilant, with consideration given to the impact of isolation, especially during the Covid-19 pandemic.

**Mitigating Actions:**

- Operational commissioning and adults safeguarding functions continue to work together to ensure better use of capacity and more coordinated response to registered care settings
- Safeguarding is everybody's business - all staff in Adults, Health and Wellbeing are trained and aware of this requirement.
- An increased focus on linking with community and locality teams ensures earlier awareness and intervention in all situations, not only in relation to registered care

**(SR 24) Failure to deliver the Medium Term Financial Strategy would result in an alternative budget being required with consequential service reductions. ; covering failure to manage expenditure and income within the annual approved budget and balance the budget**



**Current Profile**

10

**Target Profile**

5

**Trend**



**Current situation**

The month 9 position shows a shortfall against the £7m 2020/21 savings targets. Individual shortfalls are largely due to delays as a result of the COVID-19 pandemic.

**Mitigating actions**

The above shortfall can be mitigated by government grant provided to help deal with COVID-19. The grant is currently thought to be sufficient to achieve a balanced budget position in 2020/21. Should this change the Council will look to identify funding to meet the shortfall which will include reviewing unallocated and earmarked reserves, corporately held contingency budgets and in-year savings.

**(SR 17) 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**



**Current Profile**

8

**Target Profile**

4

**Trend**



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.

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, and ensuring that both SLH and the council have suitable resources in place to meet these duties/requirements.

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.



# GOVERNANCE INDICATORS – Whole Authority

Whole Authority	Value	Target	DoT	Traffic Light
Sickness – Days per FTE	9.20	8.50	↑	⚠
PDR Completion - % of workforce with a PDR recorded	65%	95%	↓	🛑
Whole Authority Internal Audit High Risk Level Recommendations	1	5	↓	🛑
Whole Authority Internal Audit lower Risk Level Recommendations	12	58	↑	🛑
% of Large Transactions (over £25k) that are under contract	100%	100%	—	✅
% of Freedom of Information Requests responded to within timescale	98%	95%	↑	✅