



# Doncaster Council

## Report

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**Date: 9<sup>th</sup> June 2021**

**To the Mayor and Members of Cabinet**

### **2020-21 Quarter 4 Finance and Performance Improvement Report**

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

### **EXECUTIVE SUMMARY**

1. This report focuses on quarter 4 of the 2020/21 and details the Council's outturn financial outturn and performance position. Against the backdrop of responding to the Global pandemic the performance achievements and financial position is remarkable. The Council has demonstrated a one team approach to delivering essential services and responding in novel ways to support individuals, communities and partners during the past 12 months. The purpose of this report isn't to provide a commentary on the lived experiences or organisational challenges however it would be remiss not to set the relative performance and financial position within the challenging circumstances we've all experienced.
2. There are 2 documents which help provide the context; the first is the COVID roadmap which provides the key milestones. The other is included as Appendix A and lists the resources provided by Government to support COVID initiatives.
3. The range of initiatives have been extensive tallying £166m expended during 2020-21 and include;
  - Business support payments £128m
  - Public Health related activities such as localised Track and Trace, Infection control, Community testing and Contain outbreak management
  - Self isolation payment scheme
  - Support for Clinically extremely vulnerable
  - Rough sleepers
  - Support for vulnerable children
  - Support for Adult Social care sector – workforce & rapid testing

These initiatives have been mobilised & delivered during the year from a standing start.

4. It's important to reflect on these initiatives to appreciate the scale in which they could have impacted on the council's performance and finances. Instead this report outlines how the council has been able to maintain performance and deliver services within allocated funds.
5. It's also worth reflecting that during this period the Council has managed other concurrent risks relating to the impact of EU Exit and extreme weather through the winter particularly storm Christoph in January 2021.
6. Reviewing the detailed performance metrics the challenges are:
  - Business Rates collection at the end of the fourth quarter is 92.64%. It remains some way off the comparison of 97.22% for the same time last year and is slightly lower than the 93.83% reported in Q3.
  - Tackling Fly-tipping within 7 days – although greater numbers of incidents and greater volumes of waste have been collected this quarter, the percentage dealt within 7 days has dropped to 42% compared to 60.61% reported in Q3.

There have however been areas of improvement, which include:

- There has been an additional 231 new homes in quarter 4, taking the yearend total to 859.
- The sickness absence outturn rate for the quarter was 8.25 days per full time equivalent employee (FTE), and below the year-end performance target of 8.50 days. This is a positive reduction of almost a full day from 9.20 days per FTE in Q3 and a further significant improvement of 2.5 days per FTE on last year's outturn figure. It should also be noted that sickness absence rates have not yet been significantly impacted by positive Covid cases, and that absence management practices remain effective. However, there are early indications of some staff suffering with Long Covid and this will be monitored over the coming months to assess impact and ensure effective provisions to manage the condition effectively remain in place.
- £29,815,209 of council spend in Quarter 4 was with local firms this equates to 73%. The overall average for 20/21 was 76% which equated to £112.2million.

## **Financial Position**

7. The COVID-19 pandemic has resulted in significant volatility and financial challenges this year. We have incurred new and additional costs to support operational services, seen reduced income through less trading activity and there has been a delay in delivering savings, which are required to achieve a balanced budget. There have also been significant losses on the projected income from Council Tax and Business Rates due to the impact of the restrictions.
8. Given the exceptional nature of circumstances, the Government have recognised the financial challenges and provided additional COVID-19 pressures funding. All COVID related costs, income losses and delays in delivering savings have been funded using the relevant COVID grant funding provided. The emergency COVID-19 funding provided in tranches and the hardship funding for the financial year amounts to £31.7m, of which £24.3m has been allocated and the balance committed for future years budget, as detailed in paragraph 156. Other specific

COVID-19 grants that have been provided, along with details on spend incurred this financial year, are listed in the Appendix A Finance Profile to this report. This details a total of £166m spend including government grants provided to businesses in 2020/21.

9. The outturn position is a £6.04m underspend after the allocation of COVID-19 emergency grants. The main variances are detailed in paragraphs 130 to 136. This position is significantly better than forecast for a number of reasons detailed in the report, including managers pro-actively managing the budgets to prepare for the future. The underspend is proposed to be allocated to specific initiatives detailed in paragraph 140 below (including £3.91m for leisure centres and £2.0m for severe weather maintenance/road safety).
10. Looking to the longer term, we have set a budget that includes assumptions about the longer-term impact of the COVID-19 pandemic and government restrictions. We recognise the significant challenges and uncertainties that the Council will continue to face in future years, therefore we will continue to monitor the financial impact closely and take corrective action where required.

### **Performance**

11. 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.
12. Paragraphs 15-105 outline the current position on areas that we have managed to continue to monitor throughout quarter 4 as well as identifying additional key areas of activity.

### **EXEMPT REPORT**

13. This report is not exempt

### **RECOMMENDATIONS**

14. The Mayor and Members of Cabinet are asked to note and comment on the quarter 4 performance and financial information; including;
  - approve the virements per the Financial Procedure Rules, detailed in the Appendix A – Financial Profile;
  - approve the signing of Section 256 agreements with CCG for projects with a total value of £3.346m, as detailed in paragraph 145;
  - 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);
  - note the carry forwards approved by the Chief Financial Officer, detailed in the Finance Profile attached as Appendix A
  - approve the allocation of £6.035m underspend in 2021/22, as detailed in paragraph 140.
  - delegate the allocation of the £2.00m severe weather/road safety reserve to the Director of Economy & Environment and Assistant Director of Finance (Section 151) in consultation with the Mayor.
  - delegate the allocation of the £3.906m leisure fund to the Director of Public Health and Assistant Director of Finance (Section 151) in consultation with the Mayor.

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

### **LIVING:**

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

15. Our teams have worked extremely hard to continue to provide our services during the pandemic and through the lockdowns, putting suitable risk-based measures in place to ensure service continuity, public safety and employee safety.
16. In many services areas, where service delivery has continued, it has not been the same as it was before the pandemic. Changes that have been necessary to ensure the continuation of service delivery in a safe and risk assessed manner have included:
  - staggered shift times to reduce the number of staff at the depot at any given time;
  - signing in and out processes;
  - cleaning down of vehicles and equipment; and
  - enhanced personal hygiene regimes.
17. The purchase of additional vehicles in quarter 3 has meant that all Street Scene staff can be deployed – however the continued vehicle occupancy restrictions are impacting on the efficiency some key activities; i.e. we are required to use more vehicles and fuel to deploy staff. Cumulatively, the impact of these unavoidable variances that we have had to introduce, is a significant level of lost working time per week which impacts upon service productivity.
18. Nationally there is very strong evidence that the levels of waste / litter in public spaces has increased considerably during the lockdown periods, and this reflects the experience in Doncaster as well as in neighbouring Councils such as Barnsley and Rotherham who have both confirmed very similar issues to those in Doncaster. The number of reported fly tipping cases opened in Q4 was 3799 – far higher than the previous quarter (2822). This, alongside the Covid compliance restrictions listed above, is further impacting the amount of time taken by operatives to undertake cleanse activities.
19. The increase in the levels of fly tip and littering has led to a need to increase resources within Street Scene. In Q4, following discussions with the Mayor and Portfolio Holder, an agreement was granted to create a dedicated Fly tip and Litter Team – which was in place at the end of February. So this additional resource has been in place for one month of Q4 only. Along with much appreciated support from our partners Suez, this team has increased the amount of fly tip clearance work. In Q4 we closed a total of 3615 jobs, (in Q3 we closed 2747) – and there was a 152% increase in the number of Fly & Litter jobs completed in February 2021 compared to February 2020.
20. Performance for the closure of fly tip jobs within SLA timescales (5 working days) decreased from 61% in Q3 to 42% in Q4. The initial focus of the Fly and Litter team has been to address the significant back-log of jobs. This prioritisation of outstanding works plus the considerable increase in fly tip levels has contributed to this reduced level of performance. As mentioned earlier, the additional resources have only been in place for one month of Q4 and time has been needed to embed these new arrangements. Moving forward, we are confident of an increase in performance.

21. Two additional enforcement officers joined the team with a sole focus on urban back alley fly tipping – both from an enforcement and education / awareness raising perspective (other enforcement officers have a dual role of wider environmental work as well as fly tipping). These officers have contributed significantly to tackling the unwanted behaviour of fly tipping of waste:
- since the 1st March 2021, the Urban enforcement team have gathered evidence supporting 175 fly tipping investigations, 102 which relate to the work that the 2 new enforcement officers have been doing in the back alleys
  - as per the investigative process, letters under caution have been sent to those individuals whose waste was found
  - the outcome of investigations so far has resulted in 13 written warning notices and 3 fixed penalty notices issued
  - the remaining cases are being pursued in the normal enforcement process.
22. The amount of domestic waste recycled has stayed similar but the overall amount of waste increased over the Christmas period – thus resulting in a decreased recycling rate, dropping from 52% (Q2) to 40% (Q3).
23. The percentage of highways meeting the required cleanliness standards (litter, graffiti and detritus) continues to exceed the 80% target at 83%. The percentage of principal roads (98%), non-principal roads (98%) and estate roads (83%) in good/fair condition all meet or exceed their respective targets (98%, 96%, and 76% respectively).
24. During Q4 our pilot 'naturalisation' activities have been nominated for a Keep Britain Tidy 'Love Parks' award. Building on this, suggested areas for use as naturalised sites have been communicated to elected members and we are currently receiving feedback. A Naturalisation Policy is being developed that will ensure alignment with the Environmental Sustainability Plan. This work will continue to develop over 21/22 and beyond as part of the Environmental Services Improvement Plan and our continued commitment to the Greener Cleaner aspirations of the Borough.
25. The target (10,000) for plotting trees via the Council's digital tree-management system was achieved with a year-end total of over 10,800. Campsall Country Park was successful in receiving a Green Flag award, and Bentley, Sandall and Quarry Parks were successful in retaining their awards. This brings the total for parks with Green Flag status to 4. Elmfield Park has been submitted for the award this year, with result announced in October 2021.

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

26. 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 published in December 2020. Implementation will be governed by a Climate & Environment Board within the Team Doncaster structure.
27. The Council is making progress in its contribution to the ambition and priorities set out in the borough's Environment and Sustainability strategy:

### **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 and will continue across the year.

- 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**

- Our transport fleet replacement plans are underway with , electric vehicles will replace diesel wherever practical. With 26 petrol/diesel cars and vans approved for replacement and 23 already integrated into the fleet.
- Doncaster now has 38 publically available charge points available for charging up to 67 cars; and the Council has contracted ENGIE to deliver a further 60 charging bays for Council Use.
- £2.6m of Sheffield City Region funding has been secured for 'rapid' and 'fast' EV charging across South Yorkshire, meaning Doncaster will benefit from an additional 30-40 charging points.

## **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. The assessment is progressing well with baseline mapping complete and stakeholder briefings scheduled in May 2021.
- An independent review of the Council's Tree Management Policy was initiated in Quarter 3 to ensure that the management of council trees, particularly street trees, is aligned to our climate and biodiversity ambitions. This was completed in Q4 and a new Tree Policy approved by Cabinet 23 February 2021.
- 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**

28. Support to businesses throughout the period in terms of preparation for EU exit, and swift payment of grants, supporting people back to work.
29. The final outturn figure for the collection of Business Rates of 92.64% is down on the 96.5% target figure. The outturn figure is also well down on the 97.22% collection achieved last year. The reason for this reduced collection is down to the impact of the Covid 19 pandemic. No official debt recovery action was taken until the end of the 2nd quarter, in terms of issuing reminders, summons and the

obtaining of liability orders. In the final quarter the government has reintroduced national lockdowns which has seen many businesses unable to trade. As many businesses were shut it was difficult to talk to them about their outstanding business rates and lenient debt recovery processes were maintained throughout the year. Key accounts were unable to pay any of their Business Rates in the year, whilst they awaited financial support. There had been a gradual improvement in collecting revenue owing from the beginning of the year, until the final quarter when lockdowns were reintroduced resulting in outturn collection being much lower than predicted.

## Planning and Delivery of Housing and Investment

30. The percentage of major planning applications processed within targeted timeframes continues to significantly exceed the national target of 70%. A figure of 91% was achieved across the year which is lower than the highly ambitious locally set target of 94%, but is a 3 percentage point increase on quarter 3. 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 21%.
31. An additional 231 new homes were built in quarter 4, taking the full year total to 859. This is the first year in five whereby the Local Plan target of 920 homes per year has not been met. Over-delivery in previous years more than makes up for this year's small shortfall.

## Local Wages

32. 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

## Directorate Priorities

33. We will be adding to the E & E Directorate priorities, targets for the mobilisation and delivery of the new Council House Build programme of:
- Start on site on the three new Phase 1 schemes
  - Complete scheme development and secure Planning permission for 7 Phase 2 schemes, and
  - Complete the technical study on the options for mixed tenure delivery for Phase 3 of the programme"

## **CARING:**

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

34. In December 2020 (Q3), Doncaster entered into the then new 'tier 3' restrictions. Although the number of new cases had fallen from November 2020, they had flattened and had struggled to fall below 200/100,000 cases. The cases began to rise at the end of the year and Quarter 4 saw Doncaster's third wave of COVID-19 and this coincided with a second national 'lockdown' on 6th January 2021
35. Between January and March there were 7,437 new positive cases of COVID-19 and 227 people died who had COVID 19 on their death certificate. Health and care services looked after significant numbers of people with COVID-19. The hospitals were still looking after more people with COVID-19 than during the first wave.
36. The Incident Management Team met on a daily basis and as well as ensuring support to all those self-isolating cases and contacts who needed it managed 649 separate cases, clusters or outbreaks especially in early years settings and businesses and then from the 8<sup>th</sup> March in schools. In Quarter 4 the council took over local contact tracing from NHS Test and Trace and additional community testing facilities and approaches were established including for frontline staff the Mary Woollett centre and North Bridge depot, and for the public Conisbrough, Hexthorpe and Stainforth.
37. A number of new vaccines have been developed, and the first one was administered in Doncaster on 15th December 2020 with NHS partners leading the roll out. The council continued to support health partners deliver the COVID vaccination programme and this includes support to health partners to engage with local communities.
38. The Operational Commissioning Team have provided significant support to the independent adult social care sector during the Covid-19 response including:
- Supported providers to put in place business continuity plans once the response to Covid-19 commenced
  - Continued work with providers to support contingency planning in preparation for and following Brexit
  - Maintained daily contact with all contracted social care providers (including residential care, nursing care, domiciliary care, extra care, housing related support, day services and others) throughout the Covid pandemic to:
    - Ensure appropriate support when dealing with symptomatic or positive individuals or staff
    - Provide information on number of cases recorded for each service to provide senior management with an oversight of cases and outbreaks
  - Supported providers experiencing outbreaks in services including signposting to appropriate Infection Prevention and Control, Public Health and Psychological support.
  - Provided information to colleagues in hospital discharge, Public Health, Primary Care and partner organisation of services closed to admission due to outbreaks
  - Supported residents being discharged out of hospital to ensure they are placed in the most appropriate service based on their Covid status and the Covid status of their home of choice



- Attended and contributed to the Daily Covid Incident Management Meetings and the weekly Covid Board chaired by Public Health to maintain oversight of high risk areas with outbreaks
- Jointly set up, chaired and contributed to the Locality Care Home MDTs to oversee the Covid-19 status and quality of service delivery within care homes, organising and supporting a wide range of partner organisations to support care homes in a responsive manner.
- Undertaken visits to services to monitor quality when high risk concerns are identified utilising appropriate infection control measures including appropriate use of PPE
- Provided support to the provider market and Direct Payment recipients with access to Council supplies of PPE when providers have been unable to source their own supplied
- Provided regular communication of changes in guidance and supported with the interpretation of the guidance to different service types
- Supported a care home to close following significant quality and management concerns during the Covid response with all residents relocated to other services
- Supported two care homes with inadequate CQC ratings to improve the quality of service and receive follow up inspection results of requires improvement

39. The Workforce Development Team were redeployed from January 2021 to undertake the planning and roll out of the vaccination programme for care homes and the Social Care workforce. This was done with flexible and responsive support from colleagues in HR, LOCYP, Operational Commissioning, the Children's Trust and PIC.

- 2892 staff vaccinated from CQC registered Adult Care Homes
- 1055 staff vaccinated from CQC registered Community Care providers
- 3464 staff vaccinated from non CQC registered services including Direct Payment Personal Assistants

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

40. 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.

41. The Complex Lives Team have been supporting frontline throughout the pandemic and have adapted their practice as a result. The government "Everybody In" initiative involved a proactive multi-agency response, which led to only 2 rough sleepers in the Borough, both were regularly offered accommodation but refused. Wrap-around support remained for the caseload with new initiatives including:

- Wound Care Clinic (twice weekly)
- Lateral Flow Testing (twice weekly at hostels and hotels)
- Distribution of PPE packs (250 initially)
- Over 200 mobile phones given out to support engagement
- Supporting vaccinations for rough sleepers and homeless
- Multi agency hotel in-reach sessions for those accommodated

42. The team currently provides wraparound support for 113 clients with over 100 in accommodation. There have been 57 individual rough sleepers seen in the last 12 months.
43. The Outcome Star is an evidence based tool that is used by the complex lives service in working with people to support and measure change. There has been a rise in the average Outcome Star scores from individual's initial assessment and latest star. Over the past year there has been an average rise from 28 points to 33 points. This is substantial given the challenging circumstances and the lack of services and activities available through the pandemic.

### **Delivering Quality Care Services**

44. 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.

### **Carers**

45. It is vital that we recognise the huge contribution that carers make to society and our communities. More than ever carers have faced challenges to keeping themselves and their loved ones safe and well. Doncaster council has two in-house services (Eden Lodge & Wickett Hern Road) that provide short-term respite care for adults with a learning disability. The decision to keep open the Council's In-House Respite Service has meant that throughout the pandemic access to vital carer respite has been available.
46. For those carers who have been struggling with the demands of the caring role, or those in crisis, we have been able to facilitate periods of respite to enable carers to re-charge and continue with the demands of their caring role. As part of recovery-planning, on the 8<sup>th</sup> September 2020 the in-house respite services moved to a position of taking bookings for planned and non-urgent respite. Since March last year (2020) to date (April 21) the service has supported 277 individuals and provided 2,588 nights of respite care.

### **Supporting safe and timely discharges from Hospital**

47. The Delayed Transfers of Care (DToc) indicator continues to be suspended by NHS Digital, and there are no plans to restart collecting DToc data currently. We continue to collect & report delays locally, which is reported into weekly demand and flow meetings, and there have been very minimal delays attributable to social care during Quarter 4.
48. The three times a week partnership meetings, set up as a pandemic response, have continued throughout the Pandemic. An escalation and risk framework, which reflects pressure points across The Place, has been developed, and continues to evolve, to support partners across Health and Social care to work together to maintain flow through the system.

49. The Council's hospital Integrated Discharge Team (IDT) have seen a consistently high demand on their services throughout the pandemic. From 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021 there have been 3867 referrals. The team continue to work frontline with people in the hospital, including people with Covid-19. IDT enable people to be safely discharged into the community and to support people to remain at home post discharge. In addition, the team also supported safe discharges from our 2 designated Covid positive units. IDT offer a 7 day service and during the height of the pandemic worked extended hours to cover the discharge hub to ensure that people deemed medically fit were able to leave hospital within 4 hours.
50. The STEPS team have flexed and adapted their approach during the Pandemic, and continue to offer their usual reablement support to people, regardless of Covid status. In addition, the team offered same-day domiciliary support for those needing a package of care on discharge, to ensure discharges were facilitated within the agreed four-hour timeframe. In total, they have supported in excess of 1500 people over the last twelve months.
51. PSU have continued to see a consistent demand on their service. They have minimised the risk of outbreak by proactively learning IPC and PPE protocols and cohorting staff groups in to the 3 wings of the unit. As a result, they have had no outbreaks in Q4, and have continued to provide a bed-based support offer for those people needing additional care on leaving hospital.
52. Staff in all three hospital discharge teams (IDT, STEPS and PSU) have cancelled leave and taken on extra shifts during the past year, to ensure their services are able to meet the additional demands.

### **Performance data and intelligence**

53. The number of people controlling their own support using a direct payment is currently 902 (as at 18/03/21); a decrease of 10 since 912 at Quarter 3. 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.
54. We have continued to support people to remain at home with our contracted domiciliary care services providing support to 1147 people every week. We continue to see new requests for care and support on a daily basis and work closely with our provider base on the quality of services delivered
55. The average time taken to complete a social care assessment in this quarter was 48.1 days, which is a decline of 7.4 days compared to Q3.
56. Volume of requests for support have decreased to 501 per 100,000 (previously 538 per 100,000). At the end of quarter 4 there had been 5367 requests (figures prorated to account for CareFirst switch off on 18/03/21).

### **LEARNING:**

#### **Overview**

57. The primary focus for the directorate in this quarter continued to be the response to the pandemic, in particular support to educational settings and vulnerable children and families, which again was very positive. The Children and Families

Cell and Cluster Head Teacher meetings continued on a weekly basis to ensure effective system leadership and that all stakeholders were involved and responsive to national and local guidance. The directorate and wider partnership also began to think through and populate the road map for the next 12 months in this quarter.

58. During the quarter there has been a significant amount of work completed by the Local Authority and wider partnership on an improvement plan that forms part of the wider recovery and resilience agenda. The plan is based on the recently developed self-evaluation framework that captures what is going well and what the challenges are. The improvement plan has five key areas of focus:
- Front Door (including Multi-Agency Access Point)
  - Early Help
  - Multi-Agency Front Line Practice
  - Intelligence Led Performance & Quality Assurance Framework
  - Leadership & Governance
59. The Local Authority, Children's Trust and wider partnership had an Ofsted visit at the end of the quarter. This was an ungraded inspection following the Trust submission of its annual assessment. The Inspection outcome was relatively positive; the Inspection letter confirms what we 'know ourselves well' and that our improvement plans are valid and starting to show traction.
60. Ofsted praised the fact that despite the challenges of Covid-19 we have been swift in our response to emerging issues and the way we worked together to support young people and their families throughout the pandemic. The most important message is that we are committed to making the improvements required for our children and young people.
61. The following captures the key updates under thematic areas:

## **Early Years**

62. Take up of entitlement for free childcare for 2-year-olds has been hugely successful in Doncaster, with numbers increasing from 71.2% (1,005 out of 1,412 eligible 2-year-olds) in Q1 up to 78.5% (1,088 out of 1,386 eligible 2 year-olds) in Q4, this means that more children are accessing childcare, and the many associated benefits for families. Take up of funded entitlements for 2-year-olds decreased in the Summer term 2020, which was a direct impact of the pandemic and parental confidence in placing their children in settings, however this figure is now steadily increasing, demonstrating parental confidence in the safety of the sector is returning. There has been lots of work done by the Local Authority in supporting settings to be Covid-19 secure and to help restore parental confidence. By the Autumn term Doncaster were placed sixth nationally out of 151 Local Authorities and in first place for statistical and regional neighbours. This was following a revised approach to supporting families by removing barriers and updating publicity material which was widely distributed and accompanied by a social media campaign. Take up of free childcare for 3 and 4 year olds has risen from 70.9% (5,012 out of 7,072 eligible 3 and 4 year-olds) in Q1 to 94% (6,565 out of 6,985 eligible 3 and 4 year-olds) in Q4, which again is very positive. Early Years providers are now fully open and the sufficiency of childcare across Doncaster is strong. It is important to note that throughout the quarter there was

enough places for all children of critical workers and/ or those deemed vulnerable. Regular conversations took place at the Children and Families Cell to ensure that this was the case and NHS staff were aware of where and how to access these places.

63. Ofsted outcomes for Early Years providers remains strong, being above both National and Regional levels throughout the year. The overall percentage of Early Years providers rated as Good or Outstanding in Doncaster is currently 99% (237 out of 239 Early Years providers) against a national figure of 96%. Doncaster has continued to achieve over 96% since 2018, evidencing continued success.

## **Education**

64. The percentage of children who have been offered their first-choice secondary school placements to start in September 2021, has risen to 88%, an increase of 2% from 2020. The national figure for secondary admissions in 2020 was 82%. For primary children, 97% of primary children who are due to start Reception in September 2021, have been offered their first-choice placement, this is a further 2% increase on 2020. For Comparison, the national figure for primary admissions was 94. At primary level, 99% of children were offered one of their 3 preferences of primary schools with 99% of all applications made online and this has helped the team to process applications more efficiently. The new synergy process has also helped to streamline the process. This is something the service are considering moving forward and will take the learning over the last year to ensure the efficient process possible and will consult with families.
65. Due to the ongoing Covid-19 pandemic and the resulting disruption to education, attainment data has not been published for any key stage from Early Years assessments to A levels in 2020 for the academic year 2019/2020.
66. A big area of focus in the quarter continued to be the support offered to schools around testing, based on national guidance. This has been a challenge but something that the sector has responded well to. Twice weekly lateral flow testing (LFD) of teachers and pupils was introduced into secondary schools from the beginning of January. This was initially administered in schools and all secondary schools showed great organisation and determination in setting up testing bays. Initially students were tested three times in school, before having twice weekly tests administered from home with pupils and teachers logging their results. In primary schools, twice weekly home testing was introduced in January for staff but not for children. This testing regime has given children staff and parents increased confidence in attending school.
67. Due to a further lockdown because of Covid-19, from January 2021, schools were only open for vulnerable children and the children of critical workers. During this period, attendance was much higher than during the first lockdown with primary attendance averaging 25% and secondary attendance much lower at 5%. These figures are consistent with national averages. During this time, schools were supported through updated risk assessments and updated information on testing and working with public health where there were multiple cases of Covid-19. Due to the lockdown learning for many was done remotely. An extensive learning offer was developed in collaboration with School leaders, their teams, and Local Authority colleagues to ensure that young people had access to 'live' lessons and other learning resources at home. To support pupils who didn't have access to

electronic equipment that they could access the live lessons on, 2,689 laptops/tablets were provided. Since the full return of schools on March 8, attendance has been averaging 92% overall which is broadly in line with national average.

68. The Local Authority has worked with and continues to work with schools to devise strategies that help children and families continue to learn. Much of this work focuses on developing good habits of learning and readjusting to full time school. The Local Authority have worked with schools to ensure they have good systems for analysing gaps in pupils' knowledge caused by the disruption, along with strategies in place to close these gaps, making the best use of existing resources and identifying new approaches as a response to the Covid-19 pandemic.

### **Attendance & Behaviour**

69. Whilst the level of Elective Home Education notifications has increased over the period since the start of lockdown (from 113 in the first 6 months of 2020, to 255 in the period since), the overall proportion of Elective Home Education has reduced by 0.3% to 1.1% of the overall population. This is down to the impact of revised policy and practice in this area, with 89 cases being closed over the last year and 49 of the 221 notifications received since September being closed. This is helped by officers working in locality teams, working each case immediately upon notification, speeding up the response and support offered. This reflects a 19% rate of closure over this period alongside a significant number, which are not counted and have been prevented through joint working with families and schools.
70. The rate of Children Missing in Education referrals has risen over the last 6 months, with 199 submitted since September, with 156 in the previous 6-month period. This category relates to children who have left a school roll but have not joined another in this area or who have moved into the borough and are not yet in a school. 386 have been closed since January 2020, with 186 having been completed between September and January. Last January the Children Missing in Education figure was 0.41% of the potential school population and is now reduced to 0.39% of pupil population (184 young people). This gives a closure rate of 67.0%. This means that despite rising numbers of young people who fall into this category, the cases have been closed quickly, with young people joining the roll of a local school.
71. Since the start of lockdown, Local Authority officers have worked with schools and health and social care agencies in order to ensure that schools are offering effective mental health support. At first this involved developing consistent approaches to school behaviour policies and transition processes in the light of the pandemic and then to develop a raft of support and training opportunities, including the borough wide 'trauma informed schools' project. The Behaviour team have continued to keep the commissioning of Alternative Provision places under review and have ensured that provision is available, quickly, when it is needed and that no students who were out of school for a Covid-19 reason, and needed provision, were able to access it. A wellbeing and curriculum group was set up to allow leaders to share practice and approaches. Following the increase in the volume of presentations at Accident & Emergency for young people, health and council teams set up a 'Mental Health in Schools Strategy' and steering group. This has allowed the development of audit and training tools for schools, an unblocking of some perceived barriers to joint working and direct support,

challenge, and training to allow schools to deliver more effective support to pupils. This work complemented the work of the Behaviour Transformation Programme in allowing schools to improve practice around managing behaviour and reducing exclusions. There has been an 80% reduction in permanent exclusions compared to the level at this quarter last year.

## **Early Help**

72. Family Hubs have remained open during each of the lockdowns to enable vital support to be provided to children and families. There have been 37,000 visits and 17,000 offers of support, including health and development, relationship support for family stability, employment support and supporting families with complex needs. Whilst some services have been delivered virtually during the lockdowns, other support has been delivered face to face. During Q4, the Young Carers team continued to support 263 young carers via telephone calls, video calls, socially distanced walks and school visits.
73. During the quarter early intervention and prevention has remained a key priority. There are currently 2045 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 and services continue to provide support in these areas, with an increase in the number of families accessing support. The time from allocation to the start of Early Help assessment has improved by 28% from 25 days at Q1 2020-21 to 18 days in Q4 2020-21, which means families are being supported quicker.
74. During the quarter some schools identified the challenges they were having in fulfilling the lead practitioner role, which is a key element of the Early Help Offer, in effect this is the person who takes the lead supporting the family. As a direct result of these identified challenges, extra funding has been agreed and around 13 new Family Lead Practitioners are in the process of being recruited. The ones who were appointed in this quarter, have helped to improve the timeliness of work on assessments and direct working with children and families. A notable improvement given the continued impact on services of staff availability caused by COVID. Online parenting programmes continue to be a crucial with 1632 parents having accessed the online learning with 273 new learners in Q4. The online learning receives positive feedback with 96% of participants reporting that the courses have been helpful, and they would recommend them to others.
75. In the quarter, 64.4% (190 out of 295) of cases closed to Early Help evidence increased confidence and the ability of parents / carers to support and provide for their family through the Outcome Star process. This figure is a 7.6% increase in the Q3 20/21 figure and is now 0.6% below the set target. Of the closed cases, 59.6% (217 out of 364) 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. This clearly evidences the benefits of an effective and well-resourced Early Help Offer.
76. The Local Solutions Groups, which are part of the wider Localities Model, continue to provide local support during COVID and to date have supported 750 individuals / families with an immediate response to issues such as adult health needs, finance, and housing issues. Of these 133 have resulted in a multi-agency discussion. 118 have been supported locally and 15 have progressed onto a pathway for support. The key learning from this new model is that for the vast

majority of families, they receive support quickly, and solutions are found without the need for more formal support. The prototype of how this model works with vulnerable families continued in the South of the Borough, which emerging data reinforcing it's effectiveness. Primarily, the model reduced initial response times from 45 days down to 3 by reducing the reliance on assessments to identify and respond to need through improved communication between professionals and more effective sharing of information; there are numerous case studies that set out the effect this had on families

### **Special Educational Needs**

77. Encouragingly in this quarter there was a significant increase in the performance for Education Health and Care Plans finalised within the 20 week timescale, from 49.1% (30 out of 61 plans) in quarter 3 to 84.2% (32 or 38 plans) in this quarter.
78. This was achieved through a clear focus on effective case management by senior Special Educational Needs Officers supported by weekly meetings with officers enabling early identification of cases that might exceed the 20 week deadline and wherever possible enable remedial action to be taken. This was also achieved with effective business support and weekly priority setting.
79. This is a significant improvement in performance and took place when the service also had to contend with the top year transfer deadline dates of 15.02.21 for primary into secondary and 31.03.21 for transfers from secondary into post 16, which created additional pressures on the system.
80. The new local Graduated Approach to meeting Special Education Needs and Disabilities needs has been launched during this quarter and we have seen nearly all schools and most council officers trained in this approach since December 2020.

### **Participation & Engagement**

81. Young people remain active members of working groups including attending meetings on Equity, Climate Change, Mental Health Trailblazer, Doncaster Offer and Yorkshire & Humber Regional Network. Youth Council have regular opportunities to meet with decision makers, meetings include with Director of Children's Services, Cabinet member, Assistant Directors, elected Members of Parliament. The team produced a film about transitioning; this involved Young Advisors and Youth Council. The Special Education Needs and Disabilities Information Advice and Support service has continued to operate successfully using technology to ensure that parents, children and young are supported appropriately and continue to have their voice heard.
82. Youth Council members were very active during the quarter, continuing to provide support to their peers, through their social media channels and played a key role, working with our communications department in developing the mental health campaign.

### **Heritage & Culture**

83. The new Danum Gallery, Library and Museum, a £14m investment in high quality arts and culture in the borough, is opening soon to the public. The venue will be a new visitor attraction, a family-focused place to go, and a catalyst to renew and



grow Doncaster's cultural offer. The pandemic has had a critical impact on the usage of libraries across the borough, with the library service will now work hard to recover from, working with our volunteers and the public. The impact on how the service has been used is clear from the following statistics:

- Visits 2019 – 2020 = 497527
- Visits 2020 – 2021 = 17431
- Enquiries 2019 – 2020 = 255003
- Enquiries 2020 – 2021 = 8703
- Registered Members as of March 2020 = 40232
- Registered Members as of Feb 2021 = 32324

84. However, digital library services have increased significantly during this period, and this is a success story for the service. The total usage, including e-books, e-audiobooks, music downloads, e-magazines and online newspapers, is:

- 2019- 2020 = 53614
- 2020 - 2021 = 91943

85. Before the pandemic, the library service benefitted from the day to day support of 507 volunteers, and once suitable risk assessments have been completed, our community managed libraries will be re-opening as well.

86. Cusworth Park has remained open throughout the pandemic. Museums (King's Own Light Infantry Museum, Rail Heritage Centre, Art Gallery) could open from 17th May at the earliest, in line with government pandemic, and these sites have remained largely closed during the pandemic either due to restrictions, or due to the transition of services into the Danum building. Doncaster Archives is currently closed due to critical health and safety issues at the former Balby facility, and Heritage Doncaster continues to work on a plan to re-open the service, working with The National Archives and stakeholder organisations.

87. The team will continue to work closely with the cultural sector in Doncaster during 2021-22 to ensure the safe and effective re-opening of cultural venues, and to develop in consultation with residents a new culture strategy for the borough.

### **Stronger Families**

88. Doncaster partners have yet again met our Government target for Stronger Families Payment by Result reward claims.

89. We now have a cumulative total of 494 claims (100%) of our overall target. We only required 36 this month to achieve 100% so we have an additional 6 to carry forward into April 2021 claims.

90. This is a phenomenal outcome given the year we have had. Once again the tenacity and dedication of our staff has ensured Doncaster has yet again delivered.

91. This is crucial for three reasons, first of all we have ensured Doncaster gets the maximum funding available to Doncaster from the programme for supporting our families, secondly it ensures we get all our funding for next year (areas who have not met their targets have 50% of their funding withheld until they catch up) and finally it means that Doncaster has a reputation within the Troubled Families Unit for delivering consistently giving us kudos and influence.

92. We now enter the next year in a good position, however there is a great deal of work to do. We have a target of 515 families (it was 494 this year) to make Payment by Results claims for before end of March 2022. There is a greater focus on service transformation across the partnership, through the use of the Early Help toolkit and self-assessment that we submitted in December to develop an action plan and evidence progress and there is a focus on data maturity including systems, processes and sharing. (NOTE: The national programme has changed its name from Troubled Families to Supporting Families).

## **CONNECTED COUNCIL:**

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

93. Work to support staff and enhance wellbeing provisions is continuing, particularly to support staff who may be experiencing social isolation or mental health impacts working from home and where staff are on site or working in the community that they feel safe.
94. The sickness absence rate for the quarter was 8.25 days per full time equivalent employee, against a target of 8.50 days. This is a positive reduction of 0.95 days from 9.20 days in Q3. It should be noted that sickness absence rates remain lower than the same period last year and have not yet been significantly impacted by positive Covid cases, and that absence management practices remain effective. There are early indications of some staff suffering with Long Covid and this will be monitored over the coming months to assess impact and ensure effective provisions to manage the condition effectively remain in place.
95. Agency worker usage and spend has increased this quarter by 48% (£178k) from quarter 3; with 53% of assignments continuing for more than 6 months, an increase of 17% on last year; predominantly to provide some stability in response to the current pandemic. Ordinarily, agency assignments should be used as a short-term solution to staff capacity or skills issues, therefore robust management of spend will continue to be a focus throughout 2021. However, it should be noted that the management of agency spend and usage has significantly improved over previous years, with only a £14k overall outturn increase in this year's spend compared to last year.
96. The council's corporate Health and Safety team has continued to work with HR and Public Health to ensure up to date COVID-19 secure documents and support are in place, and advice 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.
97. Covid control measures including essential training have remained effective throughout the year, including a spot check carried out by a HSE visiting officer at the Civic Building in Q4, with a positive report received and no issues identified. There continues to be a lower level of employee injuries reported in this quarter compared to same period of last year.
98. Assurance monitoring and site visits are continuing with SLHD, where actions are outstanding on building safety compliance issues and to ensure suitable and sufficient strategies are in place to meet the relevant statutory and legislative requirements.
99. The Performance and Development Review Scheme for 2020-21 was initially postponed. This was reinstated towards the end of quarter 1 with extended completion dates until 31 October 2020. Completion rates at Q4 was 65% for all

staff against a target remaining at 95% as in the previous year, and is reflective of responding to the pandemic impacting on significant workloads for staff. With some employment processes being adapted to ensure important functions could still be delivered with appropriate covid19 secure risk assessments being in place

## Digital Transformation

100. Like many others, Doncaster Council had to change very quickly back in March 2020 from traditional mostly on-site and/or office based with some home working, to mostly home-based reliant on the use of technology. It also changed many of the ways we do things on a daily basis such as interaction with each other, communication with those we serve, how we operate internally and the delivery of services via alternative means. It also reduced some of our dated and more costly ways of working such as the requirement for face-to-face interaction, home visits, document printing, cash transactions, posting letters and documents, the use of couriers for post, travel between buildings for meetings and to other organisations both locally and nationally.

101. A robust set of design principles that promoted quick, incremental, agile delivery were established from the outset. We needed to cut through the red tape to provide solutions that could make an immediate difference with a multi-agency approach at its heart that put the vulnerable citizens first.

- **Self-service ethos putting the citizen first** - Service access in a single location with intuitive customer journeys, ensure the design of the solution puts the citizen first, is scalable, accessible and available 24/7 in line with customer demand.
- **Understand the vulnerable citizens** - Central dataset, determining who are vulnerable citizens, identifying their needs and ensuring that they are supported.
- Using **multiple channels** to contact customers, supported by assisted digital where required to ensure all needs are recoded and managed and that local support is delivered from a single solution.
- **Multi Agency Response** - Simple yet effective shared case management functionality to quickly deliver what was needed, remove process duplication and provide a consistent response and support to the citizens.
- **Collaboration and Mobile capability** - Mobile device access, data sharing, document management, scheduling and communications (soft, phone, messaging, video conferencing and email)
- **Spatially Aware Data and Business intelligence**  
Enabling insight/predictions with geographical elements where required to proactively inform and manage response and assist in predicting and prioritising future citizen needs.
- **Technology platform**  
Reuse existing components to provide solutions that quickly deliver business benefits, ensuring coherent outcomes that work in synergy, providing value above the sum of the parts.

102. We solved problems quickly using people, processes and technology working in an agile way and across service boundaries. The Covid-19 crisis has achieved a level of digital culture change that can take decades to achieve. It has also enabled us to create a platform, which allows Doncaster Council and its partners to connect and collaborate around one ecosystem in one place, to provide an efficient joined up response to meet the rapidly changing needs of our citizens. It

also provides 24/7 access enabling citizens to self-serve and staff working from home or remotely to respond quickly/efficiently to fulfil the citizen's needs.

103. We delivered a platform that transformed the way we approached and managed the Covid-19 response at Doncaster. It has assisted thousands of citizens, managed millions of pounds worth of business grants, under pinned contact tracing and enabled mass testing within the borough. It has kept thousands of staff safe whilst ensuring the Council still functioned and critical services were not disrupted. All with functionality that supersede the capabilities of other out the box solutions including Microsoft and other major vendors. It was implemented to timescale and met every demand placed upon it, used no extra technology investment and only the resource of a small digital team, business analysts and business champions to implement.

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

104. 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. This commitment will continue into 21/22. In quarter 4, 73% of council spend was with Doncaster based companies, this equates to £29.4million for that period, the overall average for 20/21 was 76% which equated to £112.2million.

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

105. 276 FOI requests were received in Quarter 4 2020-21 and 265 were responded to on time (96%). Apart from the period when FOI responses were paused due to the initial pandemic response, the compliance rate has been increasing over the last 2 years. During this time we have proactively published more information and stopped responding to very simple (BAU) queries as FOI requests. For example, we get a number of requests about the council's structure so keep an up to date version of it which we can email by return. As a result, recorded requests have decreased by 19%. During this time we have also started centrally logging all Environmental Information Regulations (EIR) requests so would have expected to see an increase.

Directorate	Received	Responded on time	%
Economy & Environment	108	108	100
Corporate Resources	103	95	92
Adults, Health & Wellbeing	45	43	96
Learning & Opportunities	20	19	95
<b>Council Wide</b>	<b>276</b>	<b>265</b>	<b>96</b>

### **Programmes & Projects**

106. The very nature of Programme and Project Management in a Prince 2 world defines the characteristics of a project with phrases such as Change, Temporary, Cross Functional, Unique, Uncertain, Assurance, and Risk based. In a sense it almost describes this last financial year (2020/21), a unprecedented/ turbulent year which has required the very best of Programme and Project Management resources to deliver within this often uncertain and evolving environment, often

planning, recalculating, defining, delivering, monitoring and controlling a plethora of activities that where and are at the very heart of driving our collective response to multiple emergencies (Covid, Flood, Hatfield Fire, Brexit), but also ensuring we continue to meet the expectations of our residents/ customers on other key fundamental pieces of work.

107. In previous updates we have reflected on how the creation of PIC is only 12 months in its gestation; that it was born from the recognition of the Doncaster Council Senior Leadership Team that there were inconsistencies across the varying Council Directorates in how we were applying Programme Management practices. In particular, the application of methodology, inconsistencies in governance and delivery, overall oversight, lack of visibility, lack of capacity within the Council, not consistently focused on business need, variance in the deliverables; lack of consistent benefit ownership or realisation, inconsistent approach to ownership of both projects/ programmes and the supply of well trained staff to meet the demand expectations of the Local Authority.
108. As we move into Quarter 1 of 2021/22, it presents an opportunity to reflect on the key interventions and work packages that we have delivered to date, but also the key reforms we have scheduled to embed within Doncaster Council to reflect the very latest MSP, Prince 2, and Prince 2 Agile guidance, practices and terminology.
109. In measuring the impact of Programmes and Projects for 2020/ 21, below is a flavour of some headlines from the current portfolio:
  - 31 Programme & Projects staff directly working on the response to Covid and Mass Vaccination (Multiple roles – establishment of governance principles, including documentation, structure, templates/ returns, providing the foundations for recovery; for Tactical Coordination Group; numerous Recovery Cells, Locality Bronze and Silver Mtgs, Team Doncaster Partnerships Board etc)
  - Supported the establishment of Mass Vaccination sites; both fixed and mobiles with robust Programme Management helping to instil reassurance and health recovery amongst our communities.
  - Supported the recovery of the Hatfield Moor Fire, with robust Programme Management role.
  - Direct Programme Management support on the 2021 Floods; both in tactical coordination/ logistics and supporting numerous recovery cells, in addition to the longer term planning for preventing future incidents of flooding; with a longer term flood Programme Management role.
  - Supported the Transition of Brexit – with officers supporting the Programme Management of the external Business Support Package and the development of a flexible skills package that meets the needs of residents through this unsettling period.
  - Programme Managed the delivery and production of a number of Key Strategies and Policies: Environmental Strategy; Tree Policy; Housing Strategy; Health & WellBeing Strategy; Social Care Charging Policy; Education & Skills Strategy; LD/ Autism Strategy.
  - Project Assurance and implementing change within the Environmental Improvement Programme – helping to define and implement improvement planning to a number of Environmental services, including Street Scene, Regulation Enforcement & Highways, and Waste & Recycling Services.

- Attracted significant amount of external investment and bid for other external investment; (Accelerated Towns Fund £1.5m attracted and defrayed within 5 months on improvements to Elmfield Park and Stainforth Resource Hub; attracted £5.5m Gainshare funds for electric buses and energy efficiency improvements to homes; attracted £4.5m Get Building Fund for key pedestrian open space improvements within the Town Centre; submitted to Government two Town Centre Investment Plans £25m each detailing a series of projects that will change the foundations of the economies and bring about the attraction of significant employment opportunities.
  - Working in collaboration with colleagues from within Financial Management we have collectively worked as a catalyst for changing the very culture of performance management of our existing Capital Improvement Programme, whilst also exploiting and ensuring a robust and strong pipeline of potential future projects. Summary details on the outturn performance of the capital programme are included under the Capital budget section.
  - DIPS – Programme Delivery on a number of digital platforms including DIPs integration into Adults, Health and WellBeing Directorate.
  - Domestic Abuse Intelligence – Our robust business partner function has supported the granular narrative of understanding the complex nature of cases and referrals and the identification of trends and remedies.
  - Headlines: Total current portfolio of projects equates to 92, 45 on track, 2 off track; 23 in the pipeline and 2 parked. With the collective response to multiple emergencies, resources from both the client and corporate centre have been rightly redirected to deal with these emergencies, as these start to dissipate resources are starting to be reactivated onto Programmes and Projects.
110. Moving forward work continues at pace in ensuring the issues highlighted above are addressed, 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, examples of this over the last 12 months include: DIPs, Covid Testing & Mass Vaccination, Localities, Social Care Charging Policy and the Environmental Improvement Programme (including Tree Policy) to name but a few.
111. With recent guidance published from Prince 2/ Prince 2 Agile all Programme Management staff are undergoing an intense refresh of our practices, this learning will help deliver and drive changes within Doncaster Council, ensuring we keep resources focused on the quality of the outcome; project assurance has greater level of robustness, ensuring viability of programmes/ projects with greater granular narrative on acceptable tolerance and financial risk, fundamentally driving alignment and improvements in our customer quality expectations.

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

112. The most recent KPI information is up to end of Q4 2020-21, which coincided with the third national lockdown where only essential retail remained open.

### **2020-21 Overview**

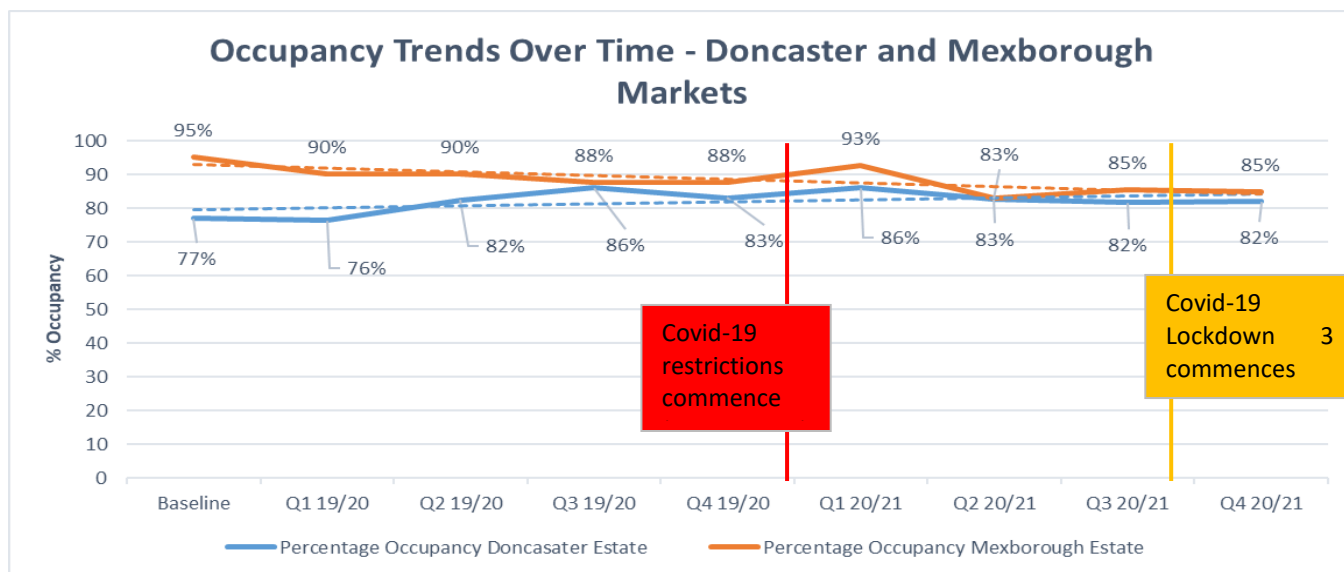
113. Doncaster and Mexborough Markets have continued to provide local people with access to fresh, healthy food and on both estates traders have been able to remain open throughout when selling fresh food and essential retail. During the

summer easing of restrictions the Wool Market ran booking and table ordering systems to ensure capacity control and social distancing. During lockdowns many Wool Market food outlets have operated takeaways.

114. Traders have responded to changing consumer demands, with more widespread adoption of contactless payments, social media marketing and delivery service than ever before.

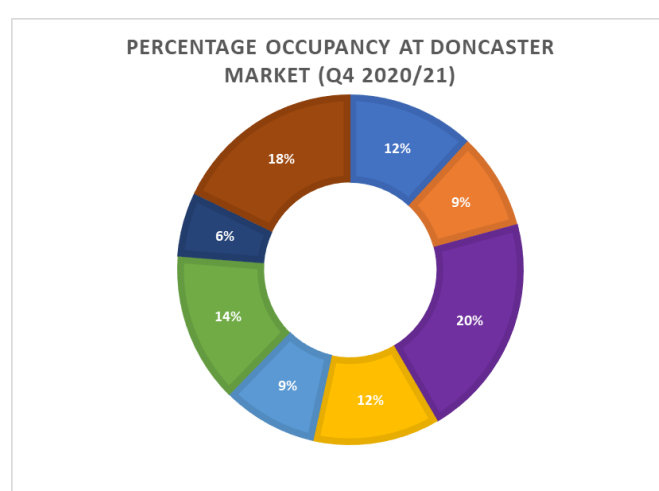
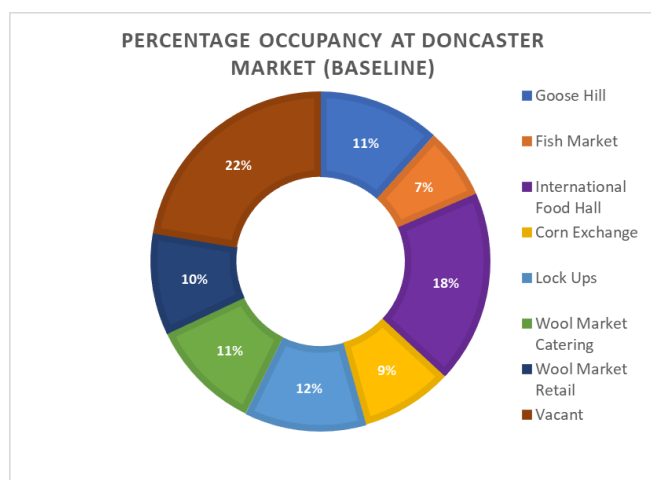
115. Plans are in place to replace the Mexborough roof. This work will be carried out by the Council and will have a significant positive impact to the estate overall.

### Occupancy Trends at Doncaster and Mexborough Markets

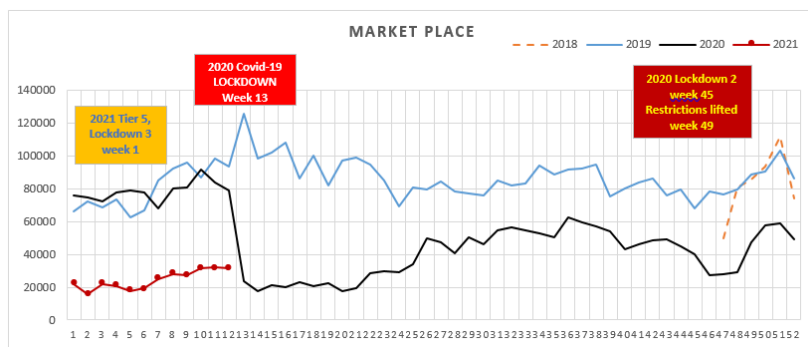


116. Occupancy has remained static on both estates compared to Q3 20/21. Occupancy contracted by 1% over the last year across the Doncaster estate, less than forecast at the outset of the Covid-19 crisis. Mexborough occupancy contracted by 3% from Q4 19/20 to Q4 20/21. Progressing further in to 2021 with businesses being able to resume trade and grant support potentially being withdrawn the true longer-term effects of the pandemic may be more noticeable.

### Doncaster Market Occupancy Level Changes per area of the estate (Percentage) at Baseline (May 2019) and Q4 2020/21



## Footfall Trends for the Market Place (up to week 12; w/c 22/03/21)



117. Although the footfall in the market has been markedly reduced compared to the same period in 2020, the footfall in the market has been consistently above 20,000 each week. Which was the case throughout Q4 with the exception of three weeks which coincided with cold, wintery weather. Since the slight easing of lockdown where schools returned on w/c 8th March footfall in the market place has been consistently above 30,000. This increased trend was also noted across all footfall counter sites in the town centre.
118. Social Value and stakeholder collaborations are parts of the KPIs outlined in the contract. MAM have been able to continue with these throughout the pandemic.
119. There has been a significant increase in traders with social media, helped through guides developed by MAM, to increase their reach to residents.
120. MAM have continued to collaborate on several community initiatives including having a Doncaster Foodbank collection point in the run up to Christmas and encourages traders to donate food, Wool Market Live - the online event to provide local musicians with a platform to perform and have created the 'Creator Pod' - a content creation studio with professional equipment which will be available for everyone to use.

### 2021 – Onwards

121. In the Wool Market feasibility works are underway to convert redundant retail units into a new main stage and satellite bars. New seating will be created, increasing the number of covers in the venue and therefore traders' income potential.
122. Plans are also underway to undertake enabling works for the planned redevelopments across the Doncaster estate focusing on Sunny Bar development, Market Vaults, Outdoor Markets and Lock Ups.
123. The timeline for the improvement works are to be agreed once the feasibility works have been completed.

### Financial Position

124. MAM have filed their accounts at Companies House for the trading year 2019-20. The accounts show a loss of £99,195 which is worse than the expected position when the assistance was agreed. Monthly income and expenditure reports and quarterly management accounts for the trading year 2020-21 are being provided as part of the regular client meetings.



## EU EXIT:

125. 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.
126. 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.
127. 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, 78.4% of estimated eligible persons already provided with settled or pre-settled status (Home Office December 2020).
128. A multi-agency approach to accessing risks and opportunities during the period of Brexit has helped to ensure that the undoubted impact on the operations of many businesses and the lives of many residents of Doncaster has remained at the forefront of key organisations.

## FINANCIAL POSITION:

### Revenue Budget

129. The Council has received £31.7m in un-ringfenced funding from Government to assist in dealing with the costs associated with COVID-19. Throughout the year significant additional costs, reductions in income and delays to planned savings have been reported. 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 was changed to ensure

that all COVID related pressures were funded using the relevant COVID grant funding provided. Further details on the COVID funding are provided in paragraphs 151 and 152.

130. The outturn position shows a £6.04m underspend. At quarter 3 a balanced budget was forecast (no under/overspend). The outturn position is significantly better than this for a number reasons – common themes include ensuring COVID related costs are funded from relevant COVID grants which has released general fund budgets, a fluid environment both in terms of expenditure and income forecast but also funding and managers being more focussed on delivering services in new ways. In addition, given the financial uncertainty, budget holders were encouraged to minimise spend and vacancy management as this would stand us in good stead to deliver against future savings requirements. A combination of these factors drove down spending in year and resulted in this favourable outturn position. It's still worth noting that £3.7m savings were delivered against plan with a £5.0m shortfall in 2020/21.
131. The following table provides further details on the £6.04m underspend for 2020/21 at the year-end. The table also shows £23.45m of revenue costs charged to the general fund, which have been funded from the un-ringfenced COVID-19 grant received:-

	Quarter 4				
	Gross Budget	Net Budget	Variance		COVID-19 Costs
	£m	£m	£m	%	£m
Adults Health and Wellbeing	160.2	57.3	-3.9	-2.4%	8.8
Learning Opportunities, Skills & Culture	64.5	15.0	-0.3	-0.5%	2.3
Doncaster Children's Services Trust (DCST)	56.9	51.7	2.2	3.9%	1.4
Corporate Resources	117.9	24.4	-1.7	-1.4%	3.5
Economy & Environment	101.5	45.3	-1.9	-1.9%	7.2
<b>Services Budgets</b>	<b>501.0</b>	<b>193.7</b>	<b>-5.6</b>	<b>-1.1%</b>	<b>23.2</b>
Council-Wide budgets	-7.3	-153.0	-0.4	5.5%	0.3
<b>Grand Total</b>	<b>493.7</b>	<b>40.7</b>	<b>-6.0</b>	<b>-1.2%</b>	<b>23.5</b>

132. AHWB outturn position has underspend by -£3.87m which has improved by -£2.86m since quarter 3. The main variances are as follows:

- The Adult Social Care Ladder outturn underspend is £-1.49m. This includes an overspend on residential placements of £0.171m, where the overall reduction in numbers of service users in residential care has been significantly offset by the additional support given to providers via the Supplier Relief Scheme and void payments to care homes. Non-residential care services have underspent by -£1.663m. Individual services have seen significant variations caused essentially by the impact of COVID-19 in terms of a reduction in client numbers in the short term and increased temporary NHS funding, offset by higher on-going support costs.
- The improved position since quarter 3 has primarily been caused by backdated income from the NHS for hospital discharge and avoidance -£0.76m and various activity forecast variations amounting to -£0.43m

primarily as a result of the ongoing impact of COVID-19. Within the care ladder there were estimated COVID-19-related costs of £3.83m.

- Other Adult Social Care (excluding care ladder) have underspent by -£1.36m with the change since quarter 3 primarily made up of -£0.67m underspend on staffing budgets throughout the service, additional COVID-19 grant income -£0.25m and BCF funding -£0.35m identified since quarter 3. Within the above there are estimated COVID-19-related costs of £0.35m.
- Communities have underspent by -£0.84m which is mainly due to -£0.83m underspend on salaries, with the largest change since quarter 3 being in Social work teams -£0.18m. Also there have been savings on Day opportunities transport -£0.10m due to much reduced service and maximisation of grants -£0.2m which has been offset by bad debt provision £0.26m. Within the above there are estimated COVID-19-related costs of £0.45m.

133. LOSC outturn position is an under spend of -£0.37m, an improvement of -£0.68m from quarter 3 mainly due to Budget of £0.31m being transferred to LOSC to cover COVID-19 pressures reported at Q3 and maximising the use of grants such as Pupil Premium £0.22m. Significant overspends include £0.3m (of LOSC's under spend reported at Q2 was used) to fund the Doncaster Children's Partnership Recovery and Resilience Programme, £0.18m due to an increase in Children with Disability Out of Authority Placements, and £0.17m additional COVID-19 related costs, offset by under spends of -£0.34m from managed staffing vacancies, -£0.19m unspent balance from a one off insurance claim relating to the Music Service for instruments being held in storage, -£0.12m Libraries & Culture due to unspent equipment budget (books etc.) and the maximisation of central budgets for the potential new Archives building, and maximising the use of grants such as Pupil Premium -£0.22m which freed up General Fund budget.

134. The Doncaster Children's Services Trust outturn is an overspend of £2.24m to the 2020-21 contract value, an improvement of £0.33m since Q3 mainly due to an increase of £0.14m in funding from the DfE. In December 2020, as approved at quarter two, the Council transferred funding of £1.3m to cover the projected additional costs to the Trust due to the impact of COVID-19; this payment has covered the costs at outturn which are broken down as follows: increased Out of Authority (OOA) Placements £0.58m, increased Fostering Placements £0.17m, a six month delay to the opening of two bed homes £0.2m, equipment and scanning costs £0.1m, and Agency costs of £0.27m due to a spike in referral numbers from July onwards which is expected to continue for the rest of the financial year. The non COVID-19 overspend of £2.24m includes: Out of Authority (OOA) Placements £1.6m, 16+ Placements £0.31m, and Staffing, which is mainly agency cover, £0.48m.

135. Council Wide underspent by £0.45m at outturn. Underspend (one-off) £-0.41m in Technical Accounting due to the additional Minimum Revenue Provision (MRP) budget provided to fund 20/21 capital bids which won't actually be needed until 2021/22. Underspend (one-off) £-0.05m in General Financing/Treasury Management due to taking advantage of lower borrowing rates than originally forecast.

136. Corporate Resources underspent by £-1.69m at outturn. 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 £-0.44m underspend: Financial Development & Business Support £-0.21m early delivery of savings and recruitment delays, Trading Services £-0.19m variances across a number of services. The main change from the previous reported position is due to additional income received for meals provided than previously expected of £-0.48m and £-0.2m additional schools cleaning income.
- Legal & Democratic Services £-0.42m: mainly due to an accumulation of salary underspends from across the service arising from vacant posts;
- Customers, Digital & ICT £-0.42m: ICT £-0.18m due to increased income from project work, Revenues and Benefits £-0.16m due to early delivery of staff savings and increased HB admin grant.
- HR, Comms & Exec Office £-0.31m: Human Resources & Organisational Development £-0.14m staff vacancies and £-0.10m additional income from adverts.

137. Economy and Environment outturn is £-1.9m underspend, this is an improvement of £-1.74m since quarter 3. COVID-19 costs within E&E reduced by £-1.4m from quarter 3 to £7.2m. The main areas of underspend are Strategic Housing £-0.186m mainly as a result of additional un-ringfenced Housing Reduction Act grant allocation; Design and Statutory & Planned Maintenance £-0.19m mainly due to salary underspends on vacant posts; Facilities Management £-0.46m due to reduced running costs and building repairs, Highways Operations £-0.54m increased profit from large jobs being completed in year, Professional Buildings Maintenance £-0.122m due to underspends on staff related overheads and Development Management £-0.20m due to underspends on vacant posts and additional income from major planning applications. The improved position since quarter 3 mainly due to Highways Operations £-0.57m (due to the completion of a number of large jobs), Professional Buildings Maintenance £-0.27m, Facilities Management £-0.38m (as not all projections had been updated to reflect lower building costs due to closures) and Development Management £-0.26m.

138. 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.

### Carry Forwards

139. The carry forwards, approved by the Section 151 Officer, are included within Appendix A – Finance Profile. These fall into the following categories:

- Discretionary – these are for items which were already approved in 2020/21, which have justifiable reasons for the delay in implementation and cannot be funded by the directorate in 2021/22. These items are normally funded from the Council's budget but can include items funded from un-ringfenced government grant.
- Non-discretionary Carry Forwards – these are items where we are to comply with financial regulations we are required to transfer unused

balances to earmarked reserves. This normally happens where given funding for a specific purpose but there is no threat claw back of the funding, but the expectation is that the Council will spend the money on the intended purpose

140. The £6.04m underspend will increase general reserves in 2020/21 and will be earmarked in 2021/22 to be used for specific initiatives detailed below.

Initiative	£k
Leisure - refurbishment & facility development at Askern Leisure Centre, Edlington Community Swimming Pool, Rossington Community Swimming Pool & Thorne Leisure Centre and potential Rugby League World Cup legacy contribution	3,906
Additional capital expenditure in 2021/22 – Doncaster Integrated People Solution (DIPS) £95k & Beechfield Centre £34k	129
Severe weather highways maintenance and road safety schemes	2,000
Total	6,035

141. Once the underspend has been allocated to the initiatives referred to above the level of uncommitted reserves will be £16.5m. This is not excessive for a Council of our size, which spends £500m a year; £16.5m would only run the Council for 12 days. This level of reserves is considered adequate to meet known risks and contingencies. Careful consideration should continue to be given before funding any unexpected costs from reserves and where possible unused funds should be transferred to the uncommitted reserves thereby increasing the balance available.

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

142. The Dedicated Schools Grant (DSG) has overspent by £3.8m during 2020/21 to create an overall overspend on DSG of £9.1m. The overspend position is mainly due to pressures within the High Needs Block which includes expenditure on Out of Authority placements, Specialist Post 16 Institutions, Education Health & Care plan (EHCP) Top Up payments & Special Educational Needs (SEN) Recoupment for children educated within other LA schools. The increase in spend for children placed in SEN out of authority placements, is due to a combination of levels of need and local schools provision, and there has been delays due to COVID-19 in delivering savings on Children with Disabilities (CWD) placements as part of the Future Placements Strategy. There is a significant amount of work being completed at both operational and strategic levels. Operationally funding requests are now submitted to the multi-agency Joint Resource Panel, which has a mandate to ensure all local options have been explored prior to any SEN out of authority placement being agreed and also review the decisions made by the Trust in relation to CWD & Looked after children (LAC) placements. There is an expectation that this will stem the flow and allow a greater grip on resource allocation. Strategically senior education leads in the council are liaising with schools around the devolution of elements of the DSG to ensure that locally there are the right services in place to support children, improving outcomes and reducing costs.
143. Whilst the overspend position is significant it is not uncommon to other Councils. In the last couple of years the Government has recognised the position that many Councils face on their High Needs Block and have increased the DSG High Need Grant, with Doncaster receiving an additional £5m in 2021/22 compared to 2020/21 levels. Work continues over the DSG medium term

financial plan with the expectation being to achieve a balanced budget position across the next 4 years. This is mainly expected to be achieved due to the additional permanent funding received in 21/22 which is expected to create a surplus in future years. Along with this there are still anticipated savings on out of authority placements by 2023/24 expected as a result of the Future Placement Strategy.

144. During 2020-21 Doncaster's maintained schools have received additional funding from the Department for Education specifically relating to COVID-19. A COVID-19 Catch Up premium of £0.48m, a COVID-19 School Fund grant of £0.37m and a COVID-19 Digital IT Grant of £0.01m has been paid to maintained schools.

### **Section 256 agreements with CCG**

145. It is proposed that the Council enters into S256 agreements with CCG to enable this funding to be paid to the Council for use as follows in 2021/22:-

- Development of Bentley hub site for coming together of GP Practices and the local library/ community centre provision £0.400m
- Health Inequalities/ Winter Pressures/COVID impact on social care £0.575m Place Plan Transformation – support to place plan development and joint working agenda across Health and Social care £0.904m
- Multi Agency Assessment partnership posts £0.085m
- Review of the Diamond Centre (day service for complex patients) £0.342m
- Learning Disability Complex Cases funding to support safe discharge of patients to the community £0.128m
- Mental Health Trailblazer— part of the Government response to the consultation on Transforming Children and Young People's Mental Health Provision. This funding will fund mental health support teams in schools. £0.912m

### **Housing Revenue Account (HRA)**

146. The outturn position for the Housing Revenue Account is an underspend of £0.8m against the revised budget (based on the quarter 3 forecast position). The revised budget assumed a £2.2m contribution from HRA balances; the £0.8m underspend will reduce the contribution from balances to £1.4m and overall balances will be to £8.3m as at 31st March 2021. The main variance in quarter 4 compared to the revised budget is £0.4m underspend on provision for bad debt, this is due to a better than anticipated position on current tenants' arrears (especially tenants claiming universal credit). The other positive variances are £0.2m underspend on SLHD management fee, £0.1m underspend across all other expenditure headings and £0.1m lower than budgeted capital charges.
147. Current rent arrears at year end were £2.0m (2.75% of the rent debit) compared to £2.5m (3.39%) as at quarter 3, this is a £0.5m reduction in the last quarter of the year. The amount of rent to be collected which had been paid to tenants via universal credit (which was previously paid directly to the Council from housing benefit) was £14.6m, an increase of £1.9m from the previous year. Former tenants arrears at year end were £1.1m a decrease of £0.4m from quarter 3, write offs in quarter 4 were £0.5m (the total write offs for the whole year were £0.53m). For comparison current tenant arrears were £2.1m as at 31 March 2020,

2.79% of the rent debit and former tenants arrears were £1.3m and write offs during 2019/20 were £0.13m.

148. St Leger Homes will utilise the £0.2m management fee underspend in 2021/22 to improve its compliance reporting and on additional arboriculture work.

### Capital Budget

149. The total capital expenditure in 2020/21 totalled £68.3m which is a decline of £33.8m when compared to the Quarter 1 projection of £102.1m.

	Q1 2020/21 Forecast £(m)	Q2 2020/21 Forecast £(m)	Q3 2020/21 Forecast £(m)	Q4 2020/21 Outturn £(m)
ADULTS HEALTH & WELLBEING	5.05	5.59	5.99	5.60
CORPORATE RESOURCES	14.34	11.29	7.11	4.54
ECONOMY & ENVIRONMENT	74.66	68.00	62.49	51.46
LEARNING & OPPORTUNITIES CYP	8.13	8.38	7.36	6.70
<b>Grand Total</b>	<b>102.18</b>	<b>93.26</b>	<b>82.95</b>	<b>68.30</b>

150. The amount of slippage from 2020/21 is £30.5m with the remainder of the difference between Quarter 1 and Quarter 4 being due to unallocated block budgets. There were three schemes with slippage over £1m listed below:

	Q1 2020/21 Forecast £(m)	Q4 2020/21 Outturn £(m)	Slippage £(m)
CCQ CINEMA INFRASTRUCTURE	4.94	2.61	2.33
SCRIF-A630 WEST MOOR LINK	7.54	4.96	2.57
TRANSFORMING CITIES FUND	8.54	0.00	8.30
<b>Grand Total</b>	<b>21.02</b>	<b>7.58</b>	<b>13.20</b>

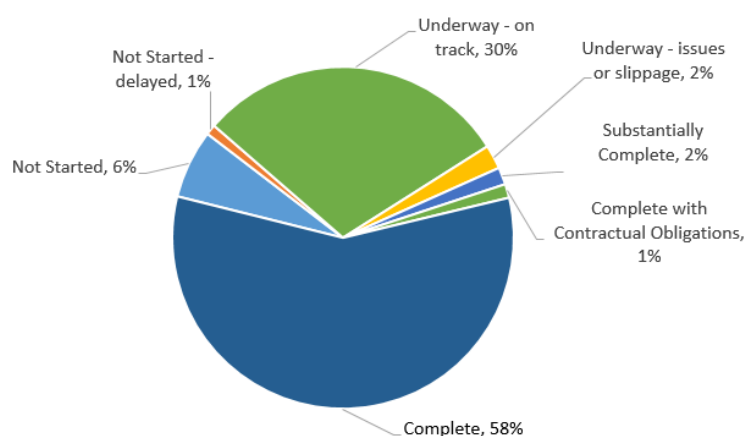
151. The Transforming Cities Fund was re-profiled in quarter 2 therefore the slippage amount differs to the Q1 forecast, the entire 3 year scheme reduced as the allocation to the Sheffield City Region from the DfT was £17.51m lower than anticipated.

### What was delivered?

152. 61% of the schemes in 2020/21 completed in year which relates to £35m of spend.

153. The schemes completed in year include the construction of the Bader Academy and the installation of the Miner's statue. Work also continued on the Danum Gallery, Library and Museum and the new cinema and restaurant complex which are now substantially complete.

Capital Programme Overview 2020/21 - (Number of schemes)



154. 30% of the schemes are underway, on track and expected to be in line with current forecasts.
155. Only 2% of the currently active schemes are seen as having issues.

#### Capital Receipts

156. £5.3m of capital receipts were delivered in year. £2.8m related to a delayed payment from the previous year with £2.5m from in-year sales. The shortfall position in capital receipts increased by £1.2m in year due to further slippage. 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.

#### Risks

157. The key risks identified in quarter 4 relate to the Council's capacity to progress bids and business cases and then deliver a growing capital programme. A number of concurrent, new government initiatives mean that internal resources will be under increasing pressure and alternatives need to be found if the Council is to secure funding to meet its capital programme aspirations. The recommendation contained within this report to provide additional resources for feasibility works should in part ameliorate this risk.

### **Collection Fund**

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

- Council Tax:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Use £m	Closing Balance* £m
Collection Fund	-143.64	-141.09	2.55	-0.13	1.10	3.53
Doncaster Council	-118.25	-116.14	2.10	-0.11	0.92	2.92

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

The council tax collection fund deficit is attributable to increased levels of Local Council Tax Support (LCTS) £2.55m, lower growth £1.51m and lower collection rates £0.05m due to COVID-19 offset by transfers from general fund relating to locally agreed reliefs (e.g. hardship, floods etc.) £-1.56m.

Council Tax arrears were £18.72m compared to the target of £16.34m at the end of quarter 4. The target for reduction of Council Tax arrears was £6.36m at the end of quarter 4 and the actual reduction in arrears was £3.99m. 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 quarter 3, however, sympathetic instalment plans and an increase in non-payment was also caused by the continuing uncertainty around jobs and the business lockdowns imposed in the final quarter of the year 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	-54.55	43.12	-2.29	3.12	43.94



Doncaster Council	-47.86	-26.73	21.13	-1.12	1.53	21.53
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\* 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 £38.27m and valuation adjustments relating to prior years £3.65m. 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 £5.18m compared to the target of £3.40m at the end of quarter 4. The target for reduction of Business Rates arrears was £2.4m at the end of quarter 4 but the actual reduction was £0.61m. 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 quarter 3 but sympathetic payment plans and the continued businesses uncertainty over the economic climate has seen a continuation in non-payment. Many businesses had to close for the whole of the 4<sup>th</sup> quarter due to national lockdowns being imposed. Although business grants continued to be paid and the furlough scheme has been extended until the middle of 2021/22, the position for many businesses remained difficult.

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

Collection Fund	2020/21 Impact £m	2021/22 Impact £m
Council Tax deficit	0.00	2.92
Business Rates deficit	0.00	19.67
Section 31 grants	-18.95	0.00
<b>Total</b>	<b>-18.95</b>	<b>21.74</b>

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

159. Central government has allocated £31.7m of COVID-19 un-ringfenced 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 and £1.1m is available through realigning Contain Outbreak Management Grant to recognise that existing staff & therefore associated costs have been diverted to this work. Further funding, estimated at £3m, will be received to compensate for Council Tax and Business Rates losses in 2020/21. Funding has been drawn down using the quarterly Finance & Performance reports as well as specific decisions. Underspends were being used to reduce the amount of grant needed in 2020/21, but this was reviewed and changed for quarter 3 to utilise government grant being applied in the first instance. Further adjustments have been done at the year-end to return funding to the balance where it wasn't needed (for example £0.34m for DCLT). The table above, paragraph 125, shows a total of £23.45m of COVID costs across service budgets, additionally, £0.83m of Hardship funding was used to reduce people's Council Tax liabilities in line with government requirements. The balance of grant that was not allocated this financial year (currently estimated at £15.0m) will be retained and used in 2021/22, and future years. The "Revenue Budget 2021/22 to 2023/24" report includes the use of £9.1m of this balance over the next three years, with the balance to be allocated in 2021/22 to support the Council's operations and COVID recovery.

160. Further additional emergency funding will be received in 2021/22 and will be used to meet ongoing COVID-19 pressures. Though the financial position is becoming more stable it is important that managers resume the regularity of

budget monitoring and close attention to financial management, the economy opens and the new business as usual resumes.

## **STRATEGIC RISKS**

161. The register contains 12 risks all have been profiled for quarter 4. 11 risks have retained the same profile and the following one risk profile has decreased.

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

162. The complete strategic risk profiles are attached as Appendix B

## **OPTIONS CONSIDERED**

163. Not applicable

## **REASONS FOR RECOMMENDED OPTION**

164. Not applicable

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

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

165. 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: 13/05/21]**

166. 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: 06/05/21]**

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

## **HUMAN RESOURCES IMPLICATIONS [Officer Initial: SRF Date: 04/02/21]**

168. 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.

## **TECHNOLOGY IMPLICATIONS [Officer Initial: PW Date: 18/05/21]**

169. The Connected Council section of the report outlines the significant amount of Digital Transformation work that has been delivered. 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: 13/05/2021]**

170. 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: 30/04/21]**

171. 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**

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

#### **BACKGROUND PAPERS**

173. Not applicable.

#### **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

174. N/A

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# DONCASTER COUNCIL COVID TIMELINE 2020/21

## JANUARY 2020

- 17 The World Health Organisation is notified of the novel COVID19 in China

## FEBRUARY 2020

### Bereavement Services

Training additional crematorium and office staff started;  
All cremators and vital equipment had precautionary unscheduled service;  
Stock graves dug;  
Office closed for "walk in" public visitors;  
Paperwork drop off for Funeral Directors arranged;  
Electronic paperwork transmission encouraged;  
Preparations for temporary mortuary units made;  
Additional biers obtained to help move bodies;  
External cremator technicians placed on a retainer order;  
Crematorium rota introduced to distance staff and allow longer working hours;

- 28 First case of Covid 19 passed on in the UK

## MARCH 2020

We reorganised our **Public Health Team** to provide bespoke COVID-19 support and issued advice and support on Covid 19 secure risk assessments inc Personal Protective Equipment for council services and staff to operate safely;

When the Coronavirus Act 2020 became law at the end of March it introduced the ability for the first time for Registrars to **register deaths over the phone**, rather in person. Registrars have and continue fully utilise that provision which has allowed us to continue to register deaths throughout the last year despite all the restrictions and we believe it has also made the process more convenient for bereaved customers.

- 11 The World Health Organization declared Covid 19 a pandemic



- 12
- Transitioned all **occupational health services** to virtual or phone appointments;
  - Transitioned **recruitment** to virtual and phone recruitment;
  - Request sent from ICT to all HoS for details of all staff currently using a desktop PC that will need to deliver essential services as part of their Business Continuity Plans, in order to prepare for the potential demand of **loan laptops**;



- 16 Distribution of loan laptops for those identified by HoS for business continuity

- 17 Transitioned all our apprenticeships to online learning

27

**Local Solutions Group** introduced to provide additional focus on all issues pertaining to business continuity with Learning & Opportunities in relation to the Covid-19 pandemic. 14 key activities identified to understand the links to communities, families and early help services and providing advice on business continuity expectations  
**Ashes** appointments suspended at Rosehill Crematorium

26

- Parking charges** were eliminated for all key workers (this remained in place until 15/06/2020);
- Introduced **healthy homeworking guidance** and services for staff;
- First delivery of **300 laptop** received at Civic. All unpacked, built and stored ready for collection

25

- 19,684 residents** on the CEV list were proactively contacted, either by telephone, visit, text or letter;
- 394 Clinically Extremely Vulnerable Children** identified;
- Introduction and administration of **Free School Meals voucher system**. Learning & Opportunities contacted families of children not on a school role to offer a voucher service



24

Closed the **Civic Buildings One Stop Shop**, Services moved to be delivered on line and by telephone only

23

- Boris Johnson told us **"you must stay at home, to protect the NHS during the coronavirus pandemic"**
- Schools closed** to all except key worker and vulnerable children;
- 7 of the 12 **Family Hubs** closed. 5 remained open to provide essential midwifery outreach service and Information, Advice & Guidance for parent



22

**Rosehill Crematorium** - Chapel services restricted to 20 minutes and cleaning between services introduced

18

- Deployed **Microsoft Teams** to all staff in the Council, Doncaster Children's Services Trust and St Leger Homes Doncaster so everyone could meet virtually;
- Re-designed and re-built **Contact Centre** to take essential calls only. Trialled staff home working in preparation of a lockdown;
- Self-Isolation Online Form** available for customers to complete on the website;
- The **Customer Service Contact Centre** started to take customer's telephone calls relating to COVID



27

**Welfare calls** for vulnerable children introduced

30

Second delivery of **700 laptops** received at Civic. All unpacked, built and stored ready for collection

31

**Crematorium grounds and cemeteries** closed to public unless attending a funeral

## APRIL 2020

- In April 2020 we started paying out **grants to local businesses** to support them through the first lockdown. As the situation has developed a number of different grants have been launched to support businesses in different sectors and by the end of March a total of **£87.3m** had been paid to local businesses. Grants continue to be paid in the 2021-22 financial year;
- Public Health Team receive training to commence **contact tracing**;
- Deployment of staff to Community Hubs; on-going deployment of staff in other key roles i.e. town centre ambassadors, vaccination centre marshalls to support service delivery

2

**Schools closed**, although partially re-opened for vulnerable children and as a provision for key workers only

5

The **Queen** gave a rare public address and said "We will be with our friends again. We will be with our families again. We will meet again"



6

Learning & Opportunities directorate gradually introduced **virtual telephone consultations** with children, families and schools as opposed to face to face. Weekend, bank holiday and later afternoon service times offered for **Funerals**, attendance restricted to 10 at graveside and in chapels

6

**Free web streaming** put in crematorium chapel and new **ashes collection system** put in place for Funeral Directors

19

**Education Secretary** announced support package to disadvantaged children and young people, including laptops, tablet and internet access.

26

Launched first of series of staff safety and wellbeing surveys

20

Parking Enforcement responded to the pedestrianisation of the town centre allowing **blue-badge holders to park at no charge** in any and all Pay & Display bays in Council operated car parks.



15

First **virtual planning meeting** took place as a formal function with external parties/public able to attend virtually

7

Joined up working with partners and collaborative support from colleagues across the organisation allowed us to re-open Household Waste Recycling Centres. Significant variances needed to be managed to ensure COVID security and compliance with national restrictions - these included changed hours, limits on types of waste permitted, traffic volume etc. Presently the only restriction in place is the number of vehicles on site - this is being reviewed with the contractor & Public Health.



4

Ashes appointments re-introduced on 2 days per week at Rosehill Crematorium

- Infection Prevention Control training** delivered to external partners delivering essential care in the community;
- Set up the **testing booking line** for all staff to book a PCR test when they had symptoms of coronavirus to protect the workforce, reduce transmission of the virus and ensure essential services could be delivered to communities
- COVID Community Hub Helpline** transferred to Customer Services

## MAY 2020

28

Group established to oversee the management and co-ordination of the Department of Education initiative to provide **Digital Devices for Vulnerable Children and Young People**. Between June 20 to April 21 **2689** devices have been issued

19

- Introduced **fast track induction** to ensure effective virtual induction of new essential staff;
- Personal Protective Equipment** Request for Care Homes, online



20

**Cemeteries** re-opened to the public

## JUNE 2020

- Schools opened more widely to specific year group in both primary and secondary schools;
- longer 40 minute funeral services re-introduced;
- Chapel numbers increased from 10 to 15

8

**Regulation and Enforcement** were able to start undertaking site visits again - by the end of September the majority of site visits were **taking place again**.

15

- Regulation and Enforcement** were able to start undertaking site visits again - by the end of September the majority of site visits were taking place again.
- The Civic Buildings **One Stop Shop** re-opened in line with Government guidelines for self-isolating.



16

In line with other LAs, at the outset of the pandemic Registrars temporarily suspended registering births which allowed us to focus death registration. This created a backlog of **1225 birth registrations**, but unlike many other LAs we swiftly recommenced birth registrations and proactively working through the backlog

24

Black and Blue bin collections have been maintained throughout the pandemic - with record breaking tonnages being collected. Green waste was suspended at the start of lockdown, but brought back in July.



## JULY 2020

4

Pub pints are poured, couples finally said "I do" and funeral attendance numbers rise from 15-25 as lockdown restrictions are eased across England

## SEPTEMBER 2020

A team of 14 staff were recruited to support the **public health response to COVID-19**

1



Schools fully open to all children and young people

10

Creation of full Contact Tracing Solution - Tracing of confirmed and suspected cases of COVID

## October 2020

**Self-Isolation Payment** went live, for people who had been required to self-isolate on or after the 28<sup>th</sup> September 2020.

Not before 21

Possible commencement of Stage Four of the Government Road Map

## JUNE 2021

Not before 17

Possible commencement of Stage Three of the Government Road Map



## MAY 2021

Covid secure Elections and voting support  
Adaption to the process of elections being Covid secure, including staff testing, site set up and process for voters and candidates alike

## APRIL 2021

29

in line with the gradual easing of restrictions in the new Step Regulations, **wedding ceremonies** at the Civic Office and Priory Place recommenced with limited guest numbers

4

All schools reopened fully

Doncaster's Contact Tracing Team are now responsible for contacting all Doncaster cases taking this role from the National Contact Tracing Team. Performance has improved significantly with 95% of cases contacted.

## MARCH 2021

Fly Tip clearance has continued to be delivered as a priority throughout the pandemic. In February 2021 an additional dedicated 'Fly and Litter' team was introduced, this resulted in a 152% increase in the number of Fly & Litter jobs completed in February 2021 as compared to February 2020

## FEBRUARY 2021

4

Schools closed to all except key worker and vulnerable children

1

Supported roll out of vaccinations to Social Care workforce strengthening protection for staff and residents

## JANUARY 2021

Five community testing sites and a mobile testing van have been operationalised to delivery community testing. There has been over 30,000 tests performed since the 14th December 2020 for people who live, work and visit Doncaster

## DECEMBER 2020

Set up of Covid testing centres, initially for staff and then for communities which involved recruiting, interviewing and training over 140 staff within 4 weeks;  
Weddings had to cease again due to a National lockdown

## NOVEMBER 2020

Significant and ongoing communications support to all areas of the council's and Team Doncaster response to COVID-19. This includes all of our channels - website, social media. We also established a new social media channel specifically for Doncaster - @CovidDoncaster and launched new e-newsletters weekly and as required on COVID-19 information to nearly 100,000 local email recipients. Our @MyDoncaster social media has reached over 100m people and gained international and national recognition from the public and the industry for our work and approach. The Head of Communications chairs a COVIDDoncaster weekly communications cell made up of local partners to manage and respond to the pandemic. We also support the South Yorkshire Local Resilience Forum Communications cell and work collaboratively with partners on shared communications and engagement approaches. We have continued to support local communities, schools, businesses, VCF sector and the wider community with communications material under the brand Let's Do it for Doncaster including leaflets, posters, letters, information packs, social media assets, advertising designs and placement and online animations







# FINANCE PROFILE

## APPENDIX A

Adult Health and Well-Being Revenue		Quarter 4 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Adults Health & Wellbeing Total	160.157	57.298	-3.874
✓	Adult Social Care	66.856	49.365	-3.783
✓	Communities	65.597	38.584	0.091
✓	Director Of Adult Services	1.511	-25.975	-0.047
✓	Public Health	26.193	-4.676	-0.136
✓	Director Of Improvement	0.000	0.000	0.000

Adults Health and Well-Being Capital		Quarter 4 2020/21			
		Budget	Outturn Q4	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Adult, Health & Well-Being Total	6.5	5.6	18.6	27.0
✓	Adult Social Care	4.3	2.8	18.4	26.0
✓	Communities	1.1	1.2	0.0	0.3
✓	Modernisation and Commissioning	0.3	0.0	0.2	0.0
✓	Public Health	0.8	1.6	0.0	0.7

Corporate Resources Revenue		Quarter 4 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Corporate Resources Total	117.904	24.449	-1.692
✓	Customers, Digital & Ict	73.119	8.479	-0.419
✓	Corporate Resources Director	0.360	0.016	-0.027
✓	Finance	27.593	3.081	-0.444
✓	Hr, Comms & Exec Office	5.712	4.627	-0.314
✓	Legal & Democratic Services	6.539	4.394	-0.416
✓	Policy, Insight & Change	4.581	3.852	-0.072










Corporate Resources Capital		Quarter 4 2020/21			
		Budget	Q4 Outturn	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Corporate Resources Total	27.5	4.5	39.2	54.9
⚠	Customers, Digital and ICT	3.5	1.7	0.6	4.3
✓	Finance	24.0	2.8	38.6	50.6
✓	HR, Comms & Exec Office	0.0	0.0	0.0	0.0
✓	Legal & Democratic Services	0.0	0.0	0.0	0.0

Economy & Environment Revenue		Quarter 4 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Economy & Environment Total	101.513	45.337	-1.887
✓	Economy & Development	29.638	8.245	-1.141
✓	Director Economy & Environment	0.464	0.464	-0.075
✓	Environment	69.184	35.334	-0.485
✓	Strategic Housing	2.228	1.293	-0.186

Economy & Environment Capital		Quarter 4 2020/21			
		Budget	Outturn Q4	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Economy & Environment Total	82.8	51.5	192.1	173.5
⚠	Economy & Development	37.4	24.6	93.1	46.8
✓	Strategic Housing	37.7	17.7	98.8	115.2
✓	Environment	7.7	9.2	0.2	11.5

Learning Opportunities, Skills & Culture		Quarter 4 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
⚠	Learning Opp, Skills & Culture Total	121.442	66.697	1.865
✓	Centrally Managed	7.266	0.432	-0.014
✓	Early Intervention & Localities	13.801	3.097	-0.164
✓	Educ Skills Culture & Heritage	42.661	11.041	-0.121
⚠	Childrens Services Trust	56.867	51.701	2.236
✓	Localities Working	0.846	0.426	-0.072

Learning and Opportunities; CYP Capital		Quarter 4 2020/21			
		Budget	Q4 Outturn	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Learning & Opportunities - CYP Total	18.1	6.7	11.0	25.4
✓	Centrally Managed	0.2	0.0	0.2	0.5
✓	Commissioning & Business Development	16.2	6.5	10.1	21.6
✓	Partnerships and Operational Delivery	0.8	0.2	0.0	1.7
✓	Children's Services Trust	0.9	0.0	0.7	1.6

Council Wide Budgets Revenue		Quarter 4 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Council Wide Budget Total</b>	<b>-7.342</b>	<b>-152.955</b>	<b>-0.447</b>
	Change Programme	0.000	-0.150	0.000
	Gnrl Financing/Treasury Mngmen	6.965	6.303	-0.049
	Levying Bodies/Parish Precepts	16.252	16.252	-0.009
	Other Centrally Funded	1.689	-32.250	0.069
	Revnue Costs Ex Cpital Progrmm	-21.185	0.000	0.000
	Technical Accounting	-18.218	-18.218	-0.413
	Business Rate Retention	0.000	-131.868	-0.034
	Severance Costs	7.156	6.976	-0.011

## **Treasury Management Update – Quarter 4 2020-21**

1. The outturn for Treasury Management is an underspend of £0.68m. The original budget had a planned underspend of £0.03m. 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 £0.32m.
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 £0.32m after brokerage costs.
4. As an authority we remain under borrowed by £76m which is 13% 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 therefore reduced our forecast borrowing rate from 2% to 1.5% during quarter 4 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.

## **Borrowing**

Figure 1: The following table summarises the Council's forecast Debt Portfolio as at 31<sup>st</sup> March 2021: -

<b>Doncaster Council Debt Portfolio and Maturity Profile as at 31<sup>st</sup> March 2021</b>				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	22.10	108.690
12 to 24 Months	50	0	1.17	5.732
24 Months to 5 Years	50	0	7.58	37.288
5 Years to 10 Years	75	0	2.64	12.973
10 Years to 20 Years	95	10		53.708
20 Years to 30 Years				18.325
30 Years to 40 Years			66.52	154.301
40 Years to 50 Years				100.880
50 Years and above				0.000
<b>TOTAL</b>			<b>100.00</b>	<b>491.897</b>

6. During the 2020/21 financial year, the Council had a borrowing requirement of £128.4m. £39.9m in new external borrowing to support the Capital Programme, £88.5m to replace loans maturing during the year.
7. Short-term interest rates remained low during the financial year. The Council was 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 0.26% 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 Council's 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 the counter-party limit with Lloyds Bank was breached on several occasions since October 2020. The counter-party limits form part of the Council's credit risk policy and are based on recommendations from the Council's Treasury Management advisors. The counter-party limit was exceeded following a reduction to the recommended limit for Lloyds in October 2020 which had been notified to the Council



but not acted upon. Procedures have been changed to ensure that changes to recommended limits are acted upon immediately.

**Figure 2: The following table summarises the Council's investment portfolio as at 31<sup>st</sup> March 2021.**

<b>Investment</b>	<b>£m</b>
HANDELSBANKEN	30.00
LLOYDS BANK	5.01
SANTANDER UK	20.00
<b>Total</b>	<b>55.01</b>

### **Risks**

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

## Capital Programme Block Budget Allocations Quarter 4 2020-21

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

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

St Michaels Road	Government Grant	0.020	0.020
Family Centres Refurbishments		0.036	0.036
Safeguarding – Saltersgate Junior school		0.005	0.005
Safeguarding Maple Medical		0.009	0.009
<b>Total Children &amp; Young People</b>		<b>0.070</b>	<b>0.070</b>

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

### **2020/2021 Quarter 4**

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

The following virements are proposed for approval: -

	<b>Reason</b>	<b>Directorate</b>	<b>£</b>
1	Transfer of balance of ear-marked reserves no longer required to the feasibility ear-marked reserve: -		
	Improved Better Care Fund	EMR	-477,200
	Insurance Fund	EMR	-20,500
	Policy, Insight and Change	EMR	-50,000
	Warmsworth Library Frontage	EMR	-3,940
	Stirling Centre Refurbishment	EMR	-6,140
	Revenue Contribution to the Capital Programme (pre-work/development costs)	EMR	557,780

## Carry Forwards 2020/21

The following requests for carry forward have been approved by the Section 151 Officer: -

Service / Description	Amount £'000	Comments
<b>Adults, Health &amp; Wellbeing</b>		
Realigned GF	1,099	Various services involved in COVID across the council, maximisation of COMF grant will release £1.1m GF to be added to COVID reserve.
Practice Development	23	CPR waiver done to engage SCIE (Social Care Institute for Excellence) in supporting practice development. This has started in 20/21 but will extend into 21/22. Waiver committed to meet cost from AHWB u/s (£46k less £18k in this year).
DIPS implementation	97	General underspends within AHWB were identified to be used to fund additional staffing requirement identified to resource successful implementation of new DIPS system in AHWB. This went live in March and the need for additional resource identified is still applicable.
Public Health COVID Grant	2,234	S31 Grant (un-ringfenced) - Full grant to carry forward as maximised COMF grant Work needed to understand commitment for 21/22
Public Health COVID Grant	4,742	S31 Grant (un-ringfenced) - Underspend as some elements slipped, some work is planned for 21/22. Monthly returns have been submitted to show commitments, grant can be rolled forward to fund commitments in 21/22
Public Health COVID Grant	317	S31 Grant (un-ringfenced) - expectation that funding is used to deliver the agreed objectives of the Community Champions, monthly updates required.
Syrian Resettlement Grant. Communities	10	Home Office allocate funding in exchange for housing Syrian refugees and providing integration services as part of the Syrian Resettlement Programme. Additional underspend relates to 20/21 due to ESOL element (English speakers for other languages) unable to deliver any classes due to COVID, it is anticipated that this will be spent in 21/22. Leeds City Council agreed to receive the grant and are the accounting body on behalf of itself and DMBC. Ref Earmarked Reserve 2017-15.
S256 -Diamond/Solar centre	675	£342k section 256 monies from Doncaster CCG received late in 2020/21 to be carried forward for committed spend in 2021/22. £332k DMBC funding for 20/21 also to be included in the same reserve as joint funding the 21/22 spend.  The Local Authority are leading the review of the service, which is utilised by both social care and CHC funded patients, and the CCG is contributing funding towards the review and also so that the service can remain open and functioning during the review and providing a much needed service for patients.
S256 -Bentley GP site development	400	Section 256 monies from Doncaster CCG received late in 2020/21 to be carried forward for committed spend in 2021/22.
S256 -Health Inequalities/Winter Pressures/Covid impact on social care	575	Section 256 monies from Doncaster CCG received late in 2020/21 to be carried forward for committed spend in 2021/22.
S256 -Place plan transformation	904	Section 256 monies from Doncaster CCG received late in 2020/21 to be carried forward for committed spend in 2021/22.
S256 -Multi Agency Assessment Partnership posts	85	Section 256 monies from Doncaster CCG received late in 2020/21 to be carried forward for committed spend in 2021/22.
LD complex case funding	128	Section 256 monies from Doncaster CCG received late in 2020/21 to be carried forward for committed spend in 2021/22.

Complex Lives Rough Sleepers Initiative	97	Unringfenced grant, expectation to deliver outcomes within the funding
Complex Lives Flexible Homelessness Support Grant	22	Underspends within complex lives - required for 21/22 commitments as per recent BCF bid and ongoing shortfall of grant allocation against plan
Adwick SEC Capital Project	250	This was an agreed Revenue Contribution to Capital during the budget setting process for 20/21. The scheme has slipped and will now incur expenditure in 2021/22 therefore the unused financing is still required
Domestic Violence	50	£50k awarded to get ready for the new domestic violence bill, this was not spent and cabinet approval to carry forward into 21/22 to add to the £732k that was awarded for 21/22 new burdens monies.
<b>Adults, Health &amp; Wellbeing Total</b>	<b>11,708</b>	
<b>Economy and Environment</b>		
Imported Foods	105	Grant received from DEFRA to support Port Health function during Brexit Transition
One Public Estate	360	Grant received from government in March 20/21 to fund masterplanning for Doncaster Council, RMBC and BMBC
Business Doncaster	637	Revenue resources approved to fund Transforming Cities capital scheme to be swapped for capital resources in future years and the revenue budget will now be carried forward to fund Economic Recovery Grants in 21/22.
Planning	28	Unused balance of additional 20% increase to development management fees to be ringfenced for future use by Planning to facilitate the planning application process (originally approved 18/19).
Lakeside Commuted sum	300	Provided when plot of land sold recently. This is in lieu of service charges over future years for maintenance of communal areas around the lake. A revenue budget is already in place funded by service charges. Could be used for capital work which would otherwise be subject to capital bid and prioritisation through the capital programme.
Colonnades Tenants Repairs Fund	4	Money collected from tenants for future repairs.
Colonnades Offices Repairs fund	11	Money collected from tenants for future repairs.
South Yorkshire Motor Trade Partnership	10	Money collected from motor traders for Membership of scheme. All monies are the joint property of all South Yorkshire authorities, and cannot be used for any other purpose than support of the scheme.
Civic Office Major Repairs and Maintenance Sinking Fund	173	Annual contribution from the Council's revenue budget to the reserve. The reserve is to be used for replacing major items in the Civic Office. A planned maintenance programme has been drawn up and includes, for example electrical installations.
Sustainable Drainage Systems	92	Payments from developers to cover the repairs and maintenance of drainage systems to be drawn down as required.
<b>Economy &amp; Environment Total</b>	<b>1,720</b>	
<b>Learning, Opportunities, Skills &amp; Culture</b>		
Music Service	134	Carry forward of unused insurance monies for the purchase of new musical instruments and equipment that were damaged as part of the Nov 19 floods. ODR has been approved. Spend is still awaiting finalising procurement.
COVID Grant - Clinically Extremely Vulnerable (CEV) people	974	Carry forward based on Jan monies received and accrued values for Feb and March (which is currently an estimated figure only) plus the balance of November monies where there are plans to spend the grant over twelve months.

COVID grant- Early Intervention & Localities	44	Wellbeing for Education grant not spent at year end. ODR approved for payment to be made to Doncaster Children's Services Trust for Counselling Service capacity to meet demand, through additional resource of counselling posts in 2021-22.
Social Mobility Opportunity Area	347	To increase the existing Earmarked Reserve from DfE Grant to promote activity in the Opportunity Area that will improve the Social Mobility outcomes for children and young people. Balance to transfer to EMR as at 31st March 2021 (Estimate - amount to be updated)
Stronger Families	266	To increase the existing Earmarked Reserve for the Stronger Families Grant to sustain the extended programme and to continue elements after the Stronger Families grant funding ends. Balance to transfer to EMR as at 31st March 2021(Estimate - amount to be updated) Original amount included £74k which had already been actioned earlier in the year.
SENDIAS	15	To increase the existing Earmarked Reserve for the SENDIAS Grant from the National Children's Bureaux. Funding expected to fund a member of staff in 2021-22. Balance to transfer as at 31st March 2021 (Estimate - amount to be updated)
Mental Health Trailblazer	912	Section 256 monies from Doncaster CCG received late in 2020/21 to be carried forward for committed spend in 2021/22.
Future Place Strategy - Children With Disabilities	600	Revenue contribution towards the future placements capital scheme as approved as part of the 2020-21 budget setting process to fund the purchase of 2 x children with disabilities homes. Delays during 2020-21 has meant that this scheme has not materialised therefore carried forward is requested for spend in 2021-22.
One Adoption/Barnados	14	Yorkshire and the Humber Regional Adoption and Special Guardians Leadership Board (RASGLB) agreed that the all funds relating to the One Adoption Hub would be sent to Doncaster following the termination of the service. The funds have been paid for by the 15 local authorities and voluntary agencies who were members of the Hub, but the members have requested that Doncaster will hold the funds and the RASGLB will determine how they will be used in the future.
<b>LOSC Total</b>	<b>3,306</b>	
<b>Corporate Resources</b>		
Customers, Digital and ICT	170	Grant for Digital Recovery & Renewal - Service has been unable to proceed this year due to COVID.
COVID-19 Track & Trace Support Payment	305	There are 3 components to this grant scheme: Main (ringfenced); Discretionary (unringfenced); and Admin (unringfenced). Any unspent Main component will be clawed back by Gov't. The ringfenced Main component and £239k of the grant received now relating to the month of April will be treated as a Receipt in Advance accrual, therefore this carry forward request solely relates to the Discretionary (unringfenced); and Admin (unringfenced) component of the grant.
Ports and borders funding	86	This funding is to support the business continuity in the eventuality of disruption arising from changes at our ports and borders. Proposals are being worked up with the Chamber to support businesses and provide free training for businesses outside the UK.
Fleet contribution to Electric Vehicles capital	410	Underspend of revenue contribution to capital for electric vehicles in Fleet replacement programme due to Covid delays. £350k was provided in 20/21 capital budget and an additional £60k was set aside from Fleet budget during the year.
<b>Corporate Resources total</b>	<b>971</b>	

<b>Council Wide</b>		
COVID-19 Business Grants - Discretionary Grant Pot from SCR	529	Doncaster specific schemes to support local businesses through grants - SCR have paid the full £844k discretionary allocation and so the unspent element is required to be carried forward to be spent in 2021/22.
Business Rates Retention	20,000	S31 business rates grants have to be accounted for in the year to which they relate - 20/21. The largest element is the expanded retail discount scheme. The expansion of this scheme created a deficit in the Collection Fund for 20/21 that by statute isn't accounted for until 21/22. The budget report approved carrying forward these grants from 20/21 to offset the recovery of the Collection Fund deficit in 21/22. **The value is an estimate. **
COVID Sales, fees and charges and Council Tax & Business Rates compensation	6,393	Grants to be added to the balance of COVID19 emergency funding.
<b>Council Wide total</b>	<b>26,922</b>	
<b>Housing Revenue Account</b>	201	St Leger Homes of Doncaster management fee underspend to be used in 2021/22 to improve its compliance reporting and for additional arboriculture work.
<b>Overall Total</b>	<b>44,828</b>	

## COVID-19 Funding 2020/21

Ref	COVID related funding stream	Description	2020/21 Expenditure £'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	13,667
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%	3,393
G3	Hardship Fund	<ul style="list-style-type: none"> <li>o Allocation from the £500m hardship fund</li> <li>o Used to provide additional relief for the Local Council Tax Support scheme.</li> </ul>	3,000
G4	Tax Income Guarantee Scheme	Compensation for 75% of COVID-19 related Council Tax and Business Rates losses.	3,105
BR1	Business grants	<ul style="list-style-type: none"> <li>o Initial allocation £64.4m to fund business support grants – grant reconciled and balance repaid</li> <li>o Government announced that 5% of the funding could be used for a “discretionary scheme”.</li> </ul>	57,892
BR2	Business rates reliefs	<ul style="list-style-type: none"> <li>o Additional rates reliefs are available for retail premises and nurseries. This reduces income to the Council but is fully funded by government.</li> </ul>	40,600
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 (e.g. pubs, betting shops etc.). Including backdated cash grants for specific businesses identified in hospitality, leisure and accommodation sectors.	1,186
BR4	South Yorkshire Financial Support Package - Additional Restrictions Grant	Sheffield City Region has been allocated £30m to help the region's 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.	5,124
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.	715
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>o Properties rateable value of £15,000 or under, grants to be £1,334 per 4 weeks</li> <li>o Properties rateable value of over £15,000 and below £51,000, grants £2,000 per 4 weeks</li> <li>o Properties rateable value of £51,000 or over grants to be £3,000 per 4 weeks.</li> </ul>	3,062
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.	164
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	18,839



Ref	COVID related funding stream	Description	2020/21 Expenditure £'000
		businesses through to the Spring	
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	314
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 received £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 allocated for Doncaster</li> </ul>	40
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	0
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>	315
S5	Emergency Assistance Grant for Food and Essential Supplies	£63m of funding to be provided by DEFRA to help local authorities to continue to support those struggling to afford food and other essentials.	446
S6	Rough sleepers / Next Steps	<ul style="list-style-type: none"> <li>£3.2m announced in March to help get rough sleepers off the streets. Doncaster was paid £18k</li> <li>Further £105m announced in June to keep rough sleepers off the streets (short-term element of Next Steps Accommodation programme).</li> </ul>	309
S7	Schools Catch Up premium	£1 billion of funding to support children and young people to catch up	477
S8	Local Authority Compliance and Enforcement Grant (COVID marshals)	<ul style="list-style-type: none"> <li>£60m announced to be split between Local Authorities and the Police</li> <li>Surge funding announced £195k for Doncaster.</li> </ul>	195
S9	Self-Isolation Payment Scheme	£500 to be paid to those with a Track & Trace number only and on an in-work benefit or suffering financial hardship.	621
S10	Contain Outbreak Management Fund	<ul style="list-style-type: none"> <li>£2.5m initially received (based on £8 per head of population)</li> <li>Additional £5.5m 2nd round at £4 per head of population + additional £0.36m in final payment in March</li> <li>To be used to fund activities to reduce the spread of COVID-19 – testing hard to reach groups, enforcement, supporting vulnerable people etc.</li> </ul>	3,634
S11	Clinically Extremely Vulnerable individuals	<ul style="list-style-type: none"> <li>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.</li> </ul>	73

Ref	COVID related funding stream	Description	2020/21 Expenditure £'000
S12	COVID Winter Grant Scheme	<p>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.</p> <p>o The value of payments for help with non-food expenses will be restricted, criteria:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul> <p>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.</p> <p>Further £418k allocated to Doncaster to extend the scheme to April 2021.</p>	1,226
S13	Community Champions funding	<p>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.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>	0
S14	Community testing	<p>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.</p> <p>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.</p>	566
S15	Adult Social Care Rapid Testing Funding	<p>£149m nationally of which Doncaster allocated £767,461</p> <p>80% of this is to be given to care homes.</p>	685
S16	Social Care Workforce Capacity Fund	<p>£129m nationally of which Doncaster allocated £754,940</p> <p>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).</p>	755

Ref	COVID related funding stream	Description	2020/21 Expenditure £'000
S17	Wellbeing for Education Return (grant from DHSC)	Wellbeing for Education Return (unringfenced grant from DHSC) seeks to better equip schools and colleges to promote children and young people's wellbeing, resilience, and recovery in response to COVID19. As well as strengthening and building wellbeing and resilience, this aims to prevent the onset of mental health problems and ensure those with pre-existing or emerging difficulties access the right support. There are two elements to the project: 1. a new national training package providing guidance and resources for education staff on responding to the impact of COVID19 on the wellbeing of their students and pupils. 2. funding to local authorities to help put local experts in place to work with partners to adapt this training, deliver it to nominated staff in education settings, and provide ongoing advice and support until March 2021.	0
	<b>Total</b>		<b>166,462</b>

Note – any unspent balances at year-end will be carried forward into 2021/22 and are included in the list of carry forwards detailed in this report.



# STRATEGIC RISK PROFILE

## 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.

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


**Current Profile**

25

**Target Profile**

20

**Trend**


### Current Position:

Covid response continues in line with the Governments Roadmap- TCG meetings are now taking place fortnightly and are in sync with LRF meetings. Threats and Risks are being reviewed constantly to ensure the document is relevant and reflects cell positions.

EU transition work is ongoing in the background with monthly strategic meetings chaired by Debbie Hogg and as a service, E&E is managing work pressures at the airport.

Flood risk has now eased given the season and preparations/lessons learned from the last incident are ongoing.

### Mitigating actions:

Outlined above.

## There needs to be a broad range of service delivery which supports people in the community and in other settings (depending on their needs), without which makes it more difficult for people to live healthy, independent lives


**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 Public Health & Strategic Commissioning and Adults, Health and Wellbeing directorates on a number of programmes of work, supporting people in the community and in other settings, with regular reviewing/monitoring of the impact any programmes or projects work have on service delivery. This will be monitored and updated regularly as Covid-19 restrictions are lifted and there is a greater focus on future ways of working.

## 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**


New threshold workshop for early help and new locality way of working progressing

**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**

Need to attract a diverse range of inward investors and new opportunities in growth companies who are offering jobs at all levels. Communication of such opportunities needs to reach all residents in Doncaster with targeted recruitment in deprived areas and areas of high unemployment. Education and training availability needs to be closely aligned to future employment.

**Communities**

Through the localities model a range of localised data and insight has been collated and Team Doncaster partners are identifying local priorities and focus for multi-agency action. 3 areas of high risk have already been identified and local solutions groups (Bronze plus) have been established to develop specific plans in these localities. This should help to address any widening gaps in these areas and progress bespoke actions to address local issues. Community strength and asset mapping has been finalised in top 20 areas of deprivation and work commenced with communities to build and strengthen these. Local community explorers and connectors, drawn from the local community have been recruited to 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 is being monitored and plans established to minimise impact on the most vulnerable. 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**

**Current Position:** COVID continues to expose the underlying inequalities (poverty, poor housing, etc) as Doncaster has seen higher rates of deaths than many other areas with high rates of deaths 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. As 'Furlough' comes to an end there is a likelihood for increased unemployment and financial hardship. As recovery continues the Borough strategy approach needs to address this.

**Key mitigation** – work towards zero/low covid; utilise community development approaches to support households; promote grants to support isolation; updating COVID vaccination approach to focus on inequalities – those population most adversely impacted; renewal board escalating work on poverty; developing the Borough strategy in a way that ensures no one is left behind.

**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.
- Renewal Board Priorities agreed
- Borough Strategy Development
- Team Doncaster Health check Session April 21

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



**Current Profile**

12

**Target Profile**

12

**Trend**



This risk has been reduced as schools have opened fully from March 8 2021 and the general rate of infections drop as the effects of vaccinations and social distancing take effect. This should result in a settled period of schooling for all our children and young people. This risk assessment will be reviewed again at the end of quarter 1 and may have to be increased if there is more disruption to education caused by local outbreaks.

**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**



Risk Unchanged. Politicians and officers continue their ongoing dialogue with SCR colleagues to ensure the best outcomes for our residents and a growing collaborations emerging around key areas of work e.g. gainshare and Community Renewal Fund that increase the connections and maximise the benefit for Doncaster. SCR have commissioned PWC to review the end to end processes to establish where improvements can be made to the internal decision making process and support improved collaboration.

**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:** Workforce number and sickness figures have remained relatively stable and all service areas are covered. Overall sickness absence has reduced and therefore the likely pressure on directorates if required to support activity across other directorates has not materialised. Although the resilience, health and wellbeing of staff continues to be monitored.

**Mitigating Actions:**

- Agency and temporary staff are employed to support gaps in the workforce and deliver organisational objectives.
- Wellbeing service in place to support workforce during challenging times with enhanced resources particularly mental health support
- Continued review of staffing absence and relevant support measures in place
- Regular supervision, team meetings and communications provide support and build resilience through quick identification of emerging issues
- Continued review of high priority tasks

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



**Current Profile**

10

**Target Profile**

5

**Trend**



**Current Position:** No change to the Risk level, however, some change to mitigating actions.

This risk continues to be stable, with continued vigilance implemented to ensure stability. Officers continue to ensure this by considering the ongoing impact of the Covid-19 pandemic, particularly in relation to people feeling and/or being isolated.

#### 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
- Imminent review of the ways of working and 'model' to be used for Doncaster, supported by PIC

#### 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**



#### Mitigating actions

Favourable outturn position providing opportunities to invest in mayoral priorities and front line services.

Continue to monitor budgets closely and report on additional resources monthly to MHCLG

Decision making holding strong despite short funding timescales

Monthly reporting continuing.

Quarterly Finance and Performance reports to Cabinet and considered by OSMC

#### 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 continue to support 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 will be contacting People Managers to ensure that any H&S Training that has lapsed is refreshed. People Managers are also being requested to undertake a training needs assessment of their teams to ensure any potential H&S training gaps are addressed. Where possible essential H&S training is being delivered via MS Teams. Other essential H&S training, including refresher for priority/essential services is sourced and delivered under covid-secure risk assessments face to face or via MS Teams; as per service business continuity plans.

Doncaster council's H&S Manager and Fire Safety Advisor continue to attend the SLH Building Safety Group, supporting and advising St Leger Homes (SLH) where required on Fire Safety or other Building Safety Compliance issues. 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	8.25	8.50	↑	🟢
PDR Completion - % of workforce with a PDR recorded	62%	95%	↓	🔴
Whole Authority Internal Audit High Risk Level Recommendations	0	4	↓	🔴
Whole Authority Internal Audit lower Risk Level Recommendations	15	61	↑	🔴
% of Large Transactions (over £25k) that are under contract	100%	100%	—	🟢
% of Freedom of Information Requests responded to within timescale	96%	95%	↓	🟢