



City of Doncaster Council

Report

Date: 30th March 2023

To the Chair and Members of the Overview & Scrutiny Management Committee 2022-23 Quarter 3 Finance and Performance Improvement Report

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

EXECUTIVE SUMMARY

1. As we end quarter 3 and move into quarter 4 two main issues dominate the here and now horizon; the 'Cost of living' and the crisis in the NHS. Although these are not necessarily new the scale and intensity of these two issues have increased and are significant.
2. Although employment levels are fairly stable and wages have increased in Doncaster, the inflationary pressures on energy, goods and food mean for residents and businesses the costs are increasing faster than income. This means many residents have to make choices on things we might usually take for granted. This has led to more people presenting with need to services and this is likely to continue throughout the remaining winter months. This situation for businesses will be similar with tough choices to make when faced with higher energy bills and a contraction in consumer spending.
3. The Council is not immune from these inflationary pressures and there are some real challenges for the Council in regard to savings required. At quarter 3, a £7.8m overspend is forecast for 2022/23, full details on the main variances are provided in paragraphs 119 to 144. Tough choices and a pragmatic realism continue to be needed to prioritise what we focus our attention on and how we make savings whilst still striving for better for our borough. Although actions will continue to be undertaken to reduce the overspend position, this report recommends that earmarked reserves are used to fund the remaining overspend. The new Budget and Corporate Plan for 2023/24 will be presented to Council for agreement on 27th February, 2023.
4. Pressure on the Health and Care system is significant with longer waiting times for emergency and/or primary care, all of which has been well documented in the national media. The council continues to work with NHS colleagues to support people to leave hospital appropriately and safely but this is difficult due to high demand and the ability to retain, recruit and keep staff well over the winter period.

5. We continue to explore all options to retain a functioning airport in Doncaster including working with parties interested in purchasing DSA. Doncaster Council will consider all measures available to it including legal avenues. We are working with a range of stakeholders exploring ways to re-open the airport and in parallel actively pursuing a Compulsory Purchase Order for the airport area. In addition, we are developing a refresh of our Doncaster Delivering Together Investment Plan that will bring together the investment priorities and options over the coming year, as well as moving forward with delivery of key projects in our capital programme.
6. As we approach the next quarter some of these issues will become even more acute, as bills come in after Christmas, the demand on the health and care system remains significant for a prolonged period. However, in spite of the difficulties performance on key services has been maintained and in some cases improved. We will continue to work in partnership to ensure the collective effort of 'Team Doncaster' is used to support as many people as possible.

EXEMPT REPORT

7. This report is not exempt

RECOMMENDATIONS

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

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

9. The Outcome Framework highlights progress against Doncaster Delivering Together.

	Current Value	Ambition Target	National Average	Direction of Travel	Date
Greener & Cleaner					
Carbon Emissions per capita (tonnes)	5.5		4.6	↑	2020
Air pollution: fine particulate matter	6.2		6.9	↓	2021
Recycling rate for Household Domestic Waste	43.4%		42.3%	↓	2020/21
Fair & Inclusive					
Proportion of ('Lower Super Output') areas in England's most deprived 10%	23.7%		10%	↓	2019
% households living in fuel poverty	18.8%		13.2%	↓	2020
Children in Low-Income Families (%)	26.1%		18.5%	↓	2020/21
Skilled & Creative					
Key Stage 2 – ages 7-11 (Years 3-6)	55.0%		59.0%	↓	2021/22
% of 19 years old that achieve a level 3 qualification	46.2%		59.8%	↑	2020/21
Proportion of adults with no qualifications	4.6%		3.9%	↑	2021
% of people who are qualified to level 3 or above (16-64)	52.7%		61.3%	↑	2021
Prosperous & Connected					
Total Enterprises per 1,000 population	32		43	↑	2022
GVA per hour	£28.40		£37.70	↑	2020
% Employment rate	74.6%		75.6%	↑	Oct 21 - Sep22
% Claimants of Universal Credit	4.4%		3.7%	↓	Dec 2022
Average weekly (residential) wages	£594		£642	↑	2022
Net homes provided per 1,000 population	3.9		4.1	↑	2021/22
Healthy & Compassionate					
Life satisfaction rating (out of 10)	7.43		7.54	↑	2021/22
Healthy Life Expectancy at birth (years) for Males	57.4		63.1	↓	2018 - 20
Healthy Life Expectancy at birth (years) for Females	56.1		63.9	↓	2018 - 20
The proportion of people who use adult social care services who have control over their daily life	74.9%		77.3%	↓	2019/20
Children in need per 10,000	337.0		334.4	↓	2021/22
Safe & Resilient					
Overall Doncaster crime per 1,000 population	119.2		85.0	↓	2021



TACKLING CLIMATE CHANGE

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(E&E) Area (m2) of Local Authority Land Allowed to Naturalise / Wild Flower	1,613,243	1,613,243	1,500,000		
(E&E) Successful household waste and recycling collections	99.9%	99.94%	100%		
(E&E) Number of homes retrofitted to improve energy efficiency	103	78	150		
(E&E) Number of grants for energy audits given for businesses	67	41	-		
(E&E) CO2 and NO2 reductions from use of fleet zero emission vehicles	18,672.37	-	-		
(E&E) Pro-active tree inspections completed within timescales.	-	-	-	-	-

What is going well

10. We are nearing the end of the second year of a five-year naturalisation trail, brought about following the declaration of a climate change emergency in 2019. In 2022/23, we have 126 sites with areas successfully set aside for naturalisation, totalling 1,613,243 square metres, which is an increase of 75,462 square metres from the previous year. This includes 41 wildflower sites, areas sown with a variety of seed mixtures in the springtime and cut and removed during autumn. Signs promoting the naturalisation project have been installed at all sites to inform members of the public as to why some grass areas are being left longer and maintained in a different way to encourage a wider diversity of plant and insects.
11. We continue to sustain a very high standard in relation to the successful collections of household waste and recycling, maintaining a figure close to 100% for this performance indicator (99.94%). The figure has been consistently high since the start of the contract in 2018, and has resulted in a reduction in the number of customer complaints.
12. We have seen an improvement this quarter in the CO2 and NO2 reductions from the use of our zero-emission fleet vehicles. CO2 reductions from 39 electric vehicles was 12,866kg and NO2 reductions was 5,805g. (Please note, the CO2 reductions are measured in kilograms and the NO2 in grams).
13. During this quarter, £330,000 has been made available for small to medium sized enterprises (SME's) to access Low Carbon Grants, to improve their business premises and/or processes. 118 grants have been approved for a variety of uses including replacement controls for automation and electric vehicles charging.

14. In the capital programme, schools have been allocated an additional £423k funding for energy efficiency measures.

What needs further improvement

15. Although we are not undertaking proactive tree inspections, due to this being a process done through the legacy system. The procurement of a new system has been completed and we are working with the new provider on implementation of the system and to import existing data. Once system set-up is completed we will be able to provide data again. However, work is continuing to undertake reactive inspections of tree stock (customer enquiries), which is currently captured through another data management system.

16. We are unlikely to achieve the 100,000 target for tree planting this season through the Council's planting programme. The Queens Green Canopy (QGC) way of running the programme this season has been very complex and time consuming, and has taken away much of our control on numbers as schools can drop out where they feel they need to. However, we are looking to maximise opportunities wherever possible, such as liaising with private landowners and identifying key businesses to talk to, working with Business Doncaster.

17. Once the system is up and running both of these processes will be done through the new system. It is also the intention to catch up on overdue proactive inspections before continuing with the next scheduled inspections.

18. The original target of 600 homes retrofitted to improve energy efficiency was based on some existing schemes performing to their expected level and a new national grant (ECO4) commencing; however, the transition between grants has been slower than expected due to government delays and contractor performance, resulting in fewer homes being assisted in this period. It is anticipated that between 450 and 600 homes will have been supported by the end of quarter 4, subject to contractor performance.



DEVELOPING THE SKILLS TO THRIVE IN LIFE & WORK

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(CYP&F) % of Children With First Choice School Placement in Secondary	-	88% Annual Figure (2022-23)	81%	✓	↑
(CYP&F) % of Children With First Choice School Placement in Reception	-	96.4% Annual Figure (2022-23)	92%	✓	↓
(CYP&F) The number of children in Elective Home Education	691	550	700	✓	↑

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(AH&W) Number of Refugees (both asylum and resettlement) supported into ESOL and/or Employment	53	30	20		
(CYP&F) % of 16/17 year olds not meeting the duty to participate	6.7%	5%	8%		
(CYP&F) The number of Children Missing in Education	253	116	195		
(CYP&F) Special Educational Needs Team - Education, Health and Care Plans Issued Within 20 Weeks EXCLUDING Exception Cases	23.28%	16.00%	100.00%		
(CYP&F) Secondary schools persistent absent rate (10% Absenteeism)	31.6%	31.1%	26.7%		

What is going well

19. When Unaccompanied Asylum-Seeking Young People arrive in Doncaster the Virtual School ensures they have an education offer as soon as possible. Virtual School officers communicate with social care to make sure we know about all placements and we allocate first language speakers wherever possible. Wherever possible we secure school places, working closely with the admissions service within our mainstream schools. For young people in Year 11 or post-16 we provide tuition (in their first language where possible) we respond rapidly by immediately providing own Language Support Team tutors following their entry in care. We offer all Unaccompanied Asylum-Seeking Young People an accredited course of EALiP (English as an additional Language Intensive Programme) to give them the best start. We ensure they gain access to English for Speakers of Other Languages courses (ESOL) by allocating them a tutor who speaks their home language to provide tuition and support them to complete college applications and enrolment.
20. Based on learner voice, 1:1 English as an Additional Language tuition has continued where needed alongside college ESOL timetables to accelerate language development, increase ESOL examination attainment and provide transition support into Further Education organisations with familiar key adults.
21. Based on current levels of demand on services and the absence of ESOL places in colleges, Virtual school is introducing group face-to-face sessions (less than 6 learners) in community spaces to compliment tuition and offer wider social and integration benefits.
22. Elective Home Education (EHE) referrals have decreased this quarter. There are 550 children being electively home educated. Officers within the Attendance and Pupil Welfare Service continue to work closely with schools to identify young people who are likely to become EHE prior to the decision being made. This has

led to a decrease in the number of children EHE this quarter. 13 young people have returned to mainstream education, some via Big Picture learning.

23. This quarter the number of children missing in education reduced to 116. This is due to Education Welfare Officers having dedicated time to fully investigate the location of the family via benefits checks, other local authority checks, NHS and Police where needed.
24. The Participation & Transition Service continues to carry out robust destination tracking and monitoring of the Y12/Y13 cohort in Doncaster in line with statutory requirements. The cohort has increased by 451 additional young people (16-18) since November 2020 (7,191 November 2022). Doncaster's average of 16/17 year olds not meeting the duty to participate in education, employment or training (NEET) is 5% for quarter 3. Comparison figures for Yorkshire & Humber and the national average are not yet released, although Doncaster is performing strongly against our target of 8%.
25. Work continues on the Education and Skills 2030 programme and in this quarter we have drafted a high level strategic action plan, which aligns activity to four broad thematic areas to ensure activity is not done in isolation within age-stages. By the end of March we will have identified operational leads and working groups for each of the projects. We have set out a contract and specification to work with Rethinking Assessment to develop learner profiles that will showcase the full remit of learner skills and abilities; as well as a formalised agreement to work with Remake Learning in Pittsburgh. The first event is planned for the end of May 2023. This will make us the first place in the UK to roll out the initiative. We have attended a series of workshops run by the Mayoral Combined Authority to influence the developing regional Skills Strategy and ensure this aligns with our local priorities.

What needs further improvement

26. Persistent absence in secondary schools has risen significantly, both locally and nationally, as a result of Covid. Our ranking remains the same as last term on 129 out of 151. This quarter we have delivered governor training regarding attendance guidelines specifically regarding the new DFE guidance. In addition to the Education welfare officer work within school, the Inclusion team have been closely monitoring part time timetables and have offered Academy Trust level challenge as appropriate, mainly in secondary schools. There is a specific focus on improving attendance in school at all key stages. A new Attendance Panel has been set up consisting of senior leaders from primary and secondary schools, Public Health, and the Council. The attendance panel will be focussing on reducing persistent absence and improving overall attendance rates and will be overseen by the Education and Skills Portfolio Board.
27. The performance in relation to the timeliness of Education, Health and Care Plans for children with Special Educational Needs in quarter 3 has fallen to 16% and this represents 12 out of 75 (excluding exceptions). Compared to quarter 3 last year was 49.18% (30 out of 61). There has been a 50% increase in demand in

the number of plans due to be finalised in quarter 3 2022-23 and we have seen a year on year increase in the number of requests for assessment. There are a number of reasons why the performance has fallen and this includes long term sickness absence of team members. We have recruited two new officers in this quarter who have been undergoing training. Completion of plans is impacted by complexity of cases, multi-agency response times, and working with families and mainstream schools to remain in the current setting. We have reviewed this process and November figures showed an improvement of completion rate at 46%, this was due to additional panel places, quicker turnaround of paperwork from external and internal stakeholders. We now also hold a weekly EHCP panel led by the Assistant Director. We expect the impact of these appointments to show in the next quarter figures.



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

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(CR) % of Local Authority Spend With Doncaster Companies/ Suppliers	71	70	70	✓	↓
(CR) Percentage of Non-domestic Rates Collected	98.24%	98.50%	97.00%	✓	↑
(E&E) Increase in city centre footfall figures through the economic recovery plan work	3,744,094	3,663,488	3,600,000	✓	↑
(E&E) Processing of Planning Applications: Major Applications	86.67%	88.89%	94.00%	⚠	↓
(AH&W) Number of People With a Learning Disability Helped into Work	4.59%	4.51%	5.1%	✗	↓
(E&E) Overall new inward investment gained into Doncaster with the support of Business Doncaster	£3.5m	£16.8m	£30m	✗	↓
(E&E) Overall Investment Gained (into and within Doncaster)	£17.27m	£21.58m	£35m	✗	↓
(E&E) No. of new jobs FTE equivalent jobs created in the borough with a salary level of over £31k per year through Business Doncaster inward investment, property and key account activity (average salary from ONS)	44	45	80	✗	↓

What is going well

28. There were 45 new jobs created over £31k salary per annum in quarter 3, facilitated by Business Doncaster. This is below the target of 80 for the quarter, but sees an improvement on the previous quarter. The ambition is to reach the annual target of 180 by the end of 2022/23. These newly created jobs are spread over a number of key employment areas, including the manufacturing sector, creative Industries, business services, logistics, leisure, retail and construction.

29. A shop facades scheme for the Markets Area, developed using 'Levelling Up Fund' (LUF) money, was launched in December 2022. The aim of this work is to invest in how the shops look to attract more business. Currently, this has received 4 applications so far, with a further 15 tenants potentially interested in taking up the scheme.
30. In quarter 3, the figure for the processing of planning applications (Major Applications) was in excess of the national target of 60% with our performance at 88.89%. This has a large reliance on successfully negotiating extension of times (EOT) with the applicant. The need to agree an EOT on major applications is not unusual, as these are complex in nature and commonly require on-going negotiations, Section 106 agreements and committee approvals in order to seek a positive resolution for proposals. Quarter 3 is below the 94% internal stretch target. This is largely due to high levels of staff absence and increased workload pressures. However, this is an increase of 2.22% since quarter 2.
31. In the first three quarters of the year 76.27% of the total debit has been collected. This compares with 70.68% for the same time last year, and 74.99% for the same period in 2019/20, which was pre-pandemic. Because of the significant changes made in terms of emergency reliefs awarded during the Covid pandemic, we are comparing collection figures to the 19/20 year as things are now much more like the business climate before Covid. Despite a backlog of work that has accrued from focussing on other work collection remains on track and it is hoped that this improved collection will continue for the remainder of the year.

What needs further improvement

32. At the end of quarter 3, investment into Doncaster was at £90.15 million, with £49.7 million of new inward investment facilitated by Business Doncaster, which is just below the target for this period. Main investment during the quarter was from two new inward investors, Lontra at Gateway East and Europool Logistics at the IPort, Bridon Beckaert at Balby and Davis Hughes, a city centre property developer. The pipeline of new investment enquiries remains strong and with a number of speculative industrial units nearing completion, which means the annual target should be met at the end of quarter 4.
33. This quarter saw a slight reduction in the number of people with a Learning Disability helped into work who are in receipt of paid employment. At 4.51% we remain marginally behind the regional 5.1% average and 6% national rate. The Local Supported Employment Initiative has been funded and recruitment into the LSE work coach post is underway. Creating and sustaining more employment opportunities for autistic people, people with a learning disability and people in contact with secondary mental health services is a 2023 priority for Adult Social Care within "Your Care and Support", agreed by Council Cabinet on 18th January 2023.



BUILDING OPPORTUNITIES FOR HEALTHIER, HAPPIER & LONGER LIVES FOR ALL

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (18-64 Only)	8.64	11.34	14.09		
(AH&W) Percentage of Adult Social Care provision rated as Good or Outstanding by the Care Quality Commission	78.62%	74.5%	75%		
(PH) Sexual Health Service: Percentage of contraception that is LARC (Long Acting Reversible Contraceptives)	38%	-	18%		
(PH) Health Visiting: percentage of new birth visits completed within 14 days (Universal Partnership Plus families)	98.2%	-	90%		
(PH) Tobacco Control: Percentage 4 week quit rate recorded by the Yorkshire Smoke-free service for Doncaster residents	61.5%	68.1%	50%		
(PH) Substance misuse service: Percentage of alcohol treatment successful completions residents	43%	45.8%	37%		
(AH&W) We will ensure you have an annual review of your care	71%	75%	75%		
(AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	125.2	165.3	166.8		
(AH&W) Duration to complete Adult Social Care Needs Assessment (days) MEDIAN AVERAGE	57	42	42		
(PH) The % mothers quit Smoking during pregnancy	80%	-	85%		
(AH&W) Proportion of Adults With Learning Disabilities Who Live in Their Own Home or With Their Family	79%	77%	81%		
(AH&W) % of people who are still at home 91 days after their period of re-enablement	67.6	65.9	81.0		
(AH&W) Duration to complete OT assessment (days)	139.44	178.03	100		
(AH&W) EDI Percentage of Adult Social Care request for where ethnicity recorded	78.2%	81.2%	100%		
(AH&W) Number of Carers Assessments Completed	44	63	-		

What is going well

34. A strong performance focus has brought about improvement in waiting lists for 'open' Adult Social Care needs assessments across all Teams. Monthly improvement clinics, Team action plans and determination has successfully reduced the waiting list from 438 open assessments at the start of quarter 1 down to just 251 at the end of quarter 3. This in turn has improved the overall median average from 52 days waiting time at quarter 1 down to 42 days achieving target level for in quarter performance.
35. The Occupational Therapy assessments has seen a review of service, innovation site, additional capacity and recruitment focus. The OT waiting list has reduced by 21% over the last quarter and MAWD waiting list has reduced by 48% since last quarter. A number of people have been waiting for some time and therefore their closure does negatively impact performance of the duration to completion, but waiting list reduction will improve the experience of Doncaster people by giving them quicker access to information, advice and support. It is likely to be quarter 4 or into quarter 1 before this measures sees an improvement as work to close down long standing cases continues.
36. There has been an increase in the number of people who have received an annual review of their care, which currently stands at 75%, equating to 2647 people. A Review project team has aided strength based reviews and focus continues on the completion of face-to-face reviews for adults who have moved to registered care establishments outside of the Borough. Further work is scheduled in Q4 to develop Team improvement plans.
37. Doncaster has 105 Adult Social Care provision/services out of 141 currently rated as 'Good' or 'Outstanding' by the Care Quality Commission (74.5%). There are no 'Inadequate' services in Doncaster at this current time, 19 services have yet to be rated and 17 services are currently rated as 'requires improvement'.
38. Over the past 2 years we have seen a reduction in the number of working age admissions to residential care per 100,000 the population (18-65 years). There has been a continued focus in the last quarter of backdated recording for admissions to care which accounts for the deterioration in performance this reporting period. In quarter 3 we have seen an increase to in the number of admissions to residential care per 100,000 of the population for older adults (65+ years). This increase is reflective of demand due to winter and hospital pressures and difficulties with the availability of domiciliary care provision, resulting in an increased number of people requiring short stay provision.
39. Successful completion of an alcohol treatment programme and freedom from dependence is used as a performance measure for alcohol treatment services. Of 602 alcohol clients, 276 exited treatment successfully, which at 45.8% performance continues to be above both target and the national average.

40. It is estimated that about 30% of pregnancies are unplanned, with the effectiveness of some contraceptive methods dependent on correct and consistent use. By contrast, the effectiveness of long-acting reversible contraceptive (LARC) methods and their increased uptake could help to reduce unintended pregnancy, despite of a 10% point reduction from last quarter, latest reportable data at 38% is still well above target.
41. So far this year a total of 517 out of 759 people successfully quit smoking as recorded by the commissioned Yorkshire Smokfree Service.
42. In the capital programme, £910k funding from Sports England has been secured for Askern Leisure Centre. This will be used for the required road works improving accessibility to the centre.













What needs further improvement

43. Expectant mothers who quit smoking during pregnancy dipped beneath target for this reportable period. The number of women coming through the services currently are relatively low, so one or two people not achieving a 4 week quit has a significant impact on the overall performance. Commissioners and providers are currently working with South Yorkshire Integrated Care Board colleagues to improve numbers of women being referred into smoking in pregnancy services and ensure they reach their quit goals.
44. The number of people supported by Council Reablement Services who are still at home 91 days after discharge from hospital has declined in the last quarter, dropping from 67.9% to 65.9%, although there is a slight underreporting of voluntary and community sector activity which is being addressed. This service is also used to flex our support to the NHS at times of pressure. This includes people at end of life, bridging support to our home care provision and supporting people to step down. This impacts negatively on the target but we continue to be focused on doing the right thing for people at times of pressure. The last time the target was reached was before the Covid pandemic began.
45. Recording of ethnicity within Adult Social Care requests for support has improved slightly since previous quarter, but continuous focus is needed to ensure we capture this information. All staff have been reminded of importance and this is now a mandatory requirement.



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

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(AH&W) Average number of 'verified' rough sleepers (rough sleepers seen bedded down in last 7 days) - average for the quarter	18	18	19	✓	↑
(E&E) Percentage of Fly Tips Investigated and Removed Within 7 Days From Public Areas	84%	97%	65%	✓	↑
(E&E) % Licensing Act 2003 Applications Processed Within Statutory Timescales	100%	100%	100%	✓	-
(E&E & SLHD) Number of affordable homes provided (Council, and private sector provider/build)	51	78	60	✓	↑
(E&E) No. of Parks With 'Green Flag' Status Across the Borough	-	6 Annual Figure (2022-23)	4	✓	↑
(AH&W) Following the referral of a high risk DA victim, contact is made by an Independent Domestic Violence Advocate (IDVA) within two working days to deliver needs led support.	100%	100%	100%	✓	-
(AH&W) Each new Domestic Abuse hub referral is assessed by a DA advisor within two working days to undertake initial contact, triage and allocation to the appropriate service	100%	100%	100%	✓	-
(AH&W) Percentage of redeploy able cameras installed within 28 day timescale	100%	100%	100%	✓	-
(AH&W) Percentage of Safeguarding concerns and enquiries that are repeats in a 12 month period	37%	32%	35%	✓	↑
(AH&W) Number of Veterans identified and supported within the Communities service (standalone casework and cases within existing themes)	59	82	70	✓	↑
(AH&W) Percentage Feeling Safer After Safeguarding Intervention	79.17%	62.96%	75.00%	⚠	↓
(E&E) Recycling Rate for Household Domestic Waste	48.5%	45.1%	50%	⚠	↑
(E&E) Play Areas - Percentage of Quarterly Mechanical Playground Inspections Carried Out	48%	70%	90%	✗	↓
(E&E) Complete all Environmental Permitting regs permit visits within DEFRA required timescales. - Climate control regime	-	85% Annual Figure (2020-21)	100%	✗	-
(AH&W) Safeguarding : Duration (Average days - Referral to Completed S42)	153.31	161.7	130	✗	↓

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(AH&W) Number of High Risk Cases Referred to MARAC	246	202	-		
(AH&W) No of Referrals to the Domestic Abuse Hub	457	495	-		
(AH&W) The numbers of Victims of ASB who have met the higher risk threshold, resulting in them being provided with a SPOC and individual support plan	90	196	-		
(AH&W) Number of people and families, where as a single agency we are working to prevent or tackle at an early stage, anti-social behaviour, Hate Crime and low level crime reported to and identified by the Stronger Communities Service.	8,939	6,716	-		
(AH&W) Total number of Fixed Penalty Notices (FPNs) and Community Protection Notices (CPN's) issued by the Neighbourhood Response Team	49	70	-		
(AH&W) Total number of incidents attended by the Neighbourhood Response Team	2,162	4,453	-		

What is going well

46. We saw a 39% increase in the number of Veterans supported within the Communities Service, which rose from 59 in quarter 2 to 82 in quarter 3. A robust action plan was implemented earlier this year to highlight the profile of Veteran's work with internal and external partners. As part of that plan, two Veteran employment events took place in quarter 3, along with review of the Veteran's Website. We also stepped up support within each area team, establishing a single point of contact in order to support the Veteran's Covenant work, which is a statutory responsibility for the council as from end of 2022. Recruitment is ongoing for the Veteran Co-ordinator post.
47. During quarter 3, 6,716 early intervention and prevention issues to tackle anti-social behaviour, hate crime and low level crime were identified, managed and resolved by Communities Area Teams. A reduction on quarter 2 with some of this attributed to successes seen in some of the hotspot demand locations where positive partnership working has had the desired outcome, but also down to Stronger Communities Officer vacancies, which had they been in post numbers would have been at similar level to previous quarter. These vacant posts have recently been appointed to, but are not yet operational. Breakdown of 6,716 incidents: Central 1,384, North 1,339, South 1,927, East 2,066. With 47% of the anti-social behaviour incidents and prevention work is attributed to just 5 wards.
48. The number of victims who have experienced ongoing or multiple instances of anti-social behaviour has increased significantly during quarter 3 rising to 196. The increase in repeat incidents is specifically linked to key hotspot locations, which is

now being robustly managed by the Community Safety Partnership in each locality area. These incidents have met the higher ASB threshold and each victim has a case worker and a support plan in place. Breakdown of key hotspot locations where 196 repeat incidents have occurred are as follows:-Central 50, North 65, South 41, East 40. With 79% of all city wide instances equating to 5 areas.

49. This quarter we saw over 100% increase in the number of incidents attended by the Neighbourhood Response Team (NRT) with a recording of 4,453 attended incidents. This is a first level response to a variety of community safety issues, including illegal parking issues, call outs to building alarms, as well as providing directed patrols in response to local issues or concerns of ASB at key identified locations. These areas / locations are identified through local intelligence, area locality teams and local solutions meetings. The team have now successfully recruited into some long standing vacant posts which has increased capacity and visibility within communities.
50. Total number of Fixed Penalty Notices and Community Protection Notices issued by our Neighbourhood Response Team increased due to enforcement activity in the City Centre and Mexborough town centre during night time economy.
51. We saw an 8% increase in referrals to the Domestic Abuse Hub with the vast majority from South Yorkshire Police. All referrals were assessed by an advisor within 2 working days.
52. During quarter 3, the 65% target for removing fly tip waste within 7 days of being reported has been exceeded as 97% of reported cases were closed within timeframe. The additional resources allocated to the service last year, combined with changes to operational service delivery, have reduced our backlog of cases. The fly tip digital project has now been successfully rolled out, with improvements in efficiency evidenced and a more streamlined process created. Specialist cases including asbestos removal require us to use an external contractor or specialist equipment and can sometimes take more time to deal with which accounts for the small amount of cases not closed within timeframe. During quarter 3, there were a total of 1132 reports of fly tipped waste.
53. The process to submit applications for Green Flag Awards 2023 is well underway for all 6 parks which currently have this status. The deadline for submissions is the end of January 2023, with judging taking place during the summer. An additional application will be submitted this year for Town Field, which exceeds the target set for Green Flag parks in Doncaster.
54. The number of affordable homes provided (Council and private sector provider/build) exceeds the target figure of 60 for quarter 3. During this period we have seen the completion of 32 Section 106 units across 3 Private Developer sites; 41 Homes England funded units across 5 Housing Association sites; and 5 Direct Purchase units across 3 Private Developer sites, making a total of 78 completed affordable units. We anticipate we will deliver more than the annual target of 209 affordable properties. The number of houses complete, of all tenures, is confirmed each October for the previous year to March, however early

indications, based on Council Tax and planning data, suggests the Local Plan target of 920 homes completed will be exceeded, despite what is becoming a challenging property market.

What needs further improvement






55. There has been a significant amount of work ongoing within our Safeguarding Service. Recent appointment of a permanent Team Leader has enabled us to scrutinise areas of practice, recording and focus attention on areas for improvements. We have seen a reduction in the number of repeat safeguarding referrals but ongoing data cleansing means and closure of long standing cases means we have seen a drop in the safeguarding duration from referral to completion of section 42. This work will continue throughout quarter 4 and so we do not expect to see an improvement in performance / reduction in average number of days until quarter 1.
56. The number of people who reported feeling safer after safeguarding intervention reduced, but this performance was impacted by a number of people (21) who did not feel they were unsafe prior to the enquiry and so there was no change to their feeling of safety. There are noted issues with the options for recording and this is being further explored to ensure the options are representative.
57. The indicator in relation to recycling rates for household domestic waste is reported a quarter in arrears. The target figure is 50%, and the figure reported during this quarter is 45.1%. There has been a decrease in the tonnage figures, and the recycling tonnage has decreased faster than the residual tonnage, which has impacted on the recycling rate.
58. The number of mechanical playground inspections undertaken during quarter 3 is still below the target figure of 90%; however, this is a significant improvement on 48% reported in quarter 2. 70% of play areas have received an operational inspection during quarter 3. The new play inspector is now in position, and the two inspectors will work together to catch up on the operational inspections.



NURTURING A CHILD & FAMILY-FRIENDLY BOROUGH EVERYONE BELONGS

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(CYPF) Percentage of Children Accessing Their Entitlement to Free Childcare (2 years olds)	83.4%	86.1%	82%	✓	↑
(CYP&F) Percentage of Children Accessing Their Entitlement for Free Childcare (3 & 4 Year Olds)	95.5%	97.7%	95%	✓	↑
(CYP&F) % of Early Years Provision Rated Good or Outstanding by Ofsted	98.3%	99%	97%	✓	↑

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(CYP&F) Number of Referrals into 'Your Family' Teams	198	200	154		
(CYP&F CSC) % of CiC adopted	25%	28%	19%		
(CYP&F CSC) Percentage and Number of Initial Child Protection Conferences (ICPC) held within the statutory 15 day timeframe	98.25%	100%	95%		
(CYP&F CSC) Percentage of cases where the lead social worker has seen the child/young person within timescales specified in the CP plan. For all children who were the subject of a CP plan during the year.	70.6%	81.9%	80%		
(CYP&F CSC) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years)	65.7%	67.8%	72.0%		
(AH&W) Number of early intervention stronger families managed and supported by the Stronger Communities Service. Including work within higher level casework and therefore contributing to the National Government Supporting Families Programme	462	373	400		
(CYP&F CSC) Referrals to Children's Services that are repeat referrals within 12 mths	25.50%	27.81%	22.00%		
(CYP&F CSC) Percentage of Single Assessments Completed Within 45 Days (YTD Cumulative)	87.5%	84.8%	90.0%		
(CYP&F) Number of Lead Practitioner in place across partner agencies	314	312	350		
(CYP&F CSC) Number of Referrals processed in 24hrs	69.7%	74.7%	80%		
(CYP&F) Number Partnership Early Help Audits completed	34	42	50		
(CYP&F CSC) Number of External Residential Placements	50	50	28		
(CYP&F) The proportion of Partnership Early Help audits completed that are rated at Good or higher	47	41	65		
(CYP&F CSC) Rate of Children in Care - Number per 10,000 Population	86.70	88.77	-		
(CYP&F CSC) Health of children looked after - percentage with Review of Health Assessments RHA	89.22%	86.04%	-		
(AH&W) Deliver a wellbeing offer - Number of wellbeing cases handled by Wellbeing Team within the Communities Service	770	846	-		
(CYP&F CSC) Rate of Children in Need	328	325	-		

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(CYP&F CSC) Health of children looked after - percentage with up to date Dental Checks	32.6%	60.2%	-		
(CYP&F CSC) Referrals - Number per 10,000 Population	185	190	-		-
(CYP&F CSC) Rate of S47 enquiries per 10,000 of the CYP population	29.99	25.27	-		-
(CYP&F CSC) Children with a Child Protection Plan per 10,000 pop aged U18	47.95	49.92	-		-
(PH) (CW) School Nursing: Number of schools with a Health Profile	-	-	-	-	-

What is going well

59. Staffing vacancies within our Stronger Communities Service impacted our work with the number of families supported through early intervention in the stronger families programme. Despite a reduction this quarter, we supported 373 stronger families' cases in quarter 3 but are just below our target level. The vacant posts have now been filled and it is anticipated this performance will increase in the next quarter.
60. The Your Families Triage Teams are now established in the locality hubs. We have seen an increase this quarter of general enquiries into triage, with a total of 528. With 159 for the South, 244 for Central, 89 for North and 67 for East, the majority 55.5% of these are managed through a see and solve approach within the same day. This quarter has seen 200 referrals into Your Family triage with the highest presenting needs are housing, finance, ASB. Families who have received support through the triage have rated the service they have received as 2.95 out of 3. Lead Practitioners who have used the triage service have rated the service 4.61 out of 5.
61. Doncaster continues to be above the national trend of 2 year olds accessing their free entitlement to childcare, performing 14.1% above the national average at 86.1% (1148 children), an increase of 2.7% (36 children) from quarter 2. This results from a strong focus and programmes of interventions from the Family Hubs and Early Years teams, working in partnership with key agencies, including providers. Barriers to taking up the funded places have been overcome by making direct contact with families in a number of different ways, including visiting homes to explain the benefits and attending groups within the Family Hubs.
62. Data for quarter 3, indicates that Doncaster Local Authority continues to exceed the national average take up of the funded entitlement to childcare for three and four year olds, with 92% (DfE June 2022) take up for 3-4 year olds increasing from

95.5% to 97.7% (2.2%) in the Autumn term. In quarter 3 all children transitioned straight into the offer from the 2 year old entitlements. This continues to be a strong offer, which remains crucial in supporting key workers and vulnerable children in particular

63. Several Children's social care indicators have improved in quarter 3 including % of Children in Care adopted, the initial child protection conference and the child protection visits. A concerted effort over several months to improve data quality, focus on quality and enhanced governance arrangements is starting to make a difference but there is still much improvement needed to focus upon.

What needs further improvement

64. The number of children and young people in out of authority residential placements has grown significantly raising year on year during the last 3 years or so. One of the main reasons is the number of available foster cares that we have available for these children and young people and secondly the challenge of having enough staff in our own residential children's homes to care safely for this cohort. We have a number of new children's homes becoming available in forthcoming weeks but unfortunately will not be able to operate to full capacity until we successfully recruit enough residential workers.
65. The private provider market for this service has expanded significantly but with many providers appearing to be exploiting the national demand for placements with ever increasing costs.
66. We have some very high cost placements at the moment many of which will have been made in an emergency situation and with little or no choice of providers available at the point of need.
67. Children's social care SLT have a number of actions to apply to this critical situation. There is often little or no benefit for these individuals of these placements which are away from Doncaster which adds to the trauma of the child/ young person of living in a strange unfamiliar place with people whom they don't know and have no investment in.
- All high cost placements have been reviewed and scrutinised financially by members of SLT querying the minutiae and detail of the breakdown of the service spec against the delivery . This has yielded some reduction in costs and claw back particularly in the area of therapeutic support.
 - Further challenge to providers where additional resources have been commissioned usually increase in staffing ratios which have not been adequately reviewed. The SMART principles are rarely used resulting in unnecessary additional cost.
 - As the situation changes with any in house provision becoming available we are seeking to return to Doncaster our high cost placements at every opportunity. SLT have reviewed not only the financial package but the care planning of each CYP together with the independent reviewing officer and the casework team manager. We have examined risk factors of CYP return to

home and/or return to Doncaster. We know that if we had more staffing capacity there would be a number of returns with immediate positive impact both on the budget and for the CYP.

- We are constantly trying to source agency residential workers but with little or no success. There are a small number of private providers who are operating in the city with professional high standards. We are trying to engage with them to look at potential different business models. In addition there are a couple of providers where we have had previous experience in other LA of block purchasing either staff or buildings and staff.
- UASC young people are children in care and as such we have exactly the same corporate parenting commitment and responsibility to them that we would have for any child in care. The number of UASC has increased significantly and we are now caring for circa 40. 18 months ago there were only four young people in care who were UASC. Currently there is limited provision in the city and we have to arrange for them to be cared for by specialist services outside the LA. We would prefer to keep all of our young people in Doncaster so that they can access local services. The current position also creates a financial pressure. We are currently exploring options to develop provision locally that we think will be particularly suitable for UASC young people. The plans for this are progressing.

68. Trying to avoid our CYP coming into our care wherever possible is one of our key priorities. We have just introduced a Diversion Panel for those cases which are either becoming challenging in foster placements or our own residential services or indeed where breakdown at home looks likely. This process should result in high intensity casework with child and family to sustain them living at home. We are seeking to introduce a shared care provision in one of our children's homes when staffing levels are sufficient. This would have the effect that parents/carers retain full responsibility for their child but we offer respite some 3 nights per week for a short period of time during which time we undertake some family recovery work.

69. To achieve success in this area will mean some deployment of our services which is mapped out. Some staff who we will need to deal with emergencies may resist this type of work. These discussions are currently taking place.

70. Finally the picture in Doncaster is broadly similar to all other CYP services with regard to out of authority placements. The issue for ourselves is the number as we have a high demand for services and a high level of Children in Care which is consistent with our statistical neighbours.

71. The proportion of Early Help Audits that are reported as 'Good' is 41% against a target of 65%. Analysis from the partnership audit (not PAFSS) show the areas of concern continue to be in relation to accurate up to date case recording, quality early help assessments and family plans which demonstrates impact. This is in part due to the new integrated case management system and the complexity of the forms alongside partnership capacity to undertake the Lead Practitioner Role. New forms have been designed in Mosaic (due to go live in April 2023), alongside on-

going high support/high challenge to partner agencies from the Early Help Pathway Team and an escalation in regards to capacity, participation and quality from partners to the Early Intervention Steering Board, Doncaster Safeguarding Children's Partnership and Heads/CEO meetings.



BUILDING TRANSPORT & DIGITAL CONNECTIONS FIT FOR THE FUTURE

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
47. (E&E) Principal Roads not Requiring Major Maintenance	-	98% Annual Figure (2021-22)	98%	✓	▬
48. (E&E) Non-Principal Roads not Requiring Major Maintenance	-	98% Annual Figure (2021-22)	98%	✓	↑
53. (E&E) % Estate Roads in Good to Fair Condition	-	82% Annual Figure (2021-22)	81%	✓	↑
67. (E&E) National Highways Transportation Survey Highways Maintenance Overall Satisfaction Score	42% Annual Figure (2021-22)	45% Annual Figure (2022-23)	46%	⚠	▬

What is going well

72. The performance indicators in relation to the condition of principal roads and non-principal roads will be reported in quarter 4, as this is an annual report and the results are shared with the Council following the survey work that is undertaken and reported to the Department for Transport (DfT).

What needs further improvement

73. The 2022 National Highways Maintenance satisfaction survey value for Doncaster is 45%, which is 1% behind the National average at 46%, but higher than the figure reported in 2021/22 (42%). In 2022 our improvement has narrowed the gap to the national average. Over recent years there has been a gradual decline in the national average, which we have now arrested at Doncaster. This is an annual report.



PROMOTING THE BOROUGH & ITS CULTURAL, SPORTING & HERITAGE OPPORTUNITIES

What is going well:

74. City of Doncaster Archives opened to the public in January 2023. The site at Chequer Road is open to the public by prior appointment on Tuesdays, Wednesdays and Thursdays. Members of the public wishing to access Archives and Local Studies records and resources can be directed to the online booking

form to complete at home or on PCs at one of our sites:
www.heritagedoncaster.org.uk/archives/visit.

75. In line with the National Archives guidance and all other archival sites in the UK, it is recommended that booking in advance will:
- Allow staff to retrieve and prepare the documents for a research session.
 - Ensure that staff time is adequate to offer advice and reference support during a visit.
 - Where appropriate, necessary security arrangements are put in place for verification of who is asking for access to the collection and provision of invigilation to ensure the safety of valuable artefacts/documents.
 - Prevent 'bottle-necks' or block booking by individuals; enabling us to share out time-slots equitably between visitors.
76. As the City of Doncaster Archive is still working through an enormous amount of its materials, at this time we are unable to offer a full walk-in to the facility and access records/artefacts immediately, however, there is no restriction on people coming to the archives to look around and sit in the reception area, or to make enquiries at the staffed reception desk. We plan to provide the use computer facilities for the public to view available digitised materials without the need for booking.
77. The Culture Services team worked in an effective multi-department, multi-agency partnership to manage the Mansion House as the venue for the conferring of the letters patent for city status by King Charles III and Camilla, Queen Consort.
78. Several new activities launched November 2022-January 2023 at Danum Gallery, Library and Museum, including:
- ACES: A monthly after-school get together for young people with autism and their siblings. The sessions focus on building confidence and friendships, and boosting wellbeing. Activities will take place in the Children's Library.
 - A monthly wellbeing activity will focus on utilising storytelling and museum artefacts to build resilience, improve wellbeing and confidence. Activities will include mindfulness, creative writing, and shared reading.
 - Shared Reading sessions continue with Age UK, in collaboration with The Reader Organisation. The sessions are delivered for people living with dementia. Attendees share that they look forward to the sessions, and the session leaders have observed improvements in the participant's levels of engagement, confidence and communication.
 - Enhanced access to the Danum Library audio books collection is being facilitated. Summaries of the books are being recorded on to penfriends, in order to make the book collection more accessible to those with visual impairments.
79. Stainforth Community Library has successfully set up a 'Bike Library' on site, offering free bike loans for up to 3 months. This is in partnership with Doncaster Active Travel Hub. Four more library sites may also receive Bike Libraries.
80. Culture Services has established an excellent working relationship with the National Railway Museum, who are collaborating with the service on the Centenary Celebrations of the Flying Scotsman. In addition, Patrons of the

National Railway Museum have visited the Doncaster Grammar School Rail Collection and intend to create a number of visits to the collection for their members throughout the year.

81. The History Book Club is now up and running at Woodlands Library. The History Book Club was initially ran as a digital club during Covid-19 lockdowns, however, participants now felt confident to meet in-person. The Club blends history, storytelling and literature to bring history to life. The group is aimed at those who may be feeling isolated or experiencing poor mental health. The fifty Readers' Groups have successfully transitioned to being organised by the Danum Gallery Library and Museum team. These were a lifeline for many during lockdowns and really proved what benefits and effects reading has on people's mental health during difficult times.

What needs Further Improvement:

82. Storage requirements and consolidation across the Culture Services estate remain a cost and spatial pressure.



83. Transition from the agreement of the culture strategy to delivery requires pace and operational grip, as well as distributed leadership to ensure timely and effective actions. Alignment with Team Doncaster and corporate priorities, as well as the Education and Skills and also Economic Strategy, is required throughout.

84. Focus on Archives accreditation, workforce development, extended commercial storage capability and large scale digitisation requires external funding secured and wide-scale buy-in to ensure pace and effectiveness through the change programme.



REGENERATIVE COUNCIL

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(CR) Housing Benefit - Average Number of Days to Process a New Claim	17.31	16.69	25.00		
(CR) CUST 01 Customers Wait no Longer Than 10 Minutes to be Served	0h 00m 00s	0h 00m 00s	0h 10m 00s		
(CR) % of Council Tax collected in the year	94.60%	94.36%	94.60%		
(CR) Council Tax Support Application - Average Number of Days to Process New Claims	35.53	38.03	25		

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(CR) CUST 04 90% of Telephone Calls Will be Answered Within 150 Seconds	37%	66%	90%		

What is going well

85. The performance on the time taken to process a new housing benefit continues to improve back to pre-pandemic levels. Although the team continues to deal with additional work from the Household Support Fund, the continued prioritisation of allocating new HB claims within 2 days of receipt has resulted in this continued improvement in the year. Homeless placement claims which are still being received in large numbers do take longer to process, however, discussions with Housing Options have seen much improvement in this area.
86. We continue to exceed our target for customers not waiting longer than 10 minutes to be served in our One-Stop-Shop. In quarter 3 we received 24,482 customers to the One Stop Shop which is a decrease of 2143 from quarter 2 which will be due to the end of the Household support scheme and a decrease of customers requiring face to face assistance although we do see an increase in customers requiring digital assistance.
87. The Council continues to be committed to sustaining and increasing spend with local businesses as this underpins the Mayoral Priority to maximise local spend. Local spend by the Council is the direct reinvestment into Doncaster's economy and communities which drives substantial economic and social value benefits such as improved employment opportunities and lowered environmental impacts. In quarter 3 70% of council spend in was with local firms, this equates to £47m out of a total spend of £67m.

What needs further improvement

88. During the quarter the outstanding backlog of Council tax support applications identified at the end of quarter 2 has been halved and this reduction is expected to continue in the final quarter where performance is expected to remain on target due to the trend of collecting more income in the final months of the year as has happen in all recent years.
89. In quarter 3 Customer Services received 45,399 telephone calls answering 66% of calls within 150 seconds, with an average time to answer of 2:35. This quarter we have recruited 4 additional customer service advisors who are now fully trained and are answering calls. We currently have 4 remaining vacancies that may be required to contribute to council efficiencies so have not been recruited to at this time. This will mean that the performance target of answering 90% of calls within 150 seconds will need to be reviewed

Workforce

90. The HR & OD team continue to support managers and employees through a variety of different ways, assisting with capacity building both with the recruitment and retention of staff where needed; embracing new ways of working through the YWoW programme; and providing health and wellbeing support in managing staff sickness absence and resilience levels.
91. Over the quarter, the overall turnover rate for the council has slightly reduced by 0.29% from 15.79% to 15.50%, although an increase of 2.19% compared to the same quarter in 2021; and remains below with the local government average rate of 16.4%. The number of job vacancies across the council continues to increase, particularly since Children's Social Care have transferred into the Council from September. A corporate campaign led approach has been implemented to expand the reach to as many potential candidates as possible and remain competitive with the labour market. Workforce and succession planning continues within services and increasing the numbers apprentices to ensure the growth of our own talent in areas where there is evidence of hard to recruit to positions.
92. The sickness absence rate for quarter 3 was 12.73 days per full time equivalent employee, against the corporate target of 10 days. This is a further reduction of 0.45 days from 13.18 days in quarter 2. Although a continued reduction overall is a positive trend, it is still significantly above the target of 10 days. Children's Social Care sickness absence rate, currently reported separately is 11.57 average FTE days lost per full time equivalent employee. Sickness absence will continue to be monitored over the coming months to assess impact and ensure effective provisions are in place to manage absence levels across the organisation.
93. Agency worker spend has increased marginally in quarter 3 by £14k from £723k to £737k; and the number of assignments has also increased by 6 from 76 to 82. Both spend and usage will continue to be monitored against the needs and capacity of the business and ongoing recruitment and retention challenges faced both locally and nationally.
94. Mandatory training completion rates remain a concern across the organisation, this was also highlighted at quarter 2. Completion rates for Equality in the Workplace is 58% for Children's Social Care staff and 67% for all other Council staff ; Data Protection is 45% of Children's Social Care staff and 88% for all other staff; Protecting Vulnerable Children and Adults is 47% for Children Social Care and 63% for all remaining staff. 65% of all managers have completed their Health and Safety training (excluding Children's Social Care). Completion rates for senior managers also remains a concern, with 75% completing Equality Act module, 56% completing Hate Crime training and 56% completion rates in Prevent. Further work is needed to ensure that where training is mandatory this is completed by all staff in a reasonable time period.

95. As part of our calendar of EDI events, support and engagement was provided for International Men's day, action against domestic violence as well as signposted events for international day of persons with disabilities.
96. The number of employee-reported injuries at work in this quarter was 46 compared with 56 in the same quarter last year. There continues to be a higher number of employee injuries reported from Directorates that have more significant numbers of operational employees, 14 in AH&W and 13 in E&E; and an increase in injuries reported from CYPF of 14. This increase from CYPF represents the effect of former DCST employees reporting incidents to the Council since September 2022, with 8 out of the 14 employee injuries being from Children's Social Care Services.
97. The most common incident types reported across the council were 9 physical assaults on employees, 6 slips and trips, 5 hit by a moving object and 5 contact with sharp object. Three of the physical assaults were reported from the residential children's units, 2 reports from the NRT, however there are no other identifiable trends within the accident statistics. RIDDOR reports continue to be low with 2 in total for this quarter which is an increase of 1 compared to the previous quarter.



EQUALITY, DIVERSITY & INCLUSION OBJECTIVES

Support older adults to remain independent in their own homes

98. There is a focus on reducing the number of older adults who are being supported to reside in a care home on a permanent basis. To ensure that decisions are based on the rights and choices of the person, by providing care and support in the least restrictive way.
99. There continues to be challenges due to the reduced community provision and gaps within the domiciliary market, which we continue to identify ways to improve this.
100. A deep dive of all the new placements into residential care for older adults took place for quarter 1, to provide a deeper level of understanding into practice. The highlights from this exercise were that:
 - 100 new placements were made
 - 74 people were in short stay prior to their permanent placements
 - The highest reason for short stay was related to a hospital discharge
 - The main reason for admission into long stay was due to a person's Mental Health/ Dementia & behaviours, which is consistent with our previous deep dive
 - 91% of the placements were deemed to be unavoidable & proportionate to the level of support required by the person
101. Our next steps include:

- Developing our practice forum to improve our practice and offer to our older population
- Work towards a locality based approach for the reviews of people who are discharged from hospital into a care home for a period of short stay , to maximise their opportunity to go home
- Increase the oversight of people who are being supported by our Older People Mental Health Team

Support victims of domestic abuse and work with partners to reduce the levels of abuse in the Borough

102. Doncaster Domestic Abuse Service, working in partnership across the borough provides support and advice to victims and their families affected by domestic abuse. We have a DA Hub which is the "front door" staff receive referrals and enquiries from victims/clients, concerned members of the public and professionals. The staff in the hub give advice, triage and also allocate referrals to support workers.
103. We have Domestic Abuse Caseworkers (DACs) who support people assessed as Standard or Medium risk. We also have Independent Domestic Violence Advocates who support clients assessed as being at high risk of significant harm caused by DA, In addition to these services an extensive range of DA training packages are delivered by our workforce development officer.
104. During 2021/22 over 2000 people attended DA training courses. People attending DA Awareness training are identified as DA Champions and form a network of professionals across the City to offer help and support to people impacted by DA.
105. The DA strategy (2021-24) states that "Domestic abuse is everyone's business" In addition to offering practical support and guidance our staff now deliver DA programmes to educate people affected and to increase awareness of the impact that DA has on peoples lives. Additional staffing has been recruited to meet demand into the service. We have increased capacity in our survivor liaison service which includes face to face community engagement in localities across the borough.
106. Regular community engagement takes place in localities to ensure the service is visible and accessible. We have added a young persons worker and a male DA support worker. We have recruited a support worker for the Gypsy Roma Traveller Community. Community engagement and survivor liaison work is planned to reach out to the LGBT+ community. Other work has started to engage with and support minority communities across the borough. This work is being directed via community groups and the minorities partnership board network.
107. DA specialist workers have been recruited into the Housing Options team at St Leger Homes to enable dedicated and focussed support to people fleeing DA and

needing accommodation. This team provides an essential link into the DA service. Regular messaging takes place through the DMBC communications team, dedicated campaigns are used at different times in the year. A monthly newsletter is circulated to the DA Champions network. Governance is provided by the DA Strategic Board and Safer Stronger Doncaster Partnership.

Improve engagement with our most deprived communities to increase access to jobs and skills

108. The Doncaster Employment Hub and Associated services are increasing their presence and delivery across Doncaster in all localities.
109. Delivery is out in the community, including via Advance, Launchpad and Youth Hub services and there are coordinated drop-in sessions in areas that are most deprived.
110. Early indications on Youth Hub 3 are that the level of people not engaging and cannot be contacted after referral are at similar levels than on youth Hub 2 (more than 50%), which remains a key concern.

Improve the mental health of our children and young people

111. As part of our Children and young People's plan we have continued to deliver the local 'Children and Young People's Mental Health Strategy'. We are completing actions for Year 1 and currently listening to children and young people about Y2 priorities. so far our work has included:
 - We have ensured that mental health remains prominent in discussions linked to the school culture and the graduated approach by having it as standard agenda item at SENCo networks and inviting all mental health leads to these meetings.
 - We have conducted Mental Health audits with 21 schools. To be rolled out across the system Jan- July 2023.
 - We have successfully collaborated with SENCos to revamp the GDA referral process in order to improve service delivery and outcomes for children and young people. As a result of our work the GDA (General Developmental Assessment) referral form has now been updated and the SENCo group meeting has been informed of the changes.
 - We have aligned key messaging regarding delivery aims and principles across the mental health, early help and SEND strategies and shared this widely. This means that all professionals working in these areas are now able to embed a consistent standard for all communications. We have built the 'pledge' into these communications and have a task and finish group devoted to leading on school cultural change allied to the DfE 'Better Value' project. This will lead to a team of officers being appointed in Spring to deliver this cultural input and lead this aspect of the strategy.

112. We have consulted on delivering an early intervention funding model to meet needs earlier in school and this will be piloted in May 2023 and launched in September 2023.

Support those Children and Young people within our care to have a good start to life and have the same life chances as everyone else living in the Borough

113. In the six months to the end of December 2022 113 children came into care and 104 children left care. Of those children who came into care 21 (19%) were unaccompanied asylum seeking children, which is a slight increase in the figures to the end of Q2 when 18 (15%) of the children who came into care were unaccompanied asylum seeking children. At the end of Q3 in 2022/23 6% of children in care were UASC. In July 2021 the figure was 1%.

114. The number of children leaving Doncaster as a consequence of being adopted has been low however we are starting to see an increase both in terms of adoption outcomes and the activity that precedes this. In the six months to the end of December 2022 8 left care because they were adopted. This compares to 4 in the same period leading up to the end of Q2. We have seen a significant increase in the number of "Should be placed for Adoption" decisions however the nature of adoption activity means that these will not be seen in terms of increased adoption figures for some time. The proportion of children with adoption as their permanence plan has been maintained at 8% at the end of December. The previously reported positive use of Special Guardianship Orders (SGO) as a way of securing permanence for children in care has been maintained. In the six months to the end of December 27% of children who left care did so via an SGO. The position in the same period to the end of Q2 was 26%. A SGO enables children to remain within their network of family and friends.

115. Care Leavers in Doncaster are supported by the Inspiring Futures team. Every Care Leaver is allocated to a Personal Advisor (PA) and has a pathway plan. The pathway plan is subject to ongoing review. Engagement with Education, Employment and Training is a core component of the pathway planning process and focus of ongoing support from the PA

116. The number of children in care at the end of January was 569, which is a slight reduction compared to the position at the end of Q2 (584) but broadly in line with the position at the end of Q1 (563).

117. The way in which data regarding care leavers has been developed to focus on the whole cohort of those in receipt of services, not just those in the cohort monitored by the DfE. At the end of Q3 67.8% of care leavers were in Employment, Education or Training compared to 65.7% at the end of Q2. Performance in Doncaster is better than the most recent reported performance of comparator authorities and the national average, both of which stood at 52%.

118. The percentage of children and young people in care who experienced three placement moves in the preceding 12 months at the end of Q3 was 4.9%. The position at the end of Q2 was 6.8%. Performance in Doncaster with regard to this measure (often referred to as the short-term stability measure) is better than

the most recently reported position for both comparator authorities (8%) and the national average (9%). Although this is positive we are committed to promoting stability for children in care and in Q4 will introduce a diversion panel that will look at placements where there is an identified risk for an unplanned end in order to identify additional support where this is appropriate.

FINANCIAL POSITION:

Revenue Budget

119. The projected year-end position is an overspend of £7.80m.
120. The 2022/23 pay award has resulted in an overspend of £4.01m. The budget assumed a 2% increase and 1% carried forward from 2021/22, however the actual pay award equates to an average of c7%.
121. Projections include overspends against energy budgets across the Council. When the budget was set inflation of between 29% and 55% was allowed for but more recent increases, ranging from 118% to 374%, related to global issues are creating significant pressures. Current projections include energy related overspends against Street Lighting, Bereavement Services, Strategic Asset Management and Facilities Management and in total around £2m of overspends are included across service budgets.
122. Other key projected overspends relate to care ladder costs previously within Doncaster Children's Services Trust (DCST) and the children's social care budgets now within Children, Young People and Families (CYPF) and Travel Assistance budgets also within CYPF.
123. The overall position has improved slightly since quarter 2 despite increased overspends in children's social care. Managers have been told to only use budgets where expenditure is essential. Payments to creditors were £32.5m in January compared to £34.0m in December and £34.5m in November; this may indicate that expenditure controls are having an effect.
124. A summary and further details by service area is provided below: -

	Gross Budget £m	Income Budget £m	Net Budget £m	Projection £m	Q3 Variance £m	Q2 Variance £m
Adults Health and Wellbeing	141.1	-76.3	64.8	65.2	0.4	0.2
Children, Young People & Families	136.6	-58.3	78.3	89.7	11.4	9.3
Corporate Resources	125.4	-90.2	35.2	33.8	-1.4	-1.1
Public Health	34.5	-27.2	7.3	7.4	0.1	0.2
Economy & Environment	105.9	-57.3	48.6	48.1	-0.5	0.4
Services Budgets	543.5	-309.3	234.2	244.2	10.0	9.0
Council-Wide budgets	13.2	-100.6	-87.4	-89.6	-2.2	-0.5
Grand Total	556.7	-409.9	146.8	154.6	7.8	8.5

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

Adults Health & Wellbeing

	Gross Budget £m	Income Budget £m	Net Budget £m	Projection £m	Q3 Variance £m	Q2 Variance £m
Adult Social Care	66.7	-17.0	49.7	50.4	0.7	-1.3
Communities	71.7	-26.0	45.7	45.4	-0.3	1.5
Director Of Adult Services	1.7	-33.3	-31.6	-31.6	0.0	0.0
Localities	1.0	0.0	1.0	1.0	0.0	0.0
Adults Health & Wellbeing Total	141.1	-76.3	64.8	65.2	0.4	0.2

126. Adults, Health and Wellbeing is projected to overspend by £0.37m (an increase of £0.19m from quarter 2).
127. Spend on social care and support to Doncaster adults (the care ladder) is forecast to overspend by £1.05m. This is because of a larger number of people being supported in care homes than has been budgeted for (a forecast overspend of £3.63m) counterbalanced by a smaller amount of spend on community care than budgeted for (a forecast underspend of -£2.58m). This reflects the ongoing increase in residential care placements (both permanent and short stay) offsetting lower activity in both domiciliary care and direct payments.
128. Budgets for the year were set anticipating a gradual return throughout the year to pre-pandemic activity, reflecting lower residential care and higher community provision. Whilst ultimately this is still expected to be the case this shift has not been seen throughout the year thus far, with the domiciliary care market recovering more slowly than expected, combining with the situation in hospitals in keeping residential activity high and domiciliary care low. This has no doubt been exacerbated by winter pressures, and the difficulties faced by care providers in meeting increased costs and recruitment and retention issues, this will hopefully be mitigated in the final quarter of the year by the additional Hospital Discharge funding.
129. Since quarter 2 the Care Ladder forecast overspend has reduced by -£0.48m. This is primarily due to the additional costs already identified at quarter 2 now being offset by additional Social Care Discharge funding (£1m additional budget not previously forecast). Therefore, although the costs forecast to be incurred have increased by c£0.5m from quarter 2 due to a higher use of residential care and lower non-residential care placements, the overall swing since quarter 2 is -£0.48m
130. The agreed savings programme in Adults, Health and Wellbeing is on track, with some slippage in some areas being counterbalanced by over-achievement in others.
131. The £1.05m care ladder position is offset by -£0.68m underspend on communities and other adult social care smaller variances across teams generally reflecting temporary staff vacancies and additional grant funding.

Children, Young People & Families

	Gross Budget £m	Income Budget £m	Net Budget £m	Projection £m	Q3 Variance £m	Q2 Variance £m
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Centrally Managed	7.9	-5.9	2.0	2.0	0.0	0.0
Partnerships, Early Intervention & Localities	41.2	-26.5	14.7	16.2	1.5	1.5
Education Skills Culture & Heritage	23.2	-19.2	4.0	4.4	0.4	0.5
Children's Services Trust	27.2	-2.3	24.9	28.7	3.8	3.0
Children's Social Care	37.1	-4.4	32.7	38.4	5.7	4.3
Children, Young People & Families Total	136.6	-58.3	78.3	89.7	11.4	9.3

132. Children, Young People and Families is forecast to overspend by £11.35m at quarter 3, mainly relating to placements and the associated travel assistance. Nationally Children Services are experiencing significant pressures due to an increase in demand and complexity, which is also being seen in Doncaster. The actual cost of the placements is also increasing due to a national shortage of specialist placements available. Despite lobbying centrally via the Director of Children's Services Group (ADCS), there is no movement nationally on any regulation of profit within the sector.

133. Following the successful transition of Children Social Care to the Council on 1st September 2022, the focus of improvement covers: The direct line of sight enables the Directorate to identify opportunities for improved practice, processes and collective decision making that will potentially impact positively on the future. This is underpinned by performance clinics for Social Care, Inclusion and Early Help led by the Director of Children's Services and Leadership Team. Grip and oversight is improving but there is still room for improvement, which will continue to be the focus. Unfortunately these measures will only go so far against unprecedented demand in unexpected areas like 16+ and market forces driving up the placement costs. Nationally Local Authorities do not have much (if any) placement choice, and officers are faced with accepting single placement offers, with additional costs added for specific services not required, or keeping children in unsafe / inappropriate circumstances. The Directorate Leadership has identified further measures in relation to financial controls including: A new three month rolling plan for key overspend areas, including reducing spend on the Care Ladder, SEND and Transport that will clearly outline how the directorate will achieve the assumptions in 22/23 and also aim to prevent any further overspends.

134. The overspend includes: -

- Travel Assistance is projected to overspend by £1.63m based on current routes and net growth to date. The additional costs are due to both demand and price increases as reported previously with a reduction of £0.1m since quarter 2 due to consolidation and closures of routes since the new school year in September. Price increases are due to both additional pupils added on to routes and/or price increases due to fuel costs. Directorate Leadership team, and also through the SEND Engine Room, are developing an action plan across children's social care, SEN and placements including transport to address the current challenges, considering all inter-related areas, e.g. SEND, transport and wider early help support to minimise travel where possible. This work is being considered in the context of the wider SEND transformation work, including place based provision. Management of the Dedicated Schools Grant overspend

remains at the forefront. A new post 16 arrangement at Stonehill School is a starting point and other initiatives in process include the development of social, emotional and mental health (SEMH) hubs which will increase local capacity and reduce OOA placements, there is a real urgency to ensure that these are implemented on time to mitigate against any further delays in savings. Doncaster has been identified in tranche one of the Delivering Better Value in SEND Programme, which is part of the DFE's support package to help Local Authorities maintain effective SEND services while functioning sustainably. This of course assumes no changes to the implementation of the Green Paper.

- Attendance is projected to overspend by £0.30m including Fixed Penalty Notice Fine £0.16m income shortfall and £0.13m Traded income shortfall. The current approach to Fixed Penalty Notices have been reviewed by the service with effect from November, including the reinstatement of Fixed Penalty Notices in line with current policy. The service has also given consideration of the trading options for the service for 23/24 accounting for the recent removal of the white paper and local implications, with some schools already making commitments for the revised offer. The ambition is to ensure that Early Intervention and Prevention and education services are more interoperable, building on the successes of the work on exclusions, adapting a consistent approach to support children and families earlier. There is the potential to consider Stronger Families funding as this links to outcomes framework.
- Children' Social Care, including the contract with Doncaster Children's Services Trust (DCST) for April to August, forecast outturn at quarter three is an overspend of £9.45m; an increase of £2.17m since quarter two mainly due to external placements at significant higher cost. The main elements of the overspend are £8.18m on the Care Ladder from additional demand and increased package costs for external placements, £0.61m Travel Assistance, and £2.61m on agency worker costs; offset by staffing underspends of -£2.42m.
- Care Ladder cost-pressures, in particular in Out of Authority (OOA) and fostering placements, were brought forward into 2022/23. The Care Ladder overspend of £8.18m includes: OOA placements £5.88m, Fostering placements £0.35m, 16+ Children in Care (CiC) placements £2.71m, and Unaccompanied Asylum Seeking Children (UASC) placements £0.46m, offset by additional funding of -£1.78m from the Dedicated Schools Grant (DSG) High Needs Block (note: this increases the budgetary pressure to the High Needs Block). Further detail is as follows: -
 - The £5.88m overspend on OOA is due to the expectation that the pressure carried forward from 2021/22 will continue throughout 2022/23 and an increase in the average placement cost. The number of OOA placements, including Parent & Child placements, at 1st April 2022 were 57, the projection assumes that numbers reduce to 46 at 31st March 2023, and that the average for the year is 50. The MTFs budget assumed placement numbers would be 43 at 1st April 2022, 29 at 31st March 2023 and the average for the year would be 34 placements. Therefore the additional number of OOA placements at the beginning of the year has continued throughout the year and is projected to continue until the end of the year. The current average cost of packages for the first nine months of the financial year is £44k more per annum per placement than budget,

comparing £254k budget to an average placement cost of £298k, with the most expensive packages costing between £10k and £14k per week. Unfortunately there is no correlation between cost and quality / outcomes for young people.

- The fostering overspend projection of £0.35m is due to increased activity carried forward from 2021/22, an additional 26 placements, expected to continue throughout the majority of 2022/23, ending the year at 4 placements above budget (more children being fostered than what was expected). In addition, the budget is based on reducing the number of Independent Fostering Agency placements and increasing In-house Fostering, achieving a split of 37.5%/62.5% at year-end. However, this is not expected to be achieved and based on current information a split of 43.3%/56.7% is forecast at year-end.
- The £2.71m overspend on the 16+ CiC placement budget is due to unexpected increased activity and an increase in the average placement cost. The budget was based on there being an average of 24 placements; however at the end of December there are 37 placements, with an average 33 placements forecast for 2022/23. There are 20 16+ packages ranging from £2,170 to £4,618 per week, plus one costing between £8,645 per week, one costing £10,780 per week, and 2 new packages in December costing £17,000 per week. The average cost of the current placements is £180k per annum, £80k more than the budgeted amount of £100k.
- Between August 2021 and December 2022 there have been an additional 51 UASC placements (under & over 18s); including 10 more in quarter three. In 2021/22 the funding from the Home Office covered the cost of the placements; however in 2022/23 the projected spend on UASC placements, including expected growth of 9 more by the end of March 2023, is £2.12m offset by grant funding of only -£1.66m. Due to the increase in the number of UASC, capacity in the market is stretched and therefore some of the UASC have had to be placed with expensive providers leading to the costs being greater than the grant received from the Home Office, The Home Office contribution rates for 2022/23 are the same as 2021/22. Urgent work is underway to find innovative local solutions to build sufficiency.
- The reason for the £0.19m overspend on staffing is mainly due to increased agency cover for vacancies, maternity leave and the retention of some agency Social Workers for longer (based upon demand / caseloads). Caseloads, particularly in Assessments and the Area Child Protection Service (ACPS), have continued to be high resulting in additional resource being required via agency placements. The average number of agency workers for December was 42.2 FTE, 10.3 FTE more than the target for this stage of the year, attributable to increased caseloads and complexity of cases.
- Social Care Travel Assistance via taxis are projected to be £0.61m over spent due to increases in demand and prices. As above officers are considering other local options to drive cost down.

Corporate Resources

	Gross Budget £m	Income Budget £m	Net Budget £m	Projection £m	Q3 Variance £m	Q2 Variance £m
Customers, Digital & ICT	77.2	-61.4	15.8	15.3	-0.5	-0.4
Corporate Resources Director	0.4	-0.3	0.1	0.1	0.0	0.0
Finance	27.6	-25.1	2.5	2.5	0.0	0.0
HR, Communications & Exec Office	7.5	-0.8	6.7	5.7	-1.0	-0.7
Legal & Democratic Services	8.1	-2.5	5.6	5.8	0.2	0.1
Policy, Insight & Change	4.6	-0.1	4.5	4.4	-0.1	-0.1
Corporate Resources Total	125.4	-90.2	35.2	33.8	-1.4	-1.1

135. Corporate Resources is forecast to underspend by -£1.37m as at Quarter 3. The main reasons for this are as follows: -

- A projected underspend of -£0.68m on the apprenticeship funding as take up hasn't been as high as anticipated given this funding is enhancing the existing scheme.
- An underspend of -£0.75m across ICT, digital and customer services predominantly as a result of staffing savings by not filling vacant posts and closing the work on digital lab earlier than planned, some of which is one-off in this financial year.
- An underspend of -£0.25m relating to additional income in Human Resources and Registrars

136. These underspends are offset by a subsidy shortfall of just under £0.40m within Revenues and Benefits. This is due to the continued high levels of expenditure on short-term bed and breakfast accommodation, which attracts only limited subsidy. Again this is an ongoing pressure although work is being undertaken across the Council on homelessness.

137. The main change since Quarter 2 is within Human Resources due to increased staffing savings and the allocation of non-recurrent funding in year.

Public Health

	Gross Budget £m	Income Budget £m	Net Budget £m	Projection £m	Q3 Variance £m	Q2 Variance £m
Public Health	34.5	-27.2	7.3	7.4	0.1	0.2
Public Health Total	34.5	-27.2	7.3	7.4	0.1	0.2

138. At period 9 Public Health is projecting an overspend of £0.15m. The contribution to Doncaster Culture & Leisure Trust (DCLT) is projected to overspend by £0.40m due to significant pressures in relation to increased utility costs and the shortage of chemicals needed for the pools which is in turn pushing up prices. This is partially offset by £0.08m additional one-off biomass income. The situation at DCLT continues to be closely monitored with monthly meetings and the sharing of financial data and business plans to address and work towards mitigating wherever possible the significant pressures in the leisure industry. This projected overspend is over and above the current level of approved subsidy of

£1.1m. This is offset by a period of vacant posts of -£0.04m in strategic commissioning, lower than expected spend on residential rehabilitation (general fund) of -£0.04m and a further underspend on Leisure Management -£0.08m due to the maximisation of grants.

139. A Public Health Grant non recurrent underspend of -£0.77m is due to challenges with securing the NHS health checks programme which is now not expecting to be in place until April (previously provided by NHS), staffing underspend due to maximisation of grants and lower than expected activity in Smoking Cessation services, Physical Activity and Mental Health.

Economy & Environment

	Gross Budget £m	Income Budget £m	Net Budget £m	Projection £m	Q3 Variance £m	Q2 Variance £m
Economy & Development	31.6	-21.5	10.1	9.6	-0.5	0.5
Director Economy & Environment	0.4	-0.1	0.3	0.2	-0.1	-0.1
Environment	69.3	-33.5	35.8	36.2	0.4	0.0
Strategic Housing	4.6	-2.2	2.4	2.1	-0.3	0.0
Economy & Environment Total	105.9	-57.3	48.6	48.1	-0.5	0.4

140. Economy and Environment is forecast to underspend by -£0.48m at quarter 3, the position has improved by -£0.93m since quarter 2. The main variances, including changes since quarter 2 where applicable, are: -

- Facilities Management: £0.34m overspend mainly as a result of increased energy costs. Projections include inflation increases which were not addressed within the budget. The position has improved by -£0.42m since quarter 2 mainly due to including income projections to reflect contributions from strategic partners now occupying the Civic Office and a reduction in the projected energy costs of some buildings to reflect closures and actual bills.
- Street Lighting: £0.71m overspend mainly due to; £0.66m increase in street lighting energy costs. The position has improved by £0.06m since quarter 2 mainly due to reduction in repairs costs.
- Highways Operations: £0.41m overspend, whilst jobs are expected to generate an additional surplus of -£0.30m this has been reduced by projected under recovery of overheads partly linked to the pay award not being fully reflected in the rates for part of the year and an increase in sickness and level of agency workers. The position has worsened by £0.71m since quarter 2.

141. These are mitigated by: -

- Car Parking: -£0.45m underspend due to a projected overachievement of income on bus gates and the markets car park; the position has worsened by £0.03m since quarter 2 mainly due additional costs relating to 2021/22 enforcement contract being incurred unexpectedly.

- Planning: -£0.59m underspend mainly due to higher than expected fees, reduced by one-off additional staffing costs and a compensation payment, the position improved by -£0.37m from quarter 2 mainly due to continued increases in fees.
- Strategic Asset Management: -£0.14m underspend, which is an improvement of -£0.05m since quarter 2. The improved position is mainly due to the inclusion of optimistic assumption around the receipt of back dated rent and increase in staffing underspends, reduced by an increased building maintenance costs.
- Waste and Recycling: -£0.38m underspend mainly due to -£0.36m underspend on recycling income due to increases in the selling price of recyclates, -£0.12m underspend on HWRC mainly due to a reduction in tonnages and associated haulage. These underspends have been reduced by an overspend on collection of £0.19m. The waste position has worsened by £0.04m since quarter 2 mainly due to a projected reduction in recycling income.
- Business Doncaster: -£0.30m underspend mainly due to vacancies and core funded posts being funded temporarily by grants, e.g. Community renewal fund. -£0.12m of the underspend relates to reduced use of European overhead budget and reduced requirement for match funding. The expenditure freeze has led to a further increase in underspend on various budgets of £0.05m. The underspend has increased by -£0.16m since quarter 2 due to a review of match funding requirements and updates to staffing projections.
- Other changes since quarter 2 include an improvement of -£0.22m of the cost of the St Leger Homes general fund management fee due an improvement in the recovery rate of Housing Benefit. The Local Investment Planning team have also seen a further improvement of -£0.12m due to staffing underspends caused by recruitment issues.

Council Wide budgets

	Gross Budget £m	Income Budget £m	Net Budget £m	Projection £m	Q3 Variance £m	Q2 Variance £m
Change Programme	0.0	-0.2	-0.2	-0.2	0.0	0.0
General Financing/Treasury Management	5.0	-0.1	4.9	3.7	-1.2	-1.0
Levying Bodies/Parish Precepts	16.5	0.0	16.5	16.5	0.0	0.0
Other Centrally Funded	0.4	-12.7	-12.3	-12.1	0.2	1.7
Revenue Costs Ex Capital Programme	-20.0	20.0	0.0	0.0	0.0	0.0
Technical Accounting	6.3	0.0	6.3	5.2	-1.1	-1.1
Business Rate Retention	0.0	-107.5	-107.5	-107.5	0.0	0.0
Severance Costs	5.0	-0.1	4.9	4.8	-0.1	-0.1
Council Wide Budget Total	13.2	-100.6	-87.4	-89.6	-2.2	-0.5

142. Council Wide is forecast to underspend by -£2.20m at Quarter 3. The main underspends are: -

- -£1.17m on treasury management due to savings on debt charges as the planned long term borrowing will no longer be undertaken due to high interest rates and additional investment income also as a result of high interest rates;
- -£1.06m underspend on Minimum Revenue Provision (MRP) due to slippage in the 2021/22 capital programme between quarter 3 and outturn of £5.6m (slippage on fleet replacement accounts for half of the reduction in the MRP charge);
- -£1.20m of funding previously allocated from the Adult Social Care precept to provide for future financial risks in relation to the impact of the Government's White Paper on Adult Social Care, ""People at the Heart of Care"" is no longer required as alternative funding within the Adult's service has been identified;
- -£0.95m release from the insurance provision based on review of recent claims;
- -£0.75m underspend on the ongoing budget provided for additional investment needs for services, no business cases have come forward;
- -£0.64m New Homes Bonus returned funds for 2022/23 announced on 6th February, 2023;
- -£0.45m uncommitted contingency budget;
- -£0.27m use of Shared Prosperity Fund to meet existing costs.

143. These are offset by overspends on: -

- £4.01m estimated shortfall on the 2022/23 pay award. The estimate was for a 3% increase (2% budgeted for 2022/23 and 1% carried forward) but the actual increase is c7%;
- £0.45m senior management savings assumed not achievable in 2022/23.

144. The above figures do not include any estimated loss of income from Council Tax and Business Rates. These form part of the Collection Fund and due to statutory accounting requirements the impact of gains or losses in the Collection Fund in 2022/23 won't affect the Council's General Fund until 2023/24. The impact on the Collection Fund is discussed below.

Action Plan

145. The 2021/22 quarter 4 Finance and Performance Improvement Report committed to producing an action plan to improve projections, including the following:-

- Detailed discussions at DLTs to be led by Assistant Directors for their respective areas with finance business partners providing a supporting role, this will mean Assistant Directors own the projections and fully understand the reasons,
- Budget management discussions are cascaded through the management levels across all services i.e. Assistant Directors have regular financial monitoring meetings during the year with their Heads of

Services, Heads of Services discuss the financial monitoring position in 1 to 1's with Service Managers,

- Budget holder training is now mandatory for managers (like GDPR, Health and Safety etc.),
- Information to be provided to DLTs showing which budget holders have not accessed the Collaborative Planning (CP) system recently.

146. The full action plan and a progress update is shown in Appendix B - Finance Profile.

Housing Revenue Account (HRA)

147. The outturn projection at quarter 3 is an underspend of £1.59m, which decreases the planned contribution from balances to £1.1m. This includes a £1.21m projected underspend on the St Leger Homes' (SLH) management fee, resulting from an adjustment to the capital income that SLH receives to reflect the increase in the schedule of rates. In addition, other expenditure savings of £0.26m and a positive variance of £0.12m on income budgets.

148. When compared to the original budget estimate 2022/23 SLH is projecting an overspend of £1.05m due to inflation being much higher than budgeted across all areas of the business, especially on utility budgets, contractor costs and employee pay. An increase of £1.15m is requested in the SLH management fee, with a reconciliation at year-end to ensure any surplus is returned to the Council.

149. HRA balances are estimated to be £5.59m as at 31 March 2023.

150. Current rent arrears at quarter 3 are £2.34m (2.98% of the rent debit); this is an increase of £0.14m from £2.20m (2.80%) at quarter 2. As at 31st December 2022, the amount of former tenants' arrears was £0.97m a decrease of £0.44m from quarter 2, write offs in this period were £0.51m. The expected level of write offs this year is £0.67m, which is much higher than usual due the replacement of the housing management system meaning there were no write offs last year.

Fees and Charges

151. The Council's Financial Procedure Rules require any changes to fees and charges to be included in the quarterly finance and performance monitoring reports.

152. The planning service have recently introduced a new customer self-service platform called 'Find Out If You Need Planning Permission' (FOIYNPP) service. This platform utilises planning digital data, to help support and guide customers as to whether their development is likely to require planning permission.

153. This service is still in development and is provided for guidance only and does not represent a planning decision or legal advice. One of the limitation notices on the service is that the screening tool does not currently account for any planning conditions that may be associated to a property which could place limitations on what they can do without planning permission. We inform the service user that they should check with the Council before doing any work and present them with two options:

- a) That they can check the planning history themselves via our online public register,

b) They can pay for a planning history check.

154. To ensure we cover the time taken to resource any requests for planning histories where the customer does not wish to find this information out for themselves, a new fee was introduced.

155. The fee is to cover the cost of processing a Planning Site History Check (mainly staff costs) is £46.75 for the first hour and a further £46.75 for each hour or part thereof after, which aligns to charges for a similar process for Environmental Information Regulation. The charges are estimated to raise £1,200 per annum. The FOIYNPP service was deployed on the Council's website on the 3rd January and the charge was implemented at the same time.

156. Additionally, cremation fees have been increased following the recent exceptional rises in energy prices (gas and electricity) which have added over £85 on average to each cremation. This will increase the overall energy costs of the Bereavement service by £204k in 2023/24. The increases are shown in the table below:-

Cremation Type	Fee from April 2022	Fee from Jan 2023
Adult full service charge including medical ref fee	£845	£935
Adult committal service charge inc. medical ref fee	£803	£888
Early morning direct cremation (8:40 or 9:00 am - No service)	£425	£440
Body parts	£215	£225

157. This will not cover the additional costs in 2022/23, but based on expected volumes in January, February and March, will offset them by circa £60k.

Capital Budget

158. The 2022/23 capital programme consists of 507 schemes in total with current projections estimating £97.8m spend within the financial year with a further £359m projected to be spent in future years. The split by directorate is in the tables below:-

Directorate	Current Year Budget Brought Forward (£'000)	Value of Schemes as at Q3 (£'000)	Number of Schemes	Future Years Budget Brought Forward (£'000)	Projected Future Years Budget as at Q3 (£'000)
ADULTS HEALTH & WELLBEING	7,996	5,834	10	14,946	27,601
ADULTS SOCIAL CARE	7,647	5,195	3	14,946	27,363
COMMUNITIES	285	619	6	0	238
MODERNISATION AND COMMISSIONING	64	20	1	0	0
CORPORATE RESOURCES	17,101	5,464	46	871	15,275
CUSTOMERS, DIGITAL & ICT	4,300	931	17	550	4,219
FINANCE	12,660	4,393	28	321	11,057
HR, COMMS & EXEC OFFICE	140	140	1	0	0
PUBLIC HEALTH	5,564	6,410	11	2,017	8,619
LEISURE SERVICES	5,564	6,410	11	2,017	8,619
ECONOMY & ENVIRONMENT	104,084	72,824	350	175,091	272,044
ECONOMY & DEVELOPMENT	43,356	27,831	93	5,831	87,718
ENVIRONMENT	19,281	15,280	210	1,667	5,400
STRATEGIC HOUSING	41,447	29,712	47	167,593	178,926
CHILDREN, YOUNG PEOPLE AND FAMILIES	12,377	7,297	90	19,544	35,835
CENTRALLY MANAGED	200	166	1	400	600
CHILDRENS SERVICES TRUST	1,330	705	6	0	625
COMMISSIONING & BUSINESS DEVELOPMENT	8,129	5,048	72	19,144	27,231
PARTNERSHIPS AND OPERATIONAL DELIVERY	2,717	1,378	11	0	7,379
Grand Total	147,121	97,829	507	212,470	359,374

159. At quarter 3 there has been a 34% reduction in the projected in year spend when compared to the opening budget of £147.1m which is a reduction of £49.3m.

Directorate	Current Year Budget Brought Forward (£'000)	Current Year Budget as at Q1 (£'000)	Current Year Budget as at Q2 (£'000)	Current Year Budget as at Q3 (£'000)	% Reduction in forecast after 9 months
ADULTS HEALTH & WELLBEING	7,996	6,218	5,778	5,834	27%
ADULTS SOCIAL CARE	7,647	5,911	5,095	5,195	32%
COMMUNITIES	285	244	619	619	-118%
MODERNISATION AND COMMISSIONING	64	64	64	20	69%
CORPORATE RESOURCES	17,101	17,162	12,556	5,464	68%
CUSTOMERS, DIGITAL & ICT	4,300	4,775	3,129	931	78%
FINANCE	12,660	12,247	9,288	4,393	65%
HR, COMMS & EXEC OFFICE	140	140	140	140	0%
PUBLIC HEALTH	5,564	6,632	7,082	6,410	-15%
LEISURE SERVICES	5,564	6,632	7,082	6,410	-15%
ECONOMY & ENVIRONMENT	104,084	88,066	85,341	72,824	30%
ECONOMY & DEVELOPMENT	43,356	36,670	38,846	27,831	36%
ENVIRONMENT	19,281	15,793	16,251	15,280	21%
STRATEGIC HOUSING	41,447	35,603	30,245	29,712	28%
CHILDREN, YOUNG PEOPLE AND FAMILIES	12,377	9,712	9,126	7,297	41%
CENTRALLY MANAGED	200	200	189	166	17%
CHILDRENS SERVICES TRUST	1,330	1,330	877	705	47%
COMMISSIONING & BUSINESS DEVELOPMENT	8,129	6,530	6,396	5,048	38%
PARTNERSHIPS AND OPERATIONAL DELIVERY	2,717	1,652	1,663	1,378	49%
Grand Total	147,121	127,790	119,883	97,829	34%

160. All schemes slipping by £0.5m or more (between Quarter 2 and Quarter 3)

LUF1 Block Allocation	£4.5m
Programme Contingency	£4.3m
Strategic Acquisition Fund	£3.0m
Secure & Resilient Technology	£1.1m
Towns Fund Stainforth Block	£1.0m

Thorne Road (Unity)	£1.0m
Balby Local Cycling Walking Infrastructure Plan	£0.8m
Armthorpe Academy Land Purchase	£0.8m
Frenchgate Tunnel	£0.7m
Future Parks	£0.7m
Conisbrough Station Access	£0.6m
Customer Relationship Manager	£0.5m
North Bridge Connector	£0.5m
Sandall Park Lake Surround	£0.5m

161. Current spend to date is £57.9m which is 59% of the £97.8m projection for the year.

Directorate	Projected Budget Update Current Year (£'000)	Current Actuals plus WIP (£'000)	% Spend after 9 months
ADULTS HEALTH & WELLBEING	5,834	3,068	52.6%
ADULTS SOCIAL CARE	5,195	2,778	53%
COMMUNITIES	619	290	47%
MODERNISATION AND COMMISSIONING	20	0	0%
CORPORATE RESOURCES	5,464	3,175	58.1%
CUSTOMERS, DIGITAL & ICT	931	267	29%
FINANCE	4,393	2,764	63%
HR, COMMS & EXEC OFFICE	140	145	103%
PUBLIC HEALTH	6,410	4,416	68.9%
LEISURE SERVICES	6,410	4,416	69%
ECONOMY & ENVIRONMENT	72,824	43,623	59.9%
ECONOMY & DEVELOPMENT	27,831	12,402	45%
ENVIRONMENT	15,280	8,889	58%
STRATEGIC HOUSING	29,712	22,333	75%
CHILDREN, YOUNG PEOPLE AND FAMILIES	7,297	3,618	49.6%
CENTRALLY MANAGED	166	0	0%
CHILDRENS SERVICES TRUST	705	294	42%
COMMISSIONING & BUSINESS DEVELOPMENT	5,048	2,758	55%
PARTNERSHIPS AND OPERATIONAL DELIVERY	1,378	565	41%
Grand Total	97,829	57,901	59.2%

162. There are 76 schemes totalling £7.4m which have had budget allocated to them but are yet incur any spend. At Quarter 3 there were 133 schemes totalling £28m that hadn't incurred any spend.

163. Examples of schemes yet to incur spend, which have a high value, are the Future Parks project £0.5m and the Secure and Resilient Technology project £0.25m. The totals by directorate are listed in the tables below.

Directorate	Number of Schemes	Total budgets with no spend in year (£'000)
ADULTS HEALTH & WELLBEING	3	34
COMMUNITIES	2	14
MODERNISATION AND COMMISSIONING	1	20
CORPORATE RESOURCES	8	575
CUSTOMERS, DIGITAL & ICT	6	541
FINANCE	2	34
ECONOMY & ENVIRONMENT	45	4,875
ECONOMY & DEVELOPMENT	17	2,708
ENVIRONMENT	25	1,859
STRATEGIC HOUSING	3	307
PUBLIC HEALTH	2	1,105
PUBLIC HEALTH	2	1,105
CHILDREN, YOUNG PEOPLE AND FAMILIES	18	840
CENTRALLY MANAGED	1	166
COMMISSIONING & BUSINESS DEVELOPMENT	15	613
PARTNERSHIPS AND OPERATIONAL DELIVERY	2	61
Grand Total	76	7,429

Current Status of Schemes in the programme

164. 143 schemes have either not started or are still at the planning phase which is nearly 28% of all the current year schemes.

Status	Number of Scheme	% in phase based on scheme numbers
Not Started	50	9.86%
Planning Phase	93	18.34%
Underway	168	33.14%
Completion Phase	177	34.91%
Block Budget	19	3.75%
Grand Total	507	100.00%

165. 168 schemes have been classified as underway and 177 schemes are now in the completion phase.

Capital Receipts

166. Based on current estimates there will be a £4.9m shortfall in the capital receipts to be generated in year this is due to sales at sites such as Hungerhill and Council House car park now not expected to be completed until the next financial year. There is a negative impact of delayed capital receipts, which have been taken into account as part of the revenue budget forecast position.

Risks

167. There are risks in the capital programme around rising inflation increasing the cost of schemes and there are also issues with scheme delivery due to difficulty in recruitment.

Collection Fund

168. The current position on the Collection Fund for Council Tax and Business Rates is detailed below. For both Council Tax and Business Rates the tables show the Collection Fund as a whole and the Council's share of the Collection Fund: -

- Council Tax:

	Budget £m	Projected Outturn £m	Variance £m	Opening Balance £m	Planned Distribution £m	Closing Balance * £m
Collection Fund	-155.85	-157.30	-1.46	0.29	1.10	-0.07
Doncaster Council	-127.84	-129.03	-1.19	0.23	0.92	-0.04

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

The council tax collection fund variance in the year is a -£1.46m surplus. This is attributable to transfers from general fund mainly relating to hardship reliefs - £1.60m and higher collection rates -£0.74m partially offset by lower growth £0.29m and higher levels of Local Council Tax Support granted £0.59m. The in-year surplus means the closing balance is a surplus of -£0.07m.

Council Tax arrears were £22.74m compared to the target of £22.30m at the end of quarter 3. The target for reduction of Council Tax arrears was £2.10m for quarter 3 and the actual reduction in arrears was £1.58m. The reduction is slightly lower than the £1.75m reduction for the same period last year. Although significant progress has been made to reduce the existing backlog of work the level of reduction will be affected but it is hoped target performance will still be maintained.

- Business Rates:

	Budget £m	Projected Outturn £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance * £m
Collection Fund	-91.22	-113.29	-22.07	21.31	-20.79	-21.55
Doncaster Council	-44.70	-55.51	-10.81	10.44	-10.19	-10.56

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

The business rates collection fund variance in the year is a -£21.55m surplus. The appeals provision relating to the 2017 list has been recalculated and is now based on lower numbers of checks and challenges and lower success rates than anticipated. Additionally, it has come to light that successful appeals haven't been charged to the provision in recent years and instead have been offset against growth. The combination of these issues means £21.95m is released back into the Collection Fund (this represents an increase in income to the Collection Fund). In addition, retail relief granted is lower than anticipated -£2.57m (although this gain will be offset by an equivalent loss in section 31 grant which will be managed in 2022/23 using the business rates volatility reserve). The in-year surplus means the closing balance is a surplus of -£21.55m. The Council's share -£10.56m of the surplus closing balance is factored into the 2023/24 budget setting process.

Business Rates arrears were £6.92m compared to the target of £5.20m at the end of quarter 3. After the addition of the old year debt in quarter 2 due to 2 large

assessments being added to the rating list with liabilities going back into 2021/22 which automatically counts as arrears, in quarter 3 arrears reduced by £0.86m against the target of £0.90m. This compares with a £1.42m reduction for the same period last year. This indicator is also affected by the backlog of work which means retrospective changes into previous years will increase the level of arrears rather than reduce them. As the backlog has been reduced in the quarter this has not had as a significant impact as it did previously.

Schools Funding & Dedicated Schools Grant (DSG)

169. The Dedicated Schools Grant (DSG) is projected to overspend by £7.6m during 2022/23 (an increase of £1.4m compared to quarter 2).

170. The overspend position is mainly due to pressures within the High Needs Block which includes expenditure on Out of Authority placements (agreed via an education or social care route and review by School's Forum), Specialist Post 16 Institutions, Education Health & Care plan (EHCP) Top Up payments. The increase in spend for children placed in SEN out of authority placements, is due to a combination of levels of need and increased demand, including the lack of diversity of local specialist provision against this need, and there have been delays in delivering savings on Children with Disabilities (CWD) and Looked after Children (LAC) placements due to additional demand, increased complexity of children and in turn higher package costs. No new homes are open yet as part of the Future Placement Strategy, initially due to the impact of COVID-19 but now due to difficulties in recruiting staff. Directorate Leadership team, and also the SEND Engine Room, are looking to develop an action plan across children's social care, SEN and placements to address the current challenges. Strategically, senior education leads in the Council are also liaising with schools regarding the devolution of elements of the DSG to ensure that locally there are the right services in place to support children, improve outcomes and reduce costs.

171. Whilst the overspend position is significant it is not uncommon to other LA positions and Doncaster Council, amongst 55 LAs, is currently participating in the DfE's Delivering Better Value in SEND programme which will look at plans to manage and reduce the authorities high needs block overspend position. In the last 2 years the Government has partially recognised the position that many LAs face on their High Needs Block and have increased the DSG High Need Grant to LAs with Doncaster receiving an extra £5.7m in 2022/23 compared to 2021/22 levels and a further £5.6m in 2023/24 has been confirmed. Based on the latest DfE guidance the projected increases to the grant have been set at 3% in 2024/25 and beyond. The high needs medium term plan is currently being reviewed with senior managers to follow the completion of the above referenced action plan and also take into account growth assumptions of children and young people numbers accessing support in future years. The current high needs medium term plan currently shows an overall deficit position of £21.2m at the end of 2023/24 potentially rising to £32.8m at the end of 2025/26 which includes an in-year deficit during 2025/26 of £4.0m. For the in-year deficit expected in 2025/26 to return to a surplus position funding from government for 2024/25 and beyond would need to increase by 7%, as opposed to 3% assumed per DfE, or further cost saving measures and/or top slicing of schools budget would need to be considered. A regular review and quality assurance process is currently underway ensuring that the impact of spend is mitigated where possible. Once the action plans have been

fully developed and agreed, the future projections will be updated and reported in the 2022/23 outturn report to ensure that where possible actions are identified and progress during 2023/24 to reduce the forecast increasing deficit.

Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
DSG High Needs Block grant (after deductions)	41,173	47,761	49,422	51,131
High Needs Block expenditure	49,254	51,198	53,560	55,179
In year High Needs Block variance (less other DSG underspends)	7,585	3,437	4,138	4,047
Overall DSG Balance	21,211	24,648	28,786	32,833

172. During quarter 3 no new grants have been received for the Department for Education for Doncaster's maintained schools.

Reserves

173. As part of the strategy to streamline and reduce the number of specific earmarked reserves, a review is being undertaken with a view to releasing or repurposing balances no longer required for their original purposes. The release of a further £0.70m from the Insurance Fund has been factored into the £7.8m overspend referred to above.

174. General reserves are currently £17.23m, should the overspend be funded from general reserves they would be £9.43m. That level is not felt to be sufficient to cover risks inherent in the Council's budget, therefore this is not recommended.












175. This report recommends that, earmarked reserves, rather than general reserves, are used to fund the overspend. The earmarked reserves likely to be used are the Service Transformation Fund (£10.0m estimated to be available at the year-end) and the Severance costs reserve (£9.5m estimated to be available at the year-end). The final year-end position will determine the amount of Earmarked reserves required to balance 2022/23 and the Section 151 Officer will determine the contributions from individual Earmarked reserves outlined. The specific details on actions taken to fund the overspend will be reported to Cabinet in the Quarter 4 Finance & Performance monitoring report.

176. The impact of reducing earmarked reserves is that less funding is available for the intended purposes. In the case of the Service Transformation Fund, that means opportunities to improve services may be missed or be delayed due to the lack of funding for up-front investments (such as training, software, temporary staffing). Due to the current projected numbers of post reductions over the medium-term period it is felt the current balance of the Severance costs reserve, can be reduced and still retain sufficient funding for future costs.

STRATEGIC RISKS

177. The register contains 11 risks all have been profiled for quarter 3. All 11 risks have retained the same profile.

RAG	Risk Title	Current Score	Target Score	Trend
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	Failure to successfully prevent a major cyber attack	20	6	
	(CYPF HoS) Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk	20	10	
	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	16	10	
	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.	15	5	
	The combined impact of managing concurrent risks eg: floods, EU transition arrangements, Covid	15	20	
	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	12	6	
	(CYPF HoS) The potential impact on formal achievement rates/outcomes due to learning lost during Covid.	12	12	
	Without effective influence and engagement with the South Yorkshire MCA, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal	12	8	
	Safeguarding concerns for adults increase through a combination of greater vulnerability following the pandemic and greater difficulties providing timely care and support because of reductions in workforce capacity	610	5	
	Failure to implement the Partnership priorities across the Team Doncaster Partnership	9	6	
	Failure to maintain and improve the management of health and safety may impact on the Council's ability to mitigate risk to both colleagues and members of the public and our inability to deliver effective services	8	4	



Risk Profile of 20 and above



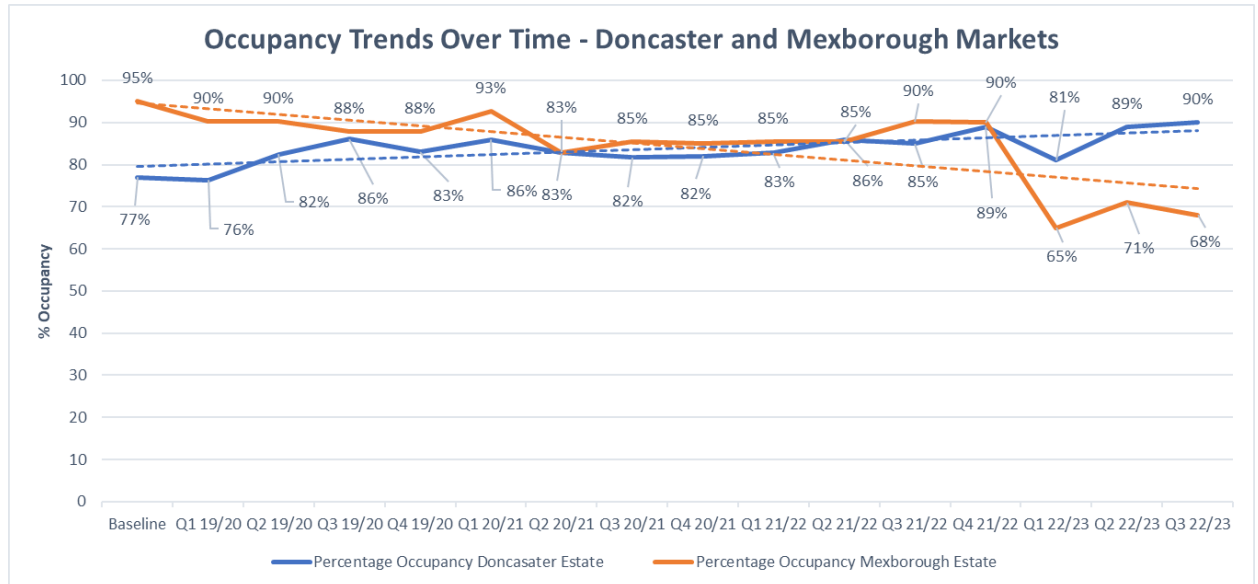
Risk Profile of 6 to 19

MARKET ASSET MANAGEMENT (MAM) DONCASTER LTD.

178. The Levelling up Fund (LUF) development project on the Corn Exchange continues with progress being made on the works. The movement of traders from the Corn Exchange to units in Goose Hill are reflected below in the occupancy charts.

179. Quarter 3 had events in the market including the DN Festival of Light 2022 ran by Right up Our Street, the continuation of the monthly children’s discos, Doncaster Artisan Market and Christmas events in the lead up to the festive season.

Occupancy Trends at Doncaster and Mexborough Markets

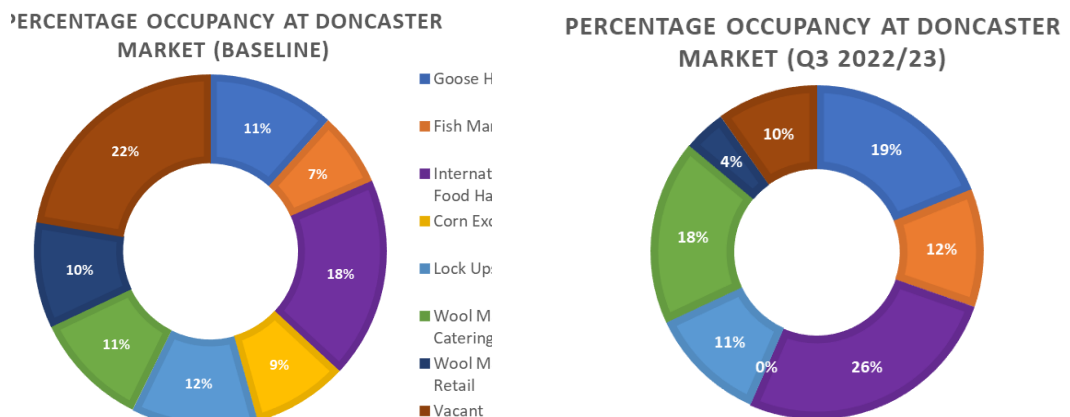


180. Doncaster estate has returned back to 90% having dipped in the first two quarters of 2022/23. The remaining 10% of vacancies can relate to the stalls that are not occupied in the Corn Exchange whilst the development works are ongoing however these stalls are still being included in the occupancy recording.

181. The occupancy levels in Mexborough are continuing a downward trend with the number of vacancies increasing slightly to 12 from the total 40 units. A majority of the vacant stalls are where the café is situated. Over quarter 3 work was being undertaken to clean the site and perform remedial works to bring it back up to a lettable standard. One new trader was recruited during Q4 whilst a lettings campaign is being launched in 2023 to attract new traders to the market.

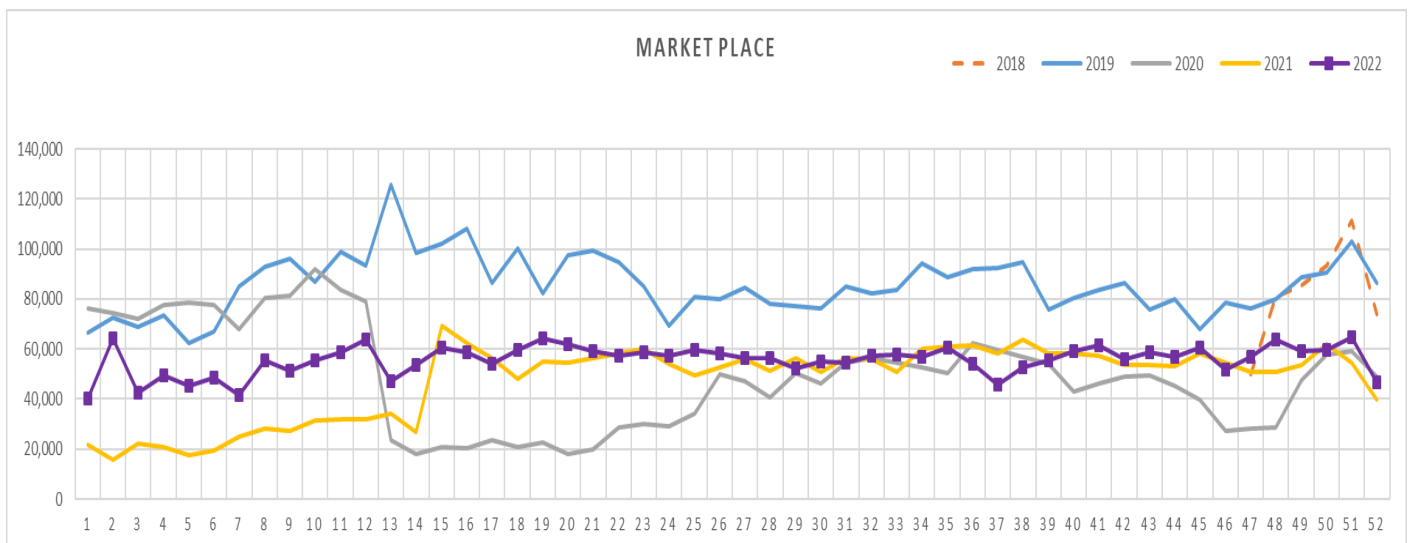
Doncaster Market Occupancy Level Changes per area of the estate (Percentage) at Baseline (May 2019) and Q3 2022/3

Level Changes per area of the estate (Percentage) at Baseline (May 2019) and Q3 2022/3



182. The comparison of occupancy across the Doncaster estate between baseline (May 2019) and present levels (Q3 2022/23) shows a significant difference in the number of units in each area. Vacancy levels in the Corn Exchange remain zero due to the ongoing improvement works. Goose Hill occupancy levels have increased due to the majority of traders being decanted from the Corn Exchange. Occupancy levels across the estate have increased including the Fish market and International Food Hall. Wool Market retail has decreased however this reflects the reduction in retail with the introduction of the competitive leisure area.

Footfall Trends for the Market Place (up to week 52; w/c 26/02/22)



183. Quarter 3 2022-23 saw a continuation of an average of 50-60,000 mirroring the footfall figures observed during the same monitoring period in 2021. The first week in December and the week before Christmas displayed two of the highest weekly figures from across the whole of 2022. The middle two weeks of December recorded figures just below 60,000 which coincided with sub-zero temperatures.

184. Numbers are still below pre-pandemic figures; however it is encouraging to see similar numbers in the latter part of 2022 compared to the latter part of 2021. The final week of the quarter shows a large drop in footfall but this trend mirrors the drop in footfall seen between Christmas and New Year since footfall recording began in 2018.

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

Events

186. In November, The Wool Market announced its family to be ‘Insta famous’ on its socials. A photoshoot was taken of the family in return for a free day of playing on the leisure facilities. The family have now been publicised all over Facebook

and Instagram, helping to promote the leisure facilities and The Wool Market as a family-friendly venue.

187. In December, the Wool Market also delivered a 12 days of Christmas campaign, giving away prizes on a daily basis for 12 days. This was to increase engagement and reach on social channels whilst also promoting the venue as a whole.

188. The artisan markets have been going ahead with great success and will carry on once a month in 2023.

189. After the success of the free summer children’s quizzes over the Christmas period, The Wool Market hosted a Christmas quiz and a 2022 quiz. The Wool Market will now host a monthly kids quiz rather than just over the school holidays.

Financial Position

190. MAM continue to provide monthly income and expenditure reports and quarterly management accounts. Council officers have been through this in detail and are monitoring the position closely however due to commercial sensitivity, the income and expenditure projections are not disclosed within this report. There is no financial assistance for MAM in the financial year 2022/23.

BACKGROUND

191. Not applicable

OPTIONS CONSIDERED



192. Not applicable







REASONS FOR RECOMMENDED OPTION

193. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

194.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change				✓
Comments: Finance and performance monitoring impacts across all priorities.				
 Developing the skills to thrive in life and in work				✓
Comments: Finance and performance monitoring impacts across all priorities.				

 Making Doncaster the best place to do business and create good jobs				✓
Comments: Finance and performance monitoring impacts across all priorities.				
 Building opportunities for healthier, happier and longer lives for all				✓
Comments: Finance and performance monitoring impacts across all priorities.				
 Creating safer, stronger, greener and cleaner communities where everyone belongs				✓
Comments: Finance and performance monitoring impacts across all priorities.				
 Nurturing a child and family-friendly borough				✓
Comments: Finance and performance monitoring impacts across all priorities.				
 Building Transport and digital connections fit for the future				✓
Comments: Finance and performance monitoring impacts across all priorities.				
 Promoting the borough and its cultural, sporting, and heritage opportunities				✓
Comments: Finance and performance monitoring impacts across all priorities.				
Fair & Inclusive				✓
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				

Legal Implications [Officer Initials: SRF Date: 03.02.22]

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

Financial Implications [Officer Initials: RLI Date: 07.02.23]

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

Human Resources Implications [Officer Initials: KG Date: 02.02.22]

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

In addition, the difficulties in recruitment still exist across a range of areas in the council and talent shortages are becoming a significant recruitment concern – with managers fearful of not retaining staff where higher salaries are on offer externally. The appointment challenge is a national issue in some sectors with compensation and benefits being the priority for job seekers.

Technology Implications [Officer Initials: PW Date: 03.02.23]

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

RISKS AND ASSUMPTIONS

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

CONSULTATION

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

BACKGROUND PAPERS

201. Not applicable

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

202. Not applicable

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City of
Doncaster
Council

Finance Profile

October 2022 – December 2022

APPENDIX A

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Savings Tracker

	Target 22/23 including under/over 21/22 (£m)	22/23 achieved (£m)	22/23 remainder expected to be achieved in year (£m)	One-off 22/23 (£m)	22/23 (unachieved)/ overachieved (£m)
Adults, Health & Wellbeing	-2.263	1.268	0.595	0.000	-0.400
Children, Young People & Families	-7.830	4.242	0.412	0.049	-3.127
Corporate Resources	-1.177	1.164	0.000	0.000	-0.013
Council Wide Budgets	-2.752	2.252	0.000	0.000	-0.500
Economy & Environment	-0.806	0.616	0.022	0.000	-0.168
Public Health	-0.050	0.050	0.000	0.000	0.000
Total	-14.877	9.592	1.029	0.049	-4.208

Treasury Management Update – Quarter 3 2022/23

1. The forecast for Treasury Management at Quarter 3 is an underspend of £1.17m due increased interest on investment income and savings on borrowing costs. Investment income is forecast to be £0.78m higher than anticipated due to the significantly higher interest rates than those assumed when setting the budget. The base rate has been increased every six weeks so far in this financial year and wherever possible cash balances are being invested on a short term basis. Cash balances are forecast to reduce in the next three months as they are used to mitigate the need to borrow. Borrowing costs are forecast to underspend by £0.39m as the planned borrowing has been delayed due to high interest rates which are increasing the cost of borrowing. Only £30m of short term borrowing has been undertaken in this financial year, even though £60m has matured, and no further borrowing is assumed due to the favourable cashflow position for the rest of the financial year.
2. Since setting the budget for 2022/23 there have been several interest rate increases that were not foreseen at the time in an attempt to control spiralling inflation and try to mitigate the cost of living crisis. The Bank of England base rate is currently 3.5% (up from the all-time low of 0.01% throughout the pandemic and up by 1.25% since the Quarter 2 position) and two further increases are envisaged for the rest of the year, with the latest forecasts having the base rate at 4% by the end of March 2023. These interest rate increases were reflected in the cost of long term borrowing through the Public Works Loan Board (PWLB) immediately as these rates are linked to gilt yields and have been reflected in the short term “local” market where other public bodies (Local Authorities, Housing Associations etc.) lend to each other for short periods of time.
3. As a result of the interest rate increases outlined above the borrowing strategy outlined in the Treasury Management Strategy Statement (TMSS) for 2022/23 is being revised. At the time of approving the TMSS borrowing rates were forecast to rise gently over the next three years and the primary borrowing strategy for new and replacement debt was to adopt a hybrid approach and take out both long term and short term loans. This strategy was agreed to remove some interest rate risk but also to benefit from interest savings over the period. However, the rapid increase in borrowing rates over the last few months means it is no longer affordable to adopt this approach and borrowing will only be undertaken in the short term to maintain our cashflow position. This will mean the Council will remain under borrowed for longer than anticipated. At the end of 2021/22 under borrowing was £132m which is 22% of the Capital Financing Requirement (borrowing need). This is likely to be higher by the end of 2022/23 as not all maturing debt is being replaced. Whilst this might seem high, the indications from Link, the Council’s Treasury Management advisors, show this is comparable to other Metropolitan Authorities. 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.

Borrowing

4. Figure 1: The following table summarises the Council’s forecast Debt Portfolio as at 31st December 2022: -

Doncaster Council Debt Portfolio and Maturity Profile as at 31st December 2022				
	Upper Limit %	Lower Limit %	Actual %	Actual £m
Under 12 Months	30	0	8.19%	35.004
12 to 24 Months	50	0	2.39%	10.228
24 Months to 5 Years	50	0	7.91%	33.820
5 Years to 10 Years	75	0	1.23%	5.247
10 Years to 20 Years	95	10	80.28%	57.648
20 Years to 30 Years				34.873
30 Years to 40 Years				153.873
40 Years to 50 Years				96.880
TOTAL				100.00%

5. It is anticipated that no further borrowing will be undertaken within this financial year but if it is then it will be on a short term basis therefore will increase the debt repayable within 12 months maturity profile but will still be within the approved limit.
6. Treasury Management officers confirm that there have been no breaches of prudential indicators, as set out in the Treasury Management Strategy Statement agreed by Council on 28th February 2022 during this financial year.

Investment

7. 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.
8. The average investment rate is 3.06% for December. A proportion of the cash balance is kept liquid to meet cashflow needs. This is a lot higher than the returns achieved through the last few years reflecting the different economic climate currently in.
9. Treasury Management officers confirm that there have been no breaches of investment limits, as set out in the Treasury Management Strategy Statement agreed by Council on 28th February 2022 during this financial year.

Figure 2: The following summarises the Council's investment portfolio as at 31st December 2022

	£m
HELEBA	10.0
HANDLESBANKEN	20.0
SANTANDER UK	10.0
Total	40.0

Risks

10. Risks were reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 28th February 2022. The key risks and mitigating actions relevant to this quarter are as follows: -

- a. The Council could be unable to borrow when funding is required due to adverse market conditions and/or budgetary restraints. This risk is mitigated by maintaining sufficient easily accessible funds. Further mitigating actions could be scaling back or re-profiling capital expenditure plans if necessary.
- b. There could be an increased use of reserves and working capital which is currently used to finance the under borrowed position. This risk is mitigated by regular monitoring of the use of reserves and having a robust cash flow forecast, which is monitored on a daily basis
- c. 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 Management advisors and action will be taken to reduce exposure or remove institutions from the list if negative indicators deem it appropriate.

Capital Programme Block Budget Allocations Quarter 3 2022-23

	Funding Source	Allocation of block budget 2022/23 £m	Allocation of block budget Total £m
Children, Young People & Families			
Centrally Managed			
King Edward School Roof	Government Grant	0.007	0.007
Copley School - refund	Government Grant	(0.001)	(0.001)
Askern Youth Hub Canopy	Government Grant	0.017	0.017
DFE – Capital Maintenance	Government Grant	(0.023)	(0.023)
Partnerships and Operational Delivery			
Rossington St Micheal - Hoist - Refund	Government Grant	(0.001)	(0.001)
Auckely School - sensory room - Refund	Government Grant	(0.009)	(0.009)
DFE – New pupil places	Government Grant	0.010	0.010
Commissioning and Business Development			
Dennaby Youth Hub - Fencing	Government Grant	0.007	0.007
King Edward School - Fencing	Government Grant	0.010	0.010
DFE Capital Maintenance Grant	Government Grant	(0.017)	(0.017)
Children's Social Care			
Cambourne Close - Aborted - refund budget	Housing Capital Receipts	(0.156)	(0.156)
Housing Capital Receipts	Housing Capital Receipts	0.156	0.156

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval

2022/23 Quarter 3

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

The following virements are proposed for approval: -

	Reason	Directorate	£
1	2022/23 Pay Award – General Fund inflation	AHWB	1,240,730
		PH	26,840
		CYPF	2,045,740
		CR	1,685,020
		EE	1,412,000
		CWB	-6,410,330
2	2022/23 Pay Award – Schools income inflation funded by General Fund for 2022/23 only	CYPF	9,880
		CR	755,780
		EE	42,430
		CWB	-808,090
3	Movement of budgets from Adults commissioning to Public health following staffing movements.	AHWB	-969,290
		PH	969,290

Monitoring Action Plan

Ref	Task	Target Date	Completion Date	RAG status	Who to complete	Note
	Generic actions					
1	All to encourage realistic projections - where underspends are anticipated they need to be included at the earliest date and can be changed in subsequent months.	Q1	Ongoing	Green	Directors	E.g. for staff budgets managers shouldn't assume posts are filled immediately, for income previous years and other data should be used to forecast.
2	Detailed discussions at DLTs to be led by Assistant Directors for their respective areas with finance business partners providing a supporting role, this will mean Assistant Directors own the projections and fully understand the reasons for variances.	Q1	Ongoing	Green	Directors & Assistant Directors	E&E - ADs leading discussions at DLT supported by Finance. CYPF - ADs outlined work on M4 ELT actions (projections review) with their HoS. Childrens Social Care owning of projections just started through performance clinics the week before, where overall care ladder position was discussed and Director set deadline for an action plan for 8th November covering CSC/placements & SEN. Overall CYPF Q2 position outlined by finance with ADs and Director discussion on position. AHWB - 2 of 3 ADs presented slides on performance and finance (non-care ladder) that covered review work on M4 ELT actions (projections review). Other AD apologies but had planned same. Draft Care Ladder position outlined by finance with ADs and Director discussion on position. Corporate Resources - ADs have generally been providing the updates
3	Budget management discussions are cascaded through the management levels across all services i.e. Assistant Directors have regular financial monitoring meetings during the year with their Heads of Services, Heads of Services discuss the financial monitoring position in 1 to 1's with Service Managers.	Q1	Ongoing	Green	Directors, Assistant Directors & Heads of Service.	E&E - ADs have meetings with HoS supported by Finance. CYPF - ADs have finance as part of 1-1 form with HoS and a monthly meeting with finance. CSC work ongoing, training for budget holder over next 3 weeks, AD aware of other AD's including as part of 1-1's, HoS engaging with finance on care ladder and staffing projections being shared/discussed with managers to increase ownership. AHWB - ADs that they have regular discussion with HoS and finance is part of ADs SMT agendas. Corporate Resources - ADs

Ref	Task	Target Date	Completion Date	RAG status	Who to complete	Note
						have been pressed to look at budgets in more detail in conjunction with HoS and managers.
4	Budget holder training is now mandatory for managers (like GDPR, Health and Safety etc.), budget holders need to complete the training.	31/12/2022		Amber	Budget holders	E-learning training has been launched. Compliance will be monitored in the same way as other mandatory training - at 31 December 2022 83% of budget holders had completed the training.
5	Information to be provided to DLTs, on a quarterly basis, showing which budget holders have not accessed the Collaborative Planning (CP) system recently.	Q2		Amber	Directorate Finance Managers	Target date is the date that this will start. This information is proving difficult to obtain from the system, an alternative is for managers to ensure the projections are reliable and feed into the DLT discussions.
6	Monthly monitoring reports will not be produced for months 5 and 8.	Month 5	31/08/2022	Green	All	This will enable managers and finance staff to focus on accuracy of quarter 2 and 3 information, CP will be open for longer periods.
7	Risk ratings of cost centres to be included on Collaborative Planning and refreshed.	Month 5	31/08/2022	Green	Directorate Finance Managers	Risk ratings are now available on CP, refresh has been done.
8	Directors and Assistant Directors to put in place additional "challenge" meetings for service areas where financial issues identified (e.g. Travel Assistance at month 2 22/23)	Q1	Ongoing	Green	Directors & Assistant Directors	CYPF - CSC & SEN performance clinics. SEN operational group (engine room) further discussed need for action plan to resolve budget pressures. AHWB - deep dives normally come out of DLT for areas of cost increase that need investigation by service.
9	Undertake review of recharges	31/03/2023		Amber	Financial Management	A number of problems arising with producing projections could be resolved by changing the way recharges are done (reducing, simplifying, consistency) Slow progress is being made due to resource issues.

Ref	Task	Target Date	Completion Date	RAG status	Who to complete	Note
10	Review the number of cost centres used by service areas with a view to reducing and improving overall visibility of the position. E.g. Adults Social Care and Street Scene.	Q2	31/12/22	Green	Financial Management	Street Scene has been reviewed – the number of cost centres was reduced in 21/22 and no further reductions are deemed necessary. Adult Social Care has been reviewed though further work is needed. Care ladder costs are split based on primary support reason, age and social work team and we use the info for government returns. Further review needed with regards to the geographical split of costs and how useful it is.
11	Make sure budgets are on the correct codes so monitoring and inputting projections is easier. E.g. Highways Operations, grant funded budgets.	Q2		Red	Financial Management & Budget holders	Highways Operations has not been updated in November - the focus is now in getting 2023/24. Staff have been reminded that grant funded projects should be budgeted for properly.
12	Review where it would be possible for additional advice to be provided to budget holders in relation to specific expenditure/income projections (e.g. insurance, energy, business rates).	Q2		Red	Financial Management	Energy, insurance and business rates budgets have been looked at. Others are still to be considered.
13	Review work in progress (WIP) process, commitment posting and WIP information provided to budget holders.	Q3		Red	Financial Management	At Q3 some progress has been made and the actions have been identified that will result in WIP information being more accessible to budget holders. It hasn't yet been established how long it will take to make the necessary changes.
14	Make sure where finance are having meetings with budget holders they are focusing time on the most important areas within individual budgets (higher value, volatility, complexity).	Q1		Green	Financial Management	E.g. if time is limited start and income is significant and volatile start by looking at that rather than staff costs.
	Targeted actions					
15	YPO budget - ensure information from YPO officers meetings is fed back to enable projections to be updated.	Ongoing	Ongoing		Matthew Smith	

Ref	Task	Target Date	Completion Date	RAG status	Who to complete	Note
16	Pensions budget - ensure monthly payroll payments are used to provide earlier indications of under/overspend than year end.	Ongoing	Ongoing		Robert Isaac / Karen Knifton	
17	Building Control - staff % split between trading and non-trading to be reviewed annually.	Q2			Building Control Manager	Completed using timesheets for July and September. The exercise will be done again towards the end of the 2023/24 financial years following the introduction of building safety reforms in October 2023.
18	Financial Management to work with commissioning managers to understand where contract performance information is not be received promptly and how this impacts on projections.	Q2	Ongoing		Financial Management and commissioners	e.g. in 2021/22 information on Casson Court Extra Care and Voiceability Advocacy was not factored into projections as information hadn't been received. Areas where out of date information was being used for projections have been reviewed to ensure more up to date information is provided.