



# City of Doncaster Council

## Report

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**Date: 29<sup>th</sup> June 2023**

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

### **2022-23 Quarter 4 Finance and Performance Improvement Report**

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

### **EXECUTIVE SUMMARY**

1. As we transition from 2022-23 to 2023-24 key national issues continue to impact how we operate locally. Inflation levels remain above 10% (CPI Mar 23), the 'Cost of Living', pressures on the wider housing system and the ability to achieve good economic growth. Despite all these challenges our recent Local Government Association (LGA) Peer Review visit suggests that we continue to operate effectively as a council and provide good value for money for our citizens.
2. Employment levels are stable and average wages have increased in Doncaster, but the inflationary pressures on energy, goods and food mean for residents and businesses that costs have and are increasing faster than incomes. Although inflation is predicted to fall in the coming months, the pressure it has caused is already 'priced into' the system so it will take time for any changes to feed through and in reality, the demand it has created is likely to continue throughout 2023-24
3. The Council is not immune from these inflationary pressures, and this is reflected in the revenue budget outturn position. The outturn position has reduced to a £3.0m overspend compared to a £7.8m overspend forecast at quarter 3 in part due to the managerial decisions taken to delay and reduce non-essential spend. Key factors, within the overspend, have remained consistent throughout the year being pay, energy and childrens social care costs significantly exceeding budgets. Full details on the main variances are provided in paragraphs 131 to 181. This report recommends that earmarked reserves are used to fund the overspend. The new Budget and Corporate Plan for 2023-24 was presented to Council for agreement on 27<sup>th</sup> February 2023.
4. We continue to explore all options to retain a functioning airport in Doncaster including working with parties interested in purchasing & operating an Airport, exploring leasing arrangements and continue to have productive dialogue with all stakeholders. In parallel we are actively pursuing a Compulsory Purchase Order

for the airport area. In addition, we have agreed our Doncaster Delivering Together Investment Plan that has brought together our investment priorities and options over the coming year. Leveraging in the right type of new investment into the city will be key to growing our local economy.

5. Our Budget and Corporate Plan outlines the significant efficiencies the Council needs to find whilst also delivering against our 'Great 8 Priorities' in 2023-24. Moreover, in 2023-24 it is likely that there will be inspection activity for our Children and Adults Social care services and the Mayor will set out her priorities for the period up to 2025. The quality of our Performance and Financial information contained within these reports will enable the Council to be effective and where appropriate address improvement areas so that we continue to deliver for the residents of Doncaster.

## **EXEMPT REPORT**

6. This report is not exempt

## **RECOMMENDATIONS**

7. The Chair and Members of the Overview & Scrutiny Management Committee are asked to note and comment on the quarter 4 performance and financial information.

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

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

	Current Value	Ambition Target	National Average	Direction of Travel	Date
<b>Greener &amp; Cleaner</b>					
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	44.8%		42.5%	↑	2021/22
<b>Fair &amp; Inclusive</b>					
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 (%)	24.1%		19.9%	↑	2021/22
<b>Skilled &amp; Creative</b>					
Key Stage 2 – ages 7-11 (Years 3-6)	56.0%		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)	52.4%		61.4%	↑	2021
<b>Prosperous &amp; connected</b>					
Total Enterprises per 1,000 population	32		43	↑	2022
GVA per hour	£28.40		£37.70	↑	2020
% Employment rate	74.0%		75.8%	↑	2022
% Claimants of Universal Credit	4.6%		3.8%	↓	Mar 2023
Average weekly (residential) wages	£594		£646	↑	2022
Net homes provided per 1,000 population	3.9		4.1	↑	2021/22
<b>Healthy &amp; Compassionate</b>					
Life satisfaction rating (out of 10)	7.43		7.55	↑	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 services who have control over their daily life	75.2%		76.9%	↑	2021/22
Children in need per 10,000	337		334.3	↑	2021/22
<b>Safe &amp; Resilient</b>					
Overall Doncaster crime per 1,000 population	119.2		85.0	↓	2021
Overall Doncaster ASB	6929		*	↑	2021



## TACKLING CLIMATE CHANGE

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(E&E) Area (m2) of Local Authority Land Allowed to Naturalise / Wildflower	-	1,613,243	1,500,000		
(E&E) Successful household waste and recycling collections	99.94%	99.96%	100%		
(E&E) Number of homes retrofitted to improve energy efficiency	78	47	150		
(E&E) Number of grants for energy audits given for businesses	41	-	-		
(E&E) CO2 and NO2 reductions from use of fleet zero emission vehicles	20,587.88	20,587.48	-		
(E&E) Pro-active tree inspections completed within timescales.	-	-	-	-	-

### What is going well?

9. We are now at the end of the second year of the five-year naturalisation trial. Latest reportable data reports 126 sites with areas successfully set aside for naturalisation, totalling 1,613,243 square metres. We are now at the start of the third year of this work, and during quarter 4, consultation and preparation will identify sites for the coming season, and we will continue to maintain these areas to encourage a wider diversity of plants and insects.
10. 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% (99.96% this quarter, compared to 99.94% in quarter 3). The figure remains consistently high and has done so since the contract with SUEZ started in 2018.
11. 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).

### What needs further improvement?

12. The retrofit works have a focus on fabric first (insulation of walls, floors, and lofts). For works to Council homes, an Energy Performance Certificate (EPC) C has been achieved, and in the majority of works to private homes a high EPC D / Low EPC C has also been achieved. Properties with solid wall construction have been the target archetype as these are the only remaining uninsulated Council properties, as well as giving the greatest opportunity for reduced heating costs. A total of 330 Council homes received external wall insulation and loft insulation in 2022-23, and a mixture of improvements to 72 privately owned homes including

external wall insulation, floor insulation, loft insulation and solar photovoltaic (PV).

13. In quarter 4:

- £2.7m of Gainshare funded work has been delayed until 2023-24 due to a change in specification. This will include works to around 330 homes in 2023-24
- £1.1 million of the phase 2 of the Local Authority Delivery scheme (LAD2) has been spent, and assisted 179 homes with a range of works including external wall insulation, loft insulation and solar. The aim of this funding is to improve the energy efficiency of homes of low-income households, helping reduce fuel poverty, phasing out high carbon fossil fuel heating, and delivering progress towards the UK's commitment to net zero by 2050.
- £1.6 million of the Social Housing Decarbonisation Fund has been spent on 180 homes, and commitment to spend the remaining money has been given with an identified completion date of the end of June 2023. This work will see completion of work to the remaining 100 homes, due to 3 months lost by changing the contractor.

14. There have been no grants given to businesses for energy audits in quarter 4 due to the terms of the Community Renewal Funding (CRF) project completing in December 2023, however, another round of grants is being discussed with South Yorkshire Mayoral Combined Authority (SYMCA) for deployment in 2023-24 and 2024-25.

15. Whilst it is acknowledged the tree inspections indicator has remained static for some time it's useful to set out some background context. Prior to May 2019, all tree management was undertaken solely as a 'reactive' service, with trees inspected following an enquiry or complaint. Since May 2019, we have been moving to a 'proactive' tree management approach aiming to have all trees inspected on a cyclical basis, with frequency of inspection dependent on risk. However, the move to a 'proactive' approach identified the need for a new IT system for recording the data and the need for sufficient staff resources to undertake the inspections as part of their work and role. Currently the service has six vacancies and has faced challenges with recruitment to specialist roles. Given these challenges proactive, tree inspections have been temporarily put on hold whilst the correct system is developed and implemented, given having the right system is essential in recording data. The timescale for implementing the new system has been complicated due to its wider integration into existing IT systems. This work is ongoing and Customer Services and Digital & ICT are supporting the process. Tree inspections have continued with approximately 860 reactive inspections completed since 1st June 2022. The move to proactive inspections will require the inspection of a significantly higher number of trees given the extent of tree distribution across Council and non-land.

16. The City-wide call to action to plant trees and populate the tree register has had a mixed response. The target for 2022-23 was 100,000 trees, and around 26,000 have been reported so far, of which over 24,000 have been planted by the Council. The general response is that people want to plant trees, but they don't have anywhere they can safely plant them. In the next year, we will focus on engaging with private landowners to identify and utilise more suitable land, as the Council has nearly exhausted its own assets for large scale planting. A full planting report will be provided in quarter 1.
17. In quarter 4, the plants included 20,293 trees in school grounds; 10,840 from tiny forests; 29 single trees; 1,158 from copses; 8,266 making up new hedgerows. Other planting included 1,500 trees at Skellow Crossfields; 1,800 trees at Sheffield Road, Conisbrough



## DEVELOPING THE SKILLS TO THRIVE IN LIFE & WORK

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(CYP&F) % of Children with First Choice School Placement in Secondary	88% Academic figures for 2022-23	87% Academic figures for 2023-24	83%	✓	↓
(CYP&F) % of Children with First Choice School Placement in Reception	96.4% Academic figures for 2022-23	95.9% Academic figures for 2023-24	92%	✓	↓
(CYP&F) The number of children in Elective Home Education	550	585	700	✓	↑
(AH&W) Number of Refugees (both asylum and resettlement) supported into ESOL and/or Employment	30	47	20	✓	↑
(CYP&F) % of 16/17 year olds not meeting the duty to participate	5%	4.3%	4.8%	✓	↑
(CYP&F) The number of Children Missing in Education	116	127	195	✓	↑
(CYP&F) Special Educational Needs Team - Education, Health and Care Plans Issued Within 20 Weeks EXCLUDING Exception Cases	16.00%	36.17%	100.00%	✗	↑
(CYP&F) Secondary schools persistent absent rate (10% Absenteeism)	31.1%	32%	28%	✗	↓

### What is going well?

18. There have been between 515 and 609 young people electively home educated this quarter, closing with 585. This quarter officers within the Attendance and Pupil

Welfare Service have worked closely with schools to identify young people who are likely to become electively home educated prior to the decision being made. There have been 12 young people returning to mainstream school via transition packages.

19. During the quarter the number of Children Missing in Education (CME) reduced to 86 however by the end of the period we ended on 127. Weekly numbers fluctuate depending on referrals from schools and other professionals. Education Welfare Officers all dedicate one day per week to solely investigate Children Missing in Education and ascertain where children are and close cases. We have also allocated a specific officer to review CME cases and they fully investigate the location of the family via benefits checks, other local authority checks, NHS and Police where needed.
20. 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 for March 2023 was 7,203, an increase of 235 young people (16-18) from March 2022. Doncaster's average of 16/17 year olds not meeting the duty to participate in Education, Employment or Training (NEET) is 4.3% for quarter 4, down 0.2% from quarter 4 2022. This is a strong performance for Doncaster against a target of 4.8%. Nationally the quarter 4 figure is 4.4% and Yorkshire & Humber is at 5.1%.
21. The cohort of young people with an Education and Health Care Plan (EHCP) and a recorded destination of NEET has been largely stable over quarter 4 and in March 23 stood at 74. This is a significant improvement on 2022, as in January 2022 NEET figure increased to 168 young people. This has been achieved through better data sharing and tracking processes implemented over the year.
22. The Year 12 and 13 caseload has increased by 42 young people since September 2022 and there are now 160 young people in this cohort of Children in Care (CIC). The biggest fall in Education, Employment or Training (EET) is in the Year 13 cohort which coincides with young people turning 18. Leaving care, moving accommodation/area and becoming independent has in some cases meant their place in education, employment or training becomes a lower priority. In collaboration with the Virtual School, conversations around support and engagement to prevent drop out are held with the young person, however if they do become Not in Education, Employment or Training (NEET) a referral to careers support is made and efforts made to engage them back in to EET when they are settled. NEET rate remains low with Year 12 at 19% and Year 13 at 35%.
23. On 1<sup>st</sup> March 2023 the Secondary school placements were announced, which resulted in 87% of Doncaster children being allocated their first preference. We received 3490 Secondary placement applications this year compared to 3560 last year. Last year we achieved 88% against a national target of 83.3%.

24. Application for Primary placements increased by 97 to 3057, with 95.6% (96.4% academic year 22/23) being allocated their first preference. Last year we achieved 98.6% against a target of 98.4%. National figures for this year will be available later in the year.
25. As part of the Education and Skills 2030 programme we will be hosting the UK's first ever Remake Learning Days festival between 25<sup>th</sup> March-3<sup>rd</sup> June. The festival is being run by over 50 hosts, from our voluntary sector, businesses, organisations community groups and City of Doncaster Council, and using the great assets across Doncaster. These 80+ events will be themed around science and technology, arts, crafting and making, history and culture, youth voice, professional development, outdoor learning and sport, and much more. We are kick-starting the festival with our very own 'Night at The Museum' launch event, taking place at Doncaster Gallery, Library and Museum (DGLAM) on 25th May. Remake Learning Days is an initiative that started in America to inspire minds and spark curiosity and passion by bringing learning outside of the classroom. It celebrates the great assets we have in our communities and showcases the diverse range of talent and opportunities right on our doorsteps. As part of this partnership the Council has secured funding to issue in the form of grants to support the festival's activities. To date, £11,000 has been allocated, with a further £6,000 awaiting approval. Work also continues to develop across key work-streams including: A Doncaster Skills Profile, a new Higher Education offer, and an All-Age Careers Hub.
26. We have seen some positive results for the number of Refugees/Asylum-Seekers supported into ESOL or employment. Careers fairs, dedicated sessions hosted in the bridging hotel, coupled with extra support from DWP have led to a number of individuals successfully gaining employment. Ikea continues to run its refugee placements programme, with the next one starting in May 2023 along with a planned session during quarter 1 2023/24 that will explore barriers to employment for this cohort.

### **What needs further improvement?**

27. Persistent absence in secondary schools has risen significantly within the last year, both locally and nationally. Our Local Authority ranking for quarter 4 has dropped to 136 (129 in quarter 3) out of 151. This quarter we have continued to deliver governor training regarding attendance guidelines specifically on the new DFE guidance. In addition to the Education Welfare Officer work within schools, the Inclusion Team have been closely monitoring part time timetables and have offered 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.
28. There has been a significant improvement in the performance of timeliness of ECHPs in quarter 4 rising to 36.17% (17/47). Additional staff resources have been



deployed and the backlog of draft EHCPs addressed enabling officers to focus on the 20-week timescale. This has been reinforced through staff supervision/1:1s. We are confident that those children who have a draft EHC plan issued will require special educational provision. National performance for quarter 4 was 50%.



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

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(CR) Percentage of Non-domestic Rates Collected	98.50%	97.25%	97.00%	✓	↑
(E&E) Increase in city centre footfall figures through the economic recovery plan work	3,663,488	3,238,772	2,000,000	✓	↑
(E&E) Overall Investment Gained (into and within Doncaster)	£21.58m	£116.6m	£58m	✓	↑
(E&E) Overall new inward investment gained into Doncaster with the support of Business Doncaster	£16.8m	£59.3	£30m	✓	↑
(E&E) Processing of Planning Applications: Major Applications	88.89%	87.3%	94.00%	⚠	↓
(CR) % of Local Authority Spend with Doncaster Companies/ Suppliers	70	64	70	⚠	↓
(AH&W) Number of People with a Learning Disability Helped into Work	4.51%	4.41%	5.1%	✗	↓
(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)	45	10	120	✗	↓

### What is going well?

29. At the end of the 4th quarter 97.25% of the total debit has been collected. This compares with 96.91% at the same time last year. This improvement is significant considering the current cost of living situation which will have impacted on many businesses.
30. The new recorded investment into Doncaster at the end of 2022-23 stands at £206.5 million, which is well above the £150 million target. Main investments for the year included several spec builds on the IPort site by Verdion, Lontra taking a site at Gateway East, LWC Drinks at Balby, Mearsk at Armthorpe, Euro Pool System at the IPort, and Maudsley Brothers at Redhouse. There has also been work on the refurbishment of Askern Leisure Centre, and capital refurbishments at Doncaster Royal Infirmary (DRI).

31. At the end of the 2023 financial year, Business Doncaster facilitated £109 million of new inward investment. March 2023 was an exceptional month due to being able to capture significant investment from Verdion and their new units at the IPort. This resulted in an increase of investment supported by Business Doncaster from £16.8 million in quarter 3 to £59.3 million in quarter 4, exceeding the target of £100 million for the year.
32. Recorded footfall into the city centre at the end of the financial year was over 14.2 million, which was 18% above the target of 12 million. This increase is attributed to a number of factors, including better weather and comparisons with COVID affected numbers for 2022. However, there is caution with numbers now slowly reducing again due to current economic conditions and the cost of living crisis.
33. In the capital programme the purchase of Trafford Court was completed earlier than anticipated, the property is required as part of plans for the railway square extension.

#### **What needs further improvement?**

34. There have been 117 new jobs created with a salary of £31k per annum at the end of the year facilitated by Business Doncaster with 10 jobs created within quarter 4, which was much lower than the target of 120 for this quarter and the annual target of 300 and reflects only 16% of the overall jobs created figure over that time. Of the new jobs created, 58 are in the manufacturing sector, 21 in Creative Industries, 8 in business services, 1 in Logistics, 18 in the leisure sector, 3 in retail, 6 in construction and 2 in healthcare. These low numbers reflect the dominance of the logistics industry in Doncaster and economic conditions facing other sectors.
35. In quarter 4 the figure for the processing of planning applications (Major Applications) this has reduced slightly to 87.3% which is significantly below the target we have set of 94%, however still exceeds the national target of 60%. This figure continues to have 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 and are complex and so commonly require on-going negotiations, Section 106 agreements and committee approvals in order to seek a positive resolution. It is important that officers continue to work with our customers (by agreeing EOTs where needed for the more major, transformational projects) to achieve a positive outcome. The internal target for quarter 4 was a 'stretch target', and the fall in this quarter's figures are due to staff absence and increased workload pressures.
36. Performance remains stable for the number of people with a Learning Disability helped into work who are in receipt of paid employment. At 4.41% we remain marginally behind both the regional 4.9% average and the national level. The Local Supported Employment Initiative has been funded and in quarter 4 we











recruited to the post of LSE work coach/employment co-ordinator, identifying a cohort of individuals they will begin to work with. 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 our Local Account “Your Care and Support”, agreed by Council Cabinet in January 2023.

37. Two main reasons have been identified for the fall in the local spend percentage achieved. The value of Doncaster Children’s Services Trust expenditure is now included in our statistics and has risen from £5.4m in quarter 3 to £9.4m in quarter 4, of which circa 25% has been classified as local spend. The denominator for this performance indicator includes utility costs which have increased by circa 120% rising from £1.5m in quarter 3 to £3.3m in quarter 4. We will need to consider both of these factors when setting the target for 2023-24.



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

Service Standard	Quarter 3 22-23	Quarter 4 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)	11.34	14.04	18.79	✓	↓
(AH&W) Percentage of Adult Social Care provision rated as Good or Outstanding by the Care Quality Commission	74.5%	75.71%	75%	✓	↓
(PH) Sexual Health Service: Percentage of contraception that is LARC (Long Acting Reversible Contraceptives)	36%	-	18%	✓	↓
(PH) Health Visiting: percentage of new birth visits completed within 14 days (Universal Partnership Plus families)	98.6%	-	90%	✓	↑
(PH) Substance misuse service: Percentage of alcohol treatment successful completions residents	45.8%	40.7%	37%	✓	↓
(AH&W) We will ensure you have an annual review of your care	75%	77%	75%	✓	↑
(AH&W) Duration to complete Adult Social Care Needs Assessment (days) MEDIAN AVERAGE	42	40	42	✓	↑
(PH) The % mothers quit Smoking during pregnancy	92%	-	85%	✓	↑
(PH) Tobacco Control: Percentage 4 week quit rate recorded by the Yorkshire Smoke-free service for Doncaster residents	68.1%	68.7%	50%	✓	↑
(AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	207	173.6	166.7	⚠	↑

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(AH&W) Proportion of Adults With Learning Disabilities Who Live in Their Own Home or With Their Family	77%	75%	81%		
(AH&W) % of people who are still at home 91 days after their period of re-enablement	65.9	48.4	81.0		
(AH&W) Duration to complete OT assessment (days)	178.03	120.62	100		
(AH&W) EDI Percentage of Adult Social Care request for where ethnicity recorded	81.2%	82.1%	100%		
(AH&W) Number of Carers Assessments Completed	63	113	-		

### What is going well?

38. A strong performance focus has brought about improvement in waiting lists for 'open' Adult Social Care needs assessments across all Teams. Monthly improvement clinics and Team level action plans have significantly reduced the waiting list from the start of the year, and quarter 4 reported a further improvement on previous quarter, with a median average of 40 days, exceeding our 42 day target. Challenges for the coming year will be maintaining this level of performance as we widen our improvement focus to include annual reviews of care
39. Improvements within Occupational Therapy assessments have included a review of service, innovation site focus, additional capacity, and recruitment. Although the Average number of days to complete an assessment has increased, this was expected and is as a result of targeted work to address long standing cases. To counterbalance this, what we see is significant improvements/reduction in the OT waiting list of 74%, and a reduction of 64% in our MAWD waiting list (Minor Adaptations Without Delay). Whilst we continue to deal with legacy cases, all new referrals are being dealt with as first contact within 48 hour and the average time taken to assess for these cases is now down to 8 days.
40. We saw a further increase in quarter 4 regarding the number of people who received an annual review of their care, rising from 75% to 77%, equating to 2,785 people. This is sustained performance following the conclusion of the Review Project Team which concluded its work in December 2022. Priority continues to be on the completion of face-to-face reviews for adults who have moved to registered care establishments outside of the Borough and improvement/action plans at Team Level continue along with improvement clinics.

41. Doncaster has 106 Adult Social Care provision/services out of 141 currently rated as 'Good' or 'Outstanding' by the Care Quality Commission (75.7%). There are 18 providers with no rating awaiting CQC inspection.
42. The number of working age admissions to residential care (age 18-64yrs) has remained stable over the past 2 years and is lower than pre-pandemic levels. Initial figures report a reduction in the number of admissions to residential care for the older populations (age 65+yrs), but this is subject to change with the lag/backdated recording for admissions into residential care, albeit performance does look to be in line with that of 2022.
43. Alcohol Early Interventions Team in Aspire provides a more upstream approach targeting drinkers who have identified themselves at increasing/harmful alcohol risk. In quarter 4, out of 541 clients/patients, 220 exited treatments successfully, although a slight reduction on quarter 3, current performance of 40% continues to be above both target and the national average.
44. 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 a slight reduction over the last few quarters, latest reportable data indicates the percentage of contraception that is LARC is 36%, which remains above target. There are no concerns at present regarding this reduction, however commissioners will continue to monitor service provision.
45. New Birth Visit is a significant core element of the Healthy Child Programme with a Health Worker visit taking place between 10-14 days post-delivery, enabling midwife and health visitor opportunity to work in partnership to assess health needs. Percentage of new birth visit completed exceeds target. By local agreement, multiple (2nd+ child) families on universal pathway are not included in this figure of 98.6%. Target for all families to have a visit within 21 days after birth is 95% and latest data (as at quarter 3) reported 99.2% performance
46. The Yorkshire Smoke Free service provides smoking cessation services to people in Doncaster. People can access the service directly or may be referred by a health professional or community service. A '4 week quit' is used to describe people who have stopped smoking for 4 weeks with support of a service. As at January 2023, the service reports that the smoking 4 week quit rate at 68.7%, exceeding target level of 50%. This equates to 1,485 people who set a quit date, with 1,020 successfully exiting the programme.
47. Expectant mothers who quit smoking during pregnancy returned to previous levels following a dip in quarter 2. Latest reported performance states 92% of expected mothers who quit smoking exceeding the 85% target. Work continues with the colleagues in the South Yorkshire Integrated Care Board to improve smoking in pregnancy pathways between the maternity and smoking cessation services in order to improve numbers of women being referred into smoking in pregnancy services and ensure they reach their quit goals.

48. In January our Local Account 2023 'Your Care and Support: Doncaster' was agreed. Coproduced by our Adults, Health and Wellbeing Board and our Making it Real Board, this key strategic plan sets out our direction and focus for Adult Social Care, including 10 key actions for the coming year. Half the people/members of the Making it Real Board are people who have that lived experience of Adult Social Care.
49. We have also commenced preparations in readiness for the CQC single assessment framework for the inspection of local authorities Adult Social Care. CQC will roll out this new inspection regime in 2023/24. It is a framework that assesses against quality statements based upon people's experiences and standards of care they can expect. Our scheduled Peer Review at the end of June will further assist our readiness for CQC inspection and our series of innovation sites are helping us to trial new approaches.

### What needs further improvement?

50. The number of people supported by Council Reablement Services who are still at home 91 days after discharge from hospital has seen a quarter on quarter decline through the year, dropping from 65.9% to 46.7% in quarter 4. Some data is missing from this indicator which if present would be very likely to improve reported performance. We are working with RDASH and the voluntary sector's Home from Hospital service to resolve this. In addition, the Council's Reablement Service has been increasingly drawn upon by the NHS to support hospital discharge over a very challenging winter. The service has had to support an increasing number of people with very intensive needs including those nearing end of life.
51. 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 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(E&E) Percentage of Fly Tips Investigated and Removed Within 7 Days From Public Areas	97%	96%	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)	78	160	39	✓	↑

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(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	32%	35%	35%		
(AH&W) Number of Veterans identified and supported within the Communities service ( standalone casework and cases within existing themes)	82	98	70		
(E&E) Play Areas - Percentage of Quarterly Mechanical Playground Inspections Carried Out	70%	100%	90%		
(E&E) Complete all Environmental Permitting regs permit visits within DEFRA required timescales. - Climate control regime	-	100% Annual Figure (2021-22)	100%		
(AH&W) Percentage Feeling Safer After Safeguarding Intervention	62.96%	67.01%	75.00%		
(E&E) Recycling Rate for Household Domestic Waste	41.2%	-	50%		
(AH&W) Average number of 'verified' rough sleepers (rough sleepers seen bedded down in last 7 days) - average for the quarter	18	33	19		
(AH&W) Safeguarding : Duration ( Average days - Referral to Completed S42)	161.7	191.77	130		
(AH&W) Number of High Risk Cases Referred to MARAC	202	218	-		
(AH&W) No of Referrals to the Domestic Abuse Hub	495	490	-		
(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	196	239	-		
(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.	6,716	6,140	-		



Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(AH&W) Total number of Fixed Penalty Notices (FPNs) and Community Protection Notices (CPN's) issued by the Neighbourhood Response Team	70	47	-		
(AH&W) Total number of incidents attended by the Neighbourhood Response Team	4,453	4,127	-		

## What is going well?

52. We have seen an increase throughout the year on the number of Veterans supported within the Communities Service, with 98 individuals supported and reported our highest figure of 98 as at the end of quarter 4. Achievements this quarter included hosting a 'Business Showcase Event' attended by employers and training providers with specific support to those from the Armed Forces and Veteran Community, and the successful recruitment to the Veterans Co-ordinator post. This post will help to drive forward the agenda and raise the profile of Veteran's work with both internal and external partners.
53. During quarter 4, our Stronger Communities Area Teams responded to 6,140 early intervention and prevention issues to tackle anti-social behaviour, hate crime and low-level crime - the lowest number throughout 2022/23. Whilst we did expect to see a reduction and a level of stabilisation following the vast inflated figures experienced post the pandemic, we recognise that quarter 4 activity levels have also been impacted by the number of Stronger Communities Officers (SCO's) vacancies, which are now filled with officers undertaking induction and soon to be operational in their designated areas. From an early intervention perspective SCO's also report an increase in the number of Well-being See & Solve / low level case work which in turn has helped to reduce waiting lists. The breakdown of the 6,140 incidents: Central 1,579, North 1,167, South 1,651, East 1,743
54. The number of victims who have experienced ongoing or multiple instances of anti-social behaviour has continued to increase rising from 196 in quarter 3 to 239 in quarter 4. The increase in identification directly links to ongoing targeted work in key hotspot locations where dedicated placed based action plans have been introduced and overseen by the Community Safety Partnership in each locality area. Where incidents have met the higher ASB threshold each victim has a case worker and personal support plan in place. Breakdown of 239 incidents: Central 79, North 73, South 28, East 59.
55. Although this quarter saw a slight reduction, overall, we have seen a 100% increase in the number of incidents attended by the Neighbourhood Response Team (NRT) with a recording of 4,127 attended incidents. It is anticipated that now the team are fully staffed this level of activity will continue into 2023/24. Noting these incidents are the 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, however, this is not a blue light service.

56. Overall, we deployed 16 CCTV cameras throughout 2022/23.
57. The number of Fixed Penalty Notices and Community Protection Notices issued by our Neighbourhood Response Team returned to levels we would normally expect, with a total of 47 FPN/CPN issued within the quarter. Previous increase in quarter 3 was attributed to targeted illegal parking enforcement and increased focus on night-time economy.
58. The number of referrals to the Domestic Abuse Hub remained consistent throughout the year, with most referrals coming from the South Yorkshire Police. All referrals were assessed by an advisor within 2 working days. The level of high risk cases referred to MARAC also maintained stable levels and are consistent with national figures. We await findings from the independent review of MARAC in quarter 1 2023/24.
59. In quarter 4, 96% of fly tip waste was removed within 7 days and remains consistent compared to quarter 3. The additional resources allocated to the service last year combined with changes to operational service delivery have reduced our backlog of cases, several operatives have been trained in the use of the new IT system, further increasing our resilience and ability to improve our performance. We continue to use an external contractor and/or specialist equipment for some cases, including asbestos removal, which can take more time to deal with. This accounts for the small amount of cases not closed within the timeframe. In quarter 4, 1850 reports of fly tipped waste were cleared.
60. Six of our parks currently have a Green Flag status. In quarter 4, judging for the Green Flag award has already gotten underway. 4 of the parks entered will receive full judging where 2 judges are shown around the parks by Council officers, Ward Members and local community group members - these being Bentley Park, Sandall Park, Dunsville Quarry Park and Town Field. The remaining 3 parks will be 'mystery shopped' during the summer. Results from the judging should be known by July 2023
61. The number of affordable homes provided (Council and private sector provider/build) continues to exceed target in quarter 4, with 160 homes provided. During this period, we have seen completions of 43 Section 106 units across 6 Private Developer sites, 107 Homes England funded units across 8 Housing Association sites and 3 Developer sites with 9 First Homes, 10 Direct Purchase units across 4 Private Developer sites. This high quarter 4 figures contributed to the total of 361 for the year, Doncaster's highest ever Affordable Housing figure.
62. In quarter 4 the number of mechanical playground inspections undertaken has increased, and we have exceed target by achieving 100%. All operational inspections have been completed and the backlog dealt with. The new play inspector will complete his training in May 2023. This will result in routine inspections completed more regularly to meet Health & Safety requirements.

63. In the capital programme 22 new homes were added to the authority's social housing stock with new properties constructed in Toll Bar, Edenthorpe and Intake. Additionally, £366k grant funding was received to deliver a housing programme for rough sleepers.



































### What needs further improvement?










64. A substantial programme of work is ongoing within our Safeguarding Service. As a result, repeat safeguarding referrals remain stable, the number of people reporting they feel safer after safeguarding intervention has improved with recording options being explored to ensure accurate recording where people did not feel they were unsafe prior to the enquiry, and so therefore stated no change to their feeling of safety. Although we have seen improvements in some areas, ongoing data cleansing and closure of long-standing cases means we have seen a deterioration in the average number of days from safeguarding referral to completion of section 42 which rose to 191 days. This increase was not unexpected due to the closure of long-standing cases and as stated last quarter, we do not expect to see an improvement/reduction in the average number of days until quarter 1 2023/24.
65. The latest reportable figure for recycling of household domestic waste is 41.2% in against the target figure of 50%; this performance is reported in arrears. The quarter 3 figure is low due to the green bin suspension and then winter cessation which has a negative impact on the recycling rate.
66. We saw a significant increase in the number of reported rough sleepers in quarter 4. Work has been undertaken to understand this increase by carrying out an analysis of the individual circumstances of rough sleepers to understand 'routes to the street' and factors contributing to rough sleeping. An action plan has been developed (incorporating learning from the forensic analysis undertaken), setting out key actions and activity to reduce rough sleeping over the next quarter. This action plan includes the mobilisation of a dedicated taskforce (multi-disciplinary team) focused on reducing rough sleeping. The approach of the MDT will be to collectively work together to remove any barriers that may exist to support rough sleepers into accommodation. Rough sleeping numbers and the impact of the action plan to address increasing numbers will be closely monitored and scrutinised over the next quarter.



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

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(CYPF) Percentage of Children Accessing Their Entitlement to Free Childcare (2 years olds)	86.1%	83.6%	82%	✓	↓
(CYP&F) Percentage of Children Accessing Their Entitlement for Free Childcare (3 & 4 Year Olds)	97.7%	97.6%	95%	✓	↑

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(CYP&F) % of Early Years Provision Rated Good or Outstanding by Ofsted	99%	99%	97%		
(CYP&F) Number of Referrals into 'Your Family' Teams	200	388	154		
(PH) (CW) School Nursing: Number of schools with a Health Profile	99	-	75		
(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.	81.9%	81.6%	80%		
(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	373	434	400		
(CYP&F) Number Partnership Early Help Audits completed	42	56	50		
(CYP&F CSC) Number of Referrals processed in 24hrs	74.7%	97.3%	80%		
(CYP&F CSC) Percentage and Number of Initial Child Protection Conferences (ICPC) held within the statutory 15 day timeframe	100%	92.39%	95%		
(CYP&F CSC) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years)	67.8%	66.8%	72.0%		
(CYP&F CSC) Referrals to Children's Services that are repeat referrals within 12 mths	27.81%	27.60%	22.00%		
(CYP&F CSC) Percentage of Single Assessments Completed Within 45 Days (YTD Cumulative)	84.8%	84.9%	90.0%		
(CYP&F CSC) % of CiC adopted	11%	10.4%	19%		
(CYP&F) Number of Lead Practitioner in place across partner agencies	312	296	350		
(CYP&F CSC) Number of External Residential Placements	50	55	29		
(CYP&F) The proportion of Partnership Early Help audits completed that are rated at Good or higher	41	50	65		
(CYP&F CSC) Rate of Children in Care - Number per 10,000 Population	88.77	85.49	-		
(CYP&F CSC) Health of children looked after - percentage with Review of Health Assessments RHA	86.04%	88.16%	-		

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(AH&W) Deliver a wellbeing offer - Number of wellbeing cases handled by Wellbeing Team within the Communities Service	846	863	–		
(CYP&F CSC) Rate of Children in Need	325	361	–		
(CYP&F CSC) Health of children looked after - percentage with up to date Dental Checks	60.2%	62.6%	–		
(CYP&F CSC) Referrals - Number per 10,000 Population	190	219	–		–
(CYP&F CSC) Rate of S47 enquiries per 10,000 of the CYP population	37.28	42.28	–		–
(CYP&F CSC) Children with a Child Protection Plan per 10,000 pop aged U18	49.92	50.70	–		–

## What is going well?

67. The number of families supported within our Stronger Families programme has remained stable throughout the year and we have performed well against our target of 400 early interventions. This is due to both the bespoke workshop sessions to support training and development of the Stronger Community Officers (SCO's) and the newly recruited SCO's that have completed their induction period and have been allocated a number of families to support.

68. There are 99 schools with a Health Profile. Most schools have engaged well, and schools welcomed the new health promotion offer and were keen to choose several options for the service to deliver in their school. Many schools were enthusiastic about signing up to Healthy Learning Health Lives programme. This is a great success for the new service model. We continue to work with those schools who declined or did not respond to the offer to complete a school health profile.

69. Enquires into Your Families Triage team have increased this quarter and stands at 894. These enquires are Information Advice and Guidance signposting and connecting people up to local services which we are seeing as an even split between professionals and public making the initial enquiry. This is evidencing that the service is getting known by public and professionals who are working locally. Referrals into the Your Families Triage Teams almost doubled in quarter 4 to 388. Most referrals are from the North (114), followed by East (92), South (92) and Central (90) The top three presenting needs are Finance, Housing and Anti – Social Behaviour, followed by Self referrals from families for Emotional Wellbeing and behaviour. Feedback about the service remains strong. Families who have received support through the triage have rated the service they have received as

2.93 out of 3. Lead Practitioners who have used the triage service have rated the service 4.5 out of 5

70. Doncaster continues to be above the national trend for 2 years olds accessing their 15 hours entitlement to funded childcare, at 83.6% (993/1202) we are performing 21.6% above the national average. The 2.5% decrease from quarter 3 is in line with the trend over the last three years. 25 eligible families have waited to start their children at the beginning of summer term, instead of starting and then having a break over the Easter period. We also have 6 children on waiting lists at popular providers. Doncaster continues to perform above national average for take up of funded entitlement to childcare for 3–4-year-olds, as this offer continues to be strong in Doncaster.
71. The proportion of social care referrals with a decision within 24hrs has seen a significant increase in quarter 4. Focused performance oversight has resulted in exceeding 90% for the past three months based on over 1400 referrals. Although this is only one part of the overall pathway it is a great achievement and helps to ensure that children and families get the right support in a timely manner.
72. The Children in Care (CiC) numbers are positively reducing in a planned way. This reflects the work that is taking place at all parts of the system to where we can support children to remain with families and in their family network. To ensure we secure legal permanence for children via Special Guardianship Orders (SGO) and adoption swiftly and that we support reunification for children from care, where it is safe to do so, and children tell us this is where they want to be. We will continue to work on these key areas
73. In the capital programme the purchase of Askern Court was completed with the property to be used for the future placements programme.

#### **What needs further improvement?**

74. There is a need to continue to engage with partners around increasing the capacity for Lead Practitioners. The issue has been flagged and agreed at a senior level and a working group is exploring options, that includes the introduction of a new Early Help panel, where cases can be better allocated, use of Supporting Families budget to increase capacity and better joint working arrangements linked to Pillar 1 of the 'Stable Homes, Built on Love' Strategy, the vision for the reform of children's social care services.
75. The proportion of Early Help Audits that are reported as 'Good' or above has increased by 9% to 50% in quarter 4. 27% were graded as requires improvement and 23% as inadequate. In 2022/23 there have been a total of 183 audits with 46% achieving good or above, and whilst this is an improving picture it isn't where we want to be. However reassuringly the issue is primarily one of compliance and quality of recording, not quality of practice, as children, young people and families tell us they get a good service with improved outcomes. The average score for Children and Young People before the start of an intervention was 2.00 and this



moved to 4.31 at the end of the intervention. The average starting point for family quality of life before Early Help was 5.18 and post support closed at 8.55. All elements of the Family Star outcomes (except progress to work) continue to show improvements, meaning improved outcomes for families.

76. The percentage of Children leaving Care adopted has decreased in quarter 4 but it can be a volatile figure due to the low numbers used in the calculation. We continue to work closely with all stakeholders to support them through what can be a lengthy process, which can be out of our control as it is impacted by the prioritisation of court business. We will continue to seek good outcomes for children and work towards appropriate adoptions that give long lasting stability for our young people.
77. The number of children and young people in out of authority residential placements has grown significantly rising year on year during the last 3 years. The current figure for these placements is 55 against our budgeted profile of 29. One of the key reasons for this performance 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. Our key challenge in the short term will be to operate our children's homes at full capacity but recruitment challenges remain a barrier. We have reviewed how we are recruiting and whilst there have been some positive signs this remains an issue. The private provider market for this service has expanded to meet demand but many providers appear to be exploiting this increasing demand for placements with significant increase in costs which means that even when we decrease volumes the costs overall may increase.
78. Doncaster remains an outlier in relation to the number of contacts that we receive to the front door, this creates unnecessary activity to be worked by the front door. Work is undergoing with the partnership to ensure we maximise their own safeguarding of triage and the application threshold.



## BUILDING TRANSPORT & DIGITAL CONNECTIONS FIT FOR THE FUTURE

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(E&E) Principal Roads not Requiring Major Maintenance	-	96% Annual Figure (2022-23)	98%	✓	↓
(E&E) Non-Principal Roads not Requiring Major Maintenance	-	98% Annual Figure (2022-23)	94%	✓	↑
(E&E) % Estate Roads in Good to Fair Condition	-	87% Annual Figure (2022-23)	85%	✓	↑

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(E&E) National Highways Transportation Survey Highways Maintenance Overall Satisfaction Score	-	45% Annual Figure (2022-23)	46%		

### What is going well?

79. The condition of principal roads and non-principal roads are reported annually. The condition of the principal roads nationally has declined slightly from last years' 98%; however, Doncaster has remained stable at 96%. This figure sees Doncaster standing in the upper quartile nationally and represents ongoing and consistently excellent performance. The survey method and data processing are industry standard giving a comparable benchmark for all such roads in the country. This indicator is reported to the Department for Transport (DfT) and is used as part of the annual capital budget setting process by the DfT.
80. The percentage of estate roads in good to fair condition has improved by 5 percentage points this year to 87%. This improvement is down to the £5 million additional investment into the local road network, and the relatively mild winters over the last couple of years.
81. In the capital programme, approval was given for the £1.7m East Lane Gateway and the £1.6m lport bridge scheme was added to the programme. A number of road improvement schemes have been completed during the quarter including the St Sepulchre Gate and Duke Street elements of the town centre active travel scheme and the Kirk Sandall station access scheme which has improved routes to local employers.



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

### What is going well?

82. City of Doncaster Archives is now fully staffed and new staff have quickly and positively engaged with service aims and objectives. Currently preparing the archives as a Place of Deposit with The National Archives. The Grammar School Collection's store is almost ready to be opened as a bookable visitor attraction. The archive of filmography relating to Doncaster's locomotive history is ready to be received into Chequer Road. This will be a great addition to our archival store.
83. Ongoing engagement with and preparation towards the first Remake Learning festival. Culture Services' venues are hosting a large number of events across the borough to children, families and adults.
84. Emerging new relationship with Historic England following on from 'HerStory: A Walk-Through Time', part funded by Historic England as part of a pilot to find



new creative ways for young people to recognise important aspects of their shared heritage. The webpages is now live at <https://www.heritagedoncaster.org.uk/herstory/>

85. Currently planning to submit several funding bids, which include up to £100k of Arts Council England Libraries Investment Fund; £88k Know Your Neighbourhood funding for libraries; £165k of UK Shared Prosperity Funding.
86. This year's Danum Read Aloud event took place at DGLAM. Danum Read Aloud is a competition for primary school children; children are encouraged to develop their confidence in speaking in front of an audience, and this year the theme was famous speeches. Each child at the event was the winner of their own school's competition.
87. The Culture Services continues to work with our Service for Children with a Hearing Impairment, with British Sign Language training for volunteers and staff taking place in May 2023.
88. Work continues with the National Railway Museum Operational Partnership work to secure the visit of the Flying Scotsman as part of its Centenary Celebrations.
89. The Music Education Service and Hub ensemble attendance has improved by approx. 68%, which is pre-Covid levels. The Music Service also received Child Friendly Status. The service facilitated an opportunity for young people to attend a Wind Symphonic Orchestra Day at the University of Huddersfield. Also the first ever Music For Youth festival took place, working with Rainbow Connections. For Doncaster Music Hub's 2023 Sing Out concerts, we have partnered with the Royal Opera House who will be sharing an adapted song from the Magic Flute, the opera they're focusing on across their work in Doncaster. The Royal Opera House have offered free workshops to Sing Out schools and will be joining the CPD session for teachers at The Point to share their expertise too.
90. Events planning in Doncaster in the short term is focussed on the Coronation plans; Heritage Services have plans for related content for Danum Gallery, Moving Museum etc. 'What's On' guide already produced by Visit Doncaster and with Comms support this should be shared widely so that there is a good level of promotion of everything happening. A small event took place at the Mansion House on 5<sup>th</sup> May. A competition is taking place asking older residents to share their memories and photos of Queen Elizabeth's Coronation. These will illustrate how Doncaster and the world has changed in the last 75 years.

### **What needs Further Improvement?**

91. Funding from The British Library ends in June 2023. Currently exploring opportunities for extending funding through UK Shared Prosperity Year 2 and/ or South Yorkshire Mayoral Combined Authority.





## REGENERATIVE COUNCIL

Service Standard	Quarter 3 22-23	Quarter 4 22-23	Target	RAG	D.O.T (long)
(CR) Housing Benefit - Average Number of Days to Process a New Claim	16.69	15.72	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	94.36%	94.38%	94.60%		
(CR) Council Tax Support Application - Average Number of Days to Process New Claims	38.03	38.54	25		
(CR) CUST 04 90% of Telephone Calls Will be Answered Within 150 Seconds	66%	45%	90%		

### What is going well?

92. The average number of days to process a new housing benefits claim continues to improve and now at its lowest ever level. Although the team continues to deal with additional work from the Household Support Fund, the continued prioritisation of allocating new housing benefit claims within 2 days of receipt, has resulted in this continued improvement all 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.
93. In quarter 4 we received 30,656 customers to the One Stop Shop which is an increase of 6,174 from quarter 3 which is mainly due to an increase in customers needing Digital Assistance to access council services, especially applying for Council Tax and Benefit support.

### What needs further improvement?

94. Performance in relation to Council Tax Support (CTR) the remains off target but the overall position remains quite similar to the same time last year. CTR claims are more difficult to identify than HB claims as they are often part of a notification from Universal Credit, which can be received for many other reasons than a CTR claim and as a result each of these notifications needs to be looked at to see if it relates to a CTR claim, which it only does in less than 20% of cases. During the quarter work continued to reduce the backlog in these documents which reduced them to less than 2,000 documents. Although the average number of days to process in the quarter was 39, due to continuing to tackle the backlog, the figure for March was 21 days, even with system downtime for annual billing and year

end. Staff are extremely motivated to return to the levels we were processing at before the additional Government driven work in the new financial year.

95. In quarter 4 Customer Services received 53,127 telephone calls which is an increase of 7,728 from quarter 3, answering 45% of calls in 150 seconds with an average time to answer of 5:03. In quarter 4 Customer Services have had 8 Customer Service Advisor vacancies, we have recruited to 7 vacancies with a Temporary Team Leader covering maternity leave returning to his substantive post as a CSA in April. The new staff started on 17/04/23, they will initially be trained on the main Customer Service telephone calls, 736000. However due to the amount of training required to answer such a wide range of enquiries across a number of different services we are not anticipating an improvement in telephone performance until the end of quarter 1

## **Workforce**

96. 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 different ways of working; and providing health and wellbeing support in managing staff sickness absence and resilience levels.
97. Over the quarter, the overall turnover rate for the council has reduced by 0.72% from 15.50% to 14.78%, which is a decrease of 1.54% compared to quarter 4 in 2021/22; and remains below the local government average rate of 16.4%. The number of job vacancies across the council continues to increase. Specific campaigns have commenced including the 'proud to care' campaign to expand the reach and promote the opportunities available. The corporate campaign led approach is still in place to reach as many potential candidates as possible and remain competitive within the labour market. Workforce and succession planning continues within services and a number of apprenticeship posts are currently being advertised to ensure the growth of our own talent in areas where there is evidence of hard to recruit to positions. A copy of Workforce Profile is attached as Appendix B.
98. Sickness absence rate for quarter 4 was 12.20 days per full time equivalent employee, against the corporate target of 10 days. This is a reduction of 0.53 days from 12.73 days in quarter 3. Although a continued reduction overall is a positive trend, it is still significantly above the target of 10 days. Children's Social Care service sickness absence rate, currently reported separately, has a rate of 11.74 average FTE days lost per full time equivalent employee. Sickness absence will continue to be monitored to assess impact and ensure effective provisions are in place to manage absence levels across the organisation.
99. Agency worker spend has reduced in quarter 4 by £116k from £737k to £621k; and the number of assignments has also reduced by 41 from 82 to 41. In

Children's Social Care Services, the spend for quarter 4 is £1.13 million with the number of assignments at 49. Both spend and usage of agency cover will continue to be monitored against the needs and capacity of the business and ongoing recruitment and retention challenges faced both locally and nationally.

100. Mandatory training completion rates remain a concern across the organisation, this was also highlighted at quarter 3. Completion rates for Equality in the Workplace is 43% for Children's Social Care staff and 72% for all other Council staff; Data Protection is 41% of Children's Social Care staff and 91% for all other staff; Protecting Vulnerable Children and Adults is 41% for Children Social Care staff and 68% for all remaining staff. 62% of all managers have completed their Health and Safety training (excluding Children's Social Care staff). Completion rates for senior managers has increased but still remains a concern, with 75% completing Equality Act module, 76% completing Hate Crime training and 78% 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.
101. As part of the corporate calendar of EDI events, support and engagement was provided for World Cancer Day, International Women's Day, World Health Day and National Careers Week.
102. The number of employee-reported injuries at work in this quarter was 47 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 carrying out physical work activities, 15 in AH&WB and 17 in E&E; and an increase in injuries reported from CYPF from 4 to 8. This increase from CYPF represents the effect of former DCST employees reporting incidents since transferring back in September 2022, with the increase of 4 employee injuries being from Children's Social Care Services.
103. The most common employee injury types reported across the council were 10 physical assaults on employees (4 are from Smile units, all minor assaults from service users with health and/or behavioural issues and 1 each from 6 other services); 4 hit by a moving object and 4 hit by something fixed or stationary; 7 manual handling injuries (5 items, 2 people) and 14 slips and trips. Of these slips and trips – 5 are from Street Scene, 2 each from Schools Catering and Cleaning Services, with 1 each from 5 other services. 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.
104. There have been 3 RIDDOR incidents reported in this quarter compared to 9 in quarter 4 last year. 1 from Cleaning Services (slip, trip, fall same level); 2 from Public Buildings Maintenance (contact with machinery) and Beechfield Centre (physical assault). The first of these incidents was a specified injury with the other

2 being over 7 days absence injuries. The Corporate Safety Team are supporting these services with the investigation process and any subsequent recommendations.



## **EQUALITY, DIVERSITY & INCLUSION OBJECTIVES**

105. Our Equality, Diversity & Inclusion (EDI) Framework was approved at Cabinet on 23<sup>rd</sup> March. Our EDI Framework sets out in one place our EDI objectives and arrangements for embedding equality into everything we do. It outlines our commitment to EDI, and links directly to the strategic ambitions set out in the Borough Strategy and Corporate Plan. It focuses on key objectives for 2023 – 25.
106. The Equality Act 2010 is concerned with discrimination and harassment in respect of nine protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.
107. Doncaster Council is continually striving to ensure people are not discriminated against and over the last few year had adopted 3 local protected characteristics: socio economic status (poverty), Veterans and homeless and rough sleepers and these were embedded in our 'due regard' process.
108. The Independent Review of Children in Social Care May 2022 by Josh MacAlister contained the following recommendation: *Government should make care experience a protected characteristic, following consultation with care experienced people and the Devolved Administrations.*
109. In light of the aforementioned review the Hear Me Out voice group for care experienced young people in Doncaster considered how making care experience a protected characteristic would affect them and wholeheartedly believe that this would be beneficial to them in the long term.
110. Young people from the Hear Me Out group posed a question to Full Council on 27<sup>th</sup> February asking if “the local Authority who are our Corporate Parents, support the national campaign in making care experience a protected characteristic here in Doncaster?” During her response, the Mayor commented, “they represent a key part of the Doncaster population and it is simply not fair that you or anyone in care or from care should have to tackle stigma or discrimination. You are a resident of Doncaster just like anyone else”.
111. A motion was proposed to full council on February 27<sup>th</sup> 2023 to adopt young people’s ‘care experience’ as a local protected characteristic, A number of councillors verbally expressed their full support for the motion with meaningful and heartfelt comments.
112. City of Doncaster Council have now adopted Care Experience as a local protected characteristic will be formally calling upon Team Doncaster to adopt the same approach.

113. The Be Kind movement is being championed by Cllr Rachael Blake portfolio holder for education, communities and equality. The movement aims to champion and promote the best of Doncaster - highlighting the diversity of our citizens and communities in order to break down barriers and promote understanding and harmony through acts of kindness. Strategically this supports Doncaster Equality, Diversity and Inclusion objectives as well as supporting the outcomes of the Fairness and Wellbeing Commission and Inclusion and Fairness Forum.

114. The following strands of work are being developed to enable a launch of the movement in early Summer.

- Be Kind Pledge - An online pledge has been developed that reflects the movement's values. Individuals, businesses, schools and club/societies will all be encouraged to 'take the pledge' in order to support the campaign and promote kindness.
- Events and activities - The movement will identify and publicise events and activities that promote the campaign's values. These will range from large city wide events such as Pride to smaller community based fetes.
- Communications campaign - The movement will be promoted via a communications campaign. The Your Life Doncaster website will be the platform for all online content about the campaign with links to the Be Kind Pledge, calendar of events and activities, downloadable resources as well as case studies, videos etc capturing the 'voices' of Doncaster residents and their experiences of 'kindness'.

115. Ways to measure the impact of the movement are being identified. It is expected that a 'baseline' reading will be taken before the launch of the movement, with 'temperature checks' taken at regular intervals and then a final reading at the end of the movement to understand what change has been brought about

### **Objective 1: Support older adults to remain independent in their own homes**

116. There continues to be 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. What older adults describe as being important to them is having control over their daily lives.

117. In quarter 4 we have seen a decrease in the number of admissions to residential care per 100,000 of the population for older adults (65+ years) from quarter 3. We anticipate a retrospective increase on the numbers of placements for January and February, at which point we will be able to compare the number of placements and be in a position in terms of next step percentage changes between quarters 3 & 4, although March's data is comparable to March 2022

118. We have maintained the increased capacity within our community reablement service to create additional capacity and we continue to address the recruitment challenges through our Proud to Care Doncaster platform, which supports and encourages people to work in Adult social care.

119. We have seen a decrease in the number of people who are residing on a permanent basis in a care home

**Objective 2: Support victims of domestic abuse and work with partners to reduce the levels of abuse in the Borough**

120. Doncaster Domestic Abuse Service, working in partnership, provides support and advice to victims and their families affected by domestic abuse across the borough. The DA Hub is the "front door", staff receive referrals and enquiries from victims/clients, members of the public and professionals. The staff in the hub give advice, triage and allocate referrals to support workers. Hub staff also signpost to other services. We have Domestic Abuse Caseworkers (DACs) who support people assessed as Standard or Medium risk. DACs also deliver DA awareness courses. We also have Independent Domestic Violence Advocates who support clients assessed as being at high risk of significant harm caused by DA. IDVAs support clients and are the victims voice at the Multi Agency Risk Assessment Conference (MARAC). The MARAC sits every two weeks and is run and administered by DMBC staff.

121. Demand into the service continues to increase. During 2022/23 we have recruited an additional survivor liaison worker providing face to face community engagement in localities across the borough. Regular community engagement takes place in localities to ensure the service is visible and accessible. We have a young person's DA Caseworker and a male DA Caseworker. 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.

122. We have recruited a support worker for the Gypsy Roma Traveller Community. This post is funded by the Ministry of Justice and is place until March 2025. Our worker is working alongside colleagues in Public Health to reach out into the community and offer a service that has not previously existed.

**Objective 3: Improve engagement with our most deprived communities to increase access to jobs and skills**

123. Both Business Doncaster and the Doncaster Employment Hub and Associated services are increasing their presence and delivery across Doncaster in all localities.

124. 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.
125. Discussions have taken place with Stainforth residents and community groups around the use of the Unity academy and local residents into training and employment on site

#### **Objective 4: Improve the mental health of our children and young people**

126. We have now delivered the first year of the Young People's Mental Health gy and are currently reviewing priorities for Year 2 with children, young people and families. The 2nd year of implementation will being in June 2023.
127. As part of this we have launched the Kooth app which allows young people to access support out of hours and electronically. The take up of this from young people has been excellent, with hundreds of hours of direct support delivered and a 92% recommendation rate. We have communicated how support can be accessible on social media, through posters, films and school assemblies.
128. As part of our Children and young People's plan we have continued to deliver the local 'Children and Young People's Mental Health Strategy'. We are completing actions for Year 1 and currently listening to children and young people about Y2 priorities. so far our work has included:
- We have ensured that mental health remains prominent in discussions linked to the school culture and the graduated approach by having it as standard agenda item at SENCo networks and inviting all mental health leads to these meetings.
  - We have conducted Metal Health audits with 21 schools. To be rolled out across the system Jan- July 2023.
  - We have successfully collaborated with SENCos to revamp the GDA referral process in order to improve service delivery and outcomes for children and young people.
  - As a result of our work the GDA (General Developmental Assessment) referral form has now been updated and the SENCo group meeting has been informed of the changes.
  - We have aligned key messaging regarding delivery aims and principles across the mental health, early help and SEND strategies and shared this widely. This means that all professionals working in these areas are now able to embed a consistent standard for all communications. We have built the 'pledge' into these communications and have a task and finish group devoted to leading on school cultural change allied to the DfE 'Better Value' project. This will lead to a team of officers being appointed in Spring to deliver this cultural input and lead this aspect of the strategy.
129. We have consulted on delivering an early intervention school funding model to meet needs earlier in school and this will be piloted in May 2023 and launched in September 2023

**Objective 5: Support those Children and Young people within our care to have a good start to life and have the same life chances as everyone else living in the Borough**

130. The number of children in care at the end of April was 548. This compared to a revised position at the end of July, following data cleansing activity, of 571. The rate of children in care per 10,000 children at the end of March in Doncaster was 85.5%. This is higher than the most recently reported England average position (67) but lower than the average position of our comparator authorities (101). There are two measures of placement stability used nationally. One of these focuses on long term stability. It is not possible to report on that measure at this point in time, pending further developments in our reporting capabilities following the transition to Mosaic. The short term measure focusses on the number of children who have three or more moves of placement in a 12 month period. The position at the end of March with regard to this measure was 5.7%. This is lower than the most recently reported national average (9%) and our statutory neighbours (8%). It should be noted however that there has been an increase in the number of children falling into this cohort for each of the last 5 months. This is a consequence of a number of factors with the biggest challenge being the availability of suitable placements for children with complex behaviour. This is national challenge that we are working to address locally through our placement sufficiency strategy. At the end of March 2023 67% of the DfE cohort of care leavers were Employment, Education or Training and 93% of care leavers are in suitable accommodation. Performance is better than the most recent reported performance of comparator authorities (52% EET, 91% suitable accommodation) and the national position (52%EET, 88 % suitable accommodation).

**FINANCIAL POSITION:**

**Revenue Budget**

131. The year-end position is an overspend of £3.03m.

132. 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%.

133. 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. The outturn position includes 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.



134. 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.

135. The overall position has improved since quarter 3. In December 2022 managers were required to only use budgets where expenditure is essential and this will have contributed to the overall improvement. Reviews of orders raised were undertaken to monitor compliance and orders sampled showed that where orders didn't appear to relate to essential expenditure it was because grant funding was being used. Specific areas where there have been significant changes are discussed in detail below (including Waste and Highways Operations).

136. A summary and further details by service area is provided below: -

	<b>Gross Budget £m</b>	<b>Income Budget £m</b>	<b>Net Budget £m</b>	<b>Actuals £m</b>	<b>Outturn Variance £m</b>	<b>Q3 Variance £m</b>
Adults Health and Wellbeing	144.9	-82.3	62.6	62.7	0.1	0.4
Children, Young People & Families	140.3	-61.8	78.5	89.4	10.9	11.4
Corporate Resources	125.7	-92.4	33.3	31.1	-2.2	-1.4
Public Health	33.6	-26.8	6.8	6.9	0.1	0.1
Economy & Environment	106.5	-59.4	47.1	43.7	-3.4	-0.5
<b>Services Budgets</b>	<b>551.0</b>	<b>-322.7</b>	<b>228.3</b>	<b>233.8</b>	<b>5.5</b>	<b>10.0</b>
Council-Wide budgets	44.1	-99.3	-55.2	-57.7	-2.5	-2.2
<b>Grand Total</b>	<b>595.1</b>	<b>-422.0</b>	<b>173.1</b>	<b>176.1</b>	<b>3.0</b>	<b>7.8</b>

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

#### Adults Health & Wellbeing

	<b>Gross Budget £m</b>	<b>Income Budget £m</b>	<b>Net Budget £m</b>	<b>Actuals £m</b>	<b>Outturn Variance £m</b>	<b>Q3 Variance £m</b>
Adult Social Care	19.2	-12.0	7.2	6.8	-0.4	0.7
Communities	122.9	-34.4	88.5	89.3	0.8	-0.3
Director Of Adult Services	1.7	-35.9	-34.2	-34.5	-0.3	0.0
Localities	1.1	0.0	1.1	1.1	0.0	0.0
<b>Adults Health &amp; Wellbeing Total</b>	<b>144.9</b>	<b>-82.3</b>	<b>62.6</b>	<b>62.7</b>	<b>0.1</b>	<b>0.4</b>

138. Adults, Health and Wellbeing outturn position at quarter 4 is an overspend of £0.12m which is a £0.25m reduction to the quarter 3 position.

139. The Care Ladder outturned at an overspend of £1.22m. This was made up of an overspend in residential care of £3.5m offset by an underspend in non-residential care of -£2.3m. Overall the position reflects the current situation of high levels of residential placements (both permanent and short stay) offsetting lower

activity in both domiciliary care and direct payments. The Care Ladder movement to quarter 3 was £0.17m worse than anticipated, due to increased backdated costs, increased Integrated Care Board (ICB) costs and a section 117 Mental Health Act 1983 legal claim provision. These were partially offset by increased income, which increased following the processing of financial assessment backlogs. The £1.22m care ladder position is offset by -£1.1m underspend on communities and other adult social care made up smaller variance across teams generally reflecting temporary staff vacancies and additional grant funding. 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 this year, 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.

#### Children, Young People & Families

	<b>Gross Budget £m</b>	<b>Income Budget £m</b>	<b>Net Budget £m</b>	<b>Actuals £m</b>	<b>Outturn Variance £m</b>	<b>Q3 Variance £m</b>
Centrally Managed	7.7	-6.0	1.7	1.7	0.0	0.0
Partnerships, Early Intervention & Localities	42.2	-28.5	13.7	14.8	1.1	1.5
Education Skills Culture & Heritage	24.9	-19.8	5.1	5.3	0.2	0.4
Children's Services Trust	27.1	-2.3	24.8	28.4	3.6	3.8
Children's Social Care	38.4	-5.2	33.2	39.2	6.0	5.7
<b>Children, Young People &amp; Families Total</b>	<b>140.3</b>	<b>-61.8</b>	<b>78.5</b>	<b>89.4</b>	<b>10.9</b>	<b>11.4</b>

140. Children, Young People and Families outturn position is an overspend of £10.93m (a decrease of -£0.43m since 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.
141. 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. This is further supported by the establishment of a 'Diversion Panel' that looks across Children's Services (Social Car, SEND, Education and Virtual School), to ensure expediency of support for young people, support and placements. Grip and oversight is improving but there is still room for improvement, which will continue to be the focus. Good case management and care planning is driving efficiency

and clear plans are in place as above, however, 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 continues to ensure that financial controls are in place including a fortnightly efficiency panel and regular overspend review meeting focusing on reducing spend on the Care Ladder, SEND and Transport that clearly outline how the directorate will achieve the assumptions in 2022/23 and also aim to prevent any further overspends.

142. The overspend includes: -

- Children's Social Care's outturn, including the contract with Doncaster Children's Services Trust (DCST) for April to August 2022, is an overspend of £9.59m; an increase of £0.14m since quarter 3, mainly due to increased Care Ladder costs. The main elements of the overspend are £8.58m on the Care Ladder from additional demand and increased package costs for external placements, £0.66m Travel Assistance, and £2.81m on agency worker costs; offset by staffing underspends of -£2.80m.
- Care Ladder cost-pressure from the second half of 2021/22, in particular in Out of Authority (OOA) and fostering placements, were brought forward into 2022/23. The Care Ladder overspend of £8.58m includes: OOA placements including Day Education £6.05m, Fostering placements £0.25m, 16+ Children in Care (CiC) placements £2.88m, and Unaccompanied Asylum Seeking Children (UASC) placements £0.36m, 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:-
  - i. The £6.05m overspend on OOA is due to the pressure that was carried forward from 2021/22 continuing throughout 2022/23, and an increase in the average placement cost. The number of OOA placements, including Parent & Child placements, at 1 April 2022 were 57; the number of placements at 31 March 2023 was 55 and the average for the year was 51. The budget assumed placement numbers would be 43 at 1 April 2022 and 29 by 31 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 continued throughout the year. The average cost of packages for the financial year was £54k more per annum per placement than budget, comparing £254k budget to an average placement cost of £308k, with the most expensive packages costing between £10k and £17.4k per week. Unfortunately there is no correlation between cost and quality / outcomes for young people.
  - ii. The fostering overspend of £0.25m is due to increased activity carried forward from 2021/22, an additional 26 placements, that continued for the first three quarters of 2022/23. 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 was not achieved as the year end split was 42.7% and 57.3%.

- iii. The £2.88m 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 March there are 30 placements, with an average 33 placements for 2022/23. At the end of March 2023 there are 18 16+ packages ranging from £2,212 to £3,390 per week, plus one costing £8,645 per week and one costing £12,950 per week. The average placement cost for the financial year was £160k per annum; the budgeted cost was £100k per annum.
- iv. Between August 2021 and March 2023 there have been an additional 48 UASC placements (under & over 18s). In 2021/22 the funding from the Home Office covered the cost of the placements; however in 2022/23 the spend on UASC placements was £1.97m offset by grant funding of only -£1.62m. Due to the increase in the number of UASC, capacity in the market 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. The Home Office kept their contribution rates for 2022/23 the same as 2021/22 (they are yet to announce their rates for 2023/24). Urgent work is underway to find innovative local solutions to build sufficiency.
- v. The overspend on agency worker costs is £2.81m; offset by staffing underspends of -£2.80m. There has been an increased need for agency social workers to cover vacancies, maternity leave and the retention of some for longer based upon demand / caseloads. Caseloads, particularly in Assessments 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 March was 40.5 FTE, 8.7 FTE more than the target for this stage of the year, attributable to increased caseloads and complexity of cases. Yorkshire and Humber DCS's have signed a memorandum of understanding in relation to capping agency pay, and Children's Social Care has terminated two project team contracts.
- vi. Social Care Travel Assistance via taxis was £0.66m over spent due to increases in demand and prices. Officers are reviewing the routes and considering other local options to drive cost down.
- Travel Assistance has overspent by £1.51m with the additional costs due to both demand and price increases as reported previously. Directorate Leadership team, and also through the SEND Engine Room have developed 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. The SEND quality assurance panel is further reviewing transport requirements aligned to its strategy to retain young

people in Doncaster where possible, with a mandate to support independent travel training where possible. Management of the Dedicated Schools Grant overspend remains at the forefront, the quality assurance panel further reviews spend against placements and where possible placing in Doncaster existing provision. A new post 16 arrangement at Stonehill School is a starting point and other provisions such as social, emotional and mental health (SEMH) hubs opening in the September, will increase local capacity and reduce OOA placements. The urgency to implement these on time to mitigate against further delays in savings is essential and places are already being allocated, with support being provided in mainstream schools and alternative provision where possible in the interim to support the summer term. Doncaster has been successful in its bid for 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.

- Attendance has overspent by £0.26m including £0.12m Fixed Penalty Notice income shortfall and £0.13m Traded income shortfall. The previous approach to Fixed Penalty Notices has been reviewed and was reinstated in November 2022 in line with current policy. The service has also developed trading options for the service for 2023/24 in response to schools consultation and the change in regulations. The ambition is to ensure that Early Intervention and Prevention and education services are more interoperable as part of its school improvement offer, building on the successes of the work on permanent exclusions, ensuring consistency in the support we provide to children and families across services.

#### Corporate Resources

	<b>Gross Budget £m</b>	<b>Income Budget £m</b>	<b>Net Budget £m</b>	<b>Actuals £m</b>	<b>Outturn Variance £m</b>	<b>Q3 Variance £m</b>
Customers, Digital & ICT	76.8	-61.4	15.4	14.5	-0.9	-0.5
Corporate Resources Director	0.8	-0.4	0.4	0.4	0.0	0.0
Finance	27.6	-25.1	2.5	2.3	-0.2	0.0
HR, Communications & Exec Office	7.6	-0.9	6.7	5.5	-1.2	-1.0
Legal & Democratic Services	8.2	-2.6	5.6	5.9	0.3	0.2
Policy, Insight & Change	4.7	-2.0	2.7	2.5	-0.2	-0.1
Corporate Resources Total	<b>125.7</b>	<b>-92.4</b>	<b>33.3</b>	<b>31.1</b>	<b>-2.2</b>	<b>-1.4</b>

143. Corporate Resources has underspent by -£2.25m at the end of the financial year, an improvement of -£0.88m since the forecast at quarter 3. The main reasons for this are as follows:

- Underspend of -£0.72m on the apprenticeship funding as take up hasn't been as high as anticipated given the recruitment timescales and pre-existing funding arrangements (apprenticeship levy & national graduate scheme);

- Underspend of -£1.14m across ICT, Digital and Customer services predominantly as a result of staffing savings by not filling vacant posts in preparation for budget savings in 2023/24 and also closing the work on digital lab earlier than planned to contribute to the overall financial position of the Council.

144. These underspends are offset by the following:

- An overspend of £0.38m in Revenues and Benefits due to increased spend on short term/temporary accommodation which attracts reduced government subsidy. This spend has increased exponentially since COVID-19 and is an ongoing pressure although work is being undertaken across the Council on homelessness;
- An overspend on Coroner's of £0.32m due to the increased costs of the revised mortuary contract and impact of the high death rate over the winter months on all costs;
- An overspend on Bereavement Services of £0.21m due to the increased gas cost which could only be partly mitigated by increased income from January onwards.

145. The main changes since quarter 3 relate to an increase in the underspend within the apprenticeship funding and increases in the underspends across ICT, Digital and Customer Services, all to contribute to the overall financial position of the Council.

#### Public Health

	<b>Gross Budget £m</b>	<b>Income Budget £m</b>	<b>Net Budget £m</b>	<b>Actuals £m</b>	<b>Outturn Variance £m</b>	<b>Q3 Variance £m</b>
Public Health	33.6	-26.8	6.8	6.9	0.1	0.1
<b>Public Health Total</b>	<b>33.6</b>	<b>-26.8</b>	<b>6.8</b>	<b>6.9</b>	<b>0.1</b>	<b>0.1</b>

146. Public Health has overspent by £0.09m at the end of the financial year, this is a slightly better position than projected. The main variances are as follows:

- The contribution to Doncaster Culture & Leisure Trust (DCLT) is overspent 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 & business plans to address and work towards mitigating wherever possible the significant pressures in the Leisure industry. This final overspend position for 22/23 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 -£0.10m and a further underspend on Leisure Management -£0.09m due to the maximisation of grants.

147. A Public Health Grant non-recurrent underspend of -£1.08m is due to challenges with securing the NHS health checks programme which is now not

expecting to be in place until the winter of 2023 (previously provided by NHS), staffing underspend due to maximisation of other fixed term grants and lower than expected prescribing activity in Smoking Cessation services, Infection Prevention Control due to the delay commencement of a new contract, Physical Activity and Mental Health.

### Economy & Environment

	<b>Gross Budget £m</b>	<b>Income Budget £m</b>	<b>Net Budget £m</b>	<b>Actuals £m</b>	<b>Outturn Variance £m</b>	<b>Q3 Variance £m</b>
Economy & Development	31.8	-23.3	8.5	7.8	-0.7	-0.5
Director Economy & Environment	0.4	-0.1	0.3	0.2	-0.1	-0.1
Environment	69.7	-33.7	36.0	33.9	-2.1	0.4
Strategic Housing	4.6	-2.3	2.3	1.8	-0.5	-0.3
<b>Economy &amp; Environment Total</b>	<b>106.5</b>	<b>-59.4</b>	<b>47.1</b>	<b>43.7</b>	<b>-3.4</b>	<b>-0.5</b>

148. Economy and Environment outturn position is -£3.37m underspend, the position has improved by -£2.89m since quarter 3. The main variances, including changes since quarter 3 where applicable, are: -

- Facilities Management: £0.25m overspend mainly as a result of increased energy costs for which budget was not provided. The position has improved slightly since quarter 3.
- Street Lighting: £0.71m overspend mainly due to the increase in energy costs. The position has not changed since quarter 3.
- Street works and drainage: £0.42m overspend mainly due to unbudgeted staffing costs in drainage and increased gulley frame costs relating to thefts in prior year. The position has worsened since quarter 3 mainly by £0.15m as a result of increased gulley frame costs and highways drainage repairs.

149. These are mitigated by: -

- Car Parking: -£0.56m underspend due to overachievement of income on bus gates and the Markets, Scarborough House and Civic Quarter car parks; the position has improved by -£0.11m since quarter 3 due to higher income and lower repair costs.
- Planning: -£0.61m underspend mainly due to higher than expected income, reduced by one-off additional staffing costs and a compensation payment, the position has not significantly changed since quarter 3.
- Waste and Recycling: -£2.45m underspend mainly due to; -£0.37m underspend on recycling income due to increases in the selling price of recyclates, -£0.18m underspend on HWRC mainly due to a reduction in tonnages and associated haulage, underspend on waste PFI disposal -£0.59m and underspend on Domestic Collection -£0.27m. These underspends have been reduced by an overspend on green waste collection of £0.12m. The waste position has improved by -£2.05m since quarter 3 due to -£0.20m on Domestic Collection as accruals calculated on estimates were higher than required, -£0.57m waste PFI disposal made up of -£0.32m overestimate of

costs due to the complexities associated with accounting for PFI schemes, waste royalty income being -£0.19m more than projected and an estimate of -£1.13m income relating to a Solid Recovered Fuel Electricity Price Share payment which forms part of the waste PFI contract, the profit share is driven by an average of a specific power index and uses the average Index over the previous three contract years each running from 1 April to 31 March. This had not been included at quarter 3 due to uncertainty around whether it would be received and at what value.

- Business Doncaster: -£0.36m underspend mainly due to vacancies and the use of grants (e.g. Community Renewal Fund) to fund posts, along with a reduced requirement for match funding. The underspend has increased slightly since quarter 3.
- St Leger Homes General Fund management fee: -£0.35m underspend relating to Homelessness. The position improved by -£0.34m from quarter 3 largely due to reduced spend on prevention and private rented sector activities, lower than forecast B&B costs being incurred in the last month and higher housing benefit recovery than expected.
- Street Scene: -£0.29m underspend mainly due to staffing underspends as a result of recruitment difficulties, as well as transport underspends and overachievement of income, mitigated by overspend on materials and equipment. Improvement of -£0.17m since quarter 3 mainly due to reduction in projected transport costs and increased income.
- Highways Operations: -£0.12m underspend improvement of -£0.53m since quarter 3 due to; profit on jobs being £1.1m more than projected. Increased profits have been reduced by increased costs (direct labour and overhead).

#### Council Wide budgets

	<b>Gross Budget £m</b>	<b>Income Budget £m</b>	<b>Net Budget £m</b>	<b>Actuals £m</b>	<b>Outturn Variance £m</b>	<b>Q3 Variance £m</b>
Change Programme	0.0	-0.2	-0.2	-0.2	0.0	0.0
General Financing/Treasury Management	5.0	-0.1	4.9	3.8	-1.1	-1.2
Levying Bodies/Parish Precepts	16.5	0.0	16.5	16.5	0.0	0.0
Other Centrally Funded	1.1	-12.7	-11.6	-11.8	-0.2	0.2
Revenue Costs Ex Capital Programme	-20.0	20.0	0.0	0.0	0.0	0.0
Technical Accounting	35.2	0.0	35.2	34.2	-1.0	-1.1
Business Rate Retention	0.0	-106.2	-106.2	-106.2	0.0	0.0
Severance Costs	6.3	-0.1	6.2	6.0	-0.2	-0.1
<b>Council Wide Budget Total</b>	<b>44.1</b>	<b>-99.3</b>	<b>-55.2</b>	<b>-57.7</b>	<b>-2.5</b>	<b>-2.2</b>

150. Council Wide budgets underspent by -£2.50m at outturn, a -£0.30m improvement since quarter 3. The main underspends are:

- -£1.22m 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;

- -£1.15m release from the insurance provision based on review of recent claims, an increase of -£0.20m since quarter 3;
- -£1.11m 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;
- -£0.98m 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), this is a decrease of £0.08m due to a shortfall in capital receipts;
- -£0.95m uncommitted contingency budget, an increase of -£0.31m since quarter 3;
- -£0.75m underspend on the ongoing budget provided for additional investment needs for services, no business cases came forward;
- -£0.70m 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), this is a decrease of £0.36m due to a shortfall in capital receipts;
- -£0.64m New Homes Bonus returned funds for 2022/23 announced on 6th February, 2023.

151. These are offset by overspends on:

- £4.02m 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 not achieved in 2022/23.

152. 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**

153. 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.

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

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

155. The outturn position for the Housing Revenue Account is an underspend of £0.47m against the revised budget (based on the quarter 3 forecast position). The revised budget assumed a £1.10m contribution from HRA balances; the £0.47m underspend will reduce the contribution from balances to £0.63m and overall balances will be reduced to £6.06m as at 31st March 2023. The main variances in quarter 4 compared to the revised budget are £0.26m overspend on general management costs and £0.73m underspend on debt charges. The main reason for the overspend was due to St Leger Homes overspending by £0.38m as a result of unbudgeted inflationary pressures and district heating income being significantly less than anticipated, this was offset by savings elsewhere. This report includes a recommendation to pay St Leger Homes £0.38m of additional management fee (this is in addition to additional management fee approved in the quarter 3 Finance & Performance report). The £0.73m underspend on debt charges was a result of taking out lower than planned borrowing and additional interest received on HRA balances due to higher interest rates.

156. Current rent arrears at year end were £2.14m (2.74% of the rent debit) compared to £2.34m (2.98%) as at quarter 3. The amount of rent to be collected which had been paid to tenants via universal credit (which was previously paid directly to the Council from housing benefit) was £17.33m, an increase of £0.98m from the previous year. Former tenant arrears at year end were £0.99m, an increase of £0.02m from quarter 3, write offs were £0.05m during the quarter and £0.57m for the whole year. For comparison, current tenant arrears were £1.92m as at 31 March 2022, 2.55% of the rent debit and former tenant arrears were £1.30m.

### **Fees and Charges**

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

158. On 1 March 2023 Cabinet approved revised Adult Social Care fees used in the calculation of the financially assessed client contributions. The full report can be viewed using this link:-

[i8 cab 010323 Adult Social Care MSP and Provider Fees Cabinet.pdf](#)  
[\(moderngov.co.uk\)](#)

159. Additionally, fees and charges for parking and the use of Electric Vehicle Charge Points (EVCPs) in City of Doncaster Council owned public car parks have been introduced from 1 April 2023. The charge is £0.52 per/kWh plus a one off

£0.20 standing charge per session. Parking fees will also be applied at the standard rate for each site (before April parking in an EVCP bay was free of charge).

## Capital Budget

160. The 2022/23 capital programme delivered £89.1m of spend over 524 schemes. The split by directorate is in the tables below:

Directorate	Current Year Budget Brought Forward (£'000)	Value of Schemes as at Q4 (£'000)	Number of Schemes	Future Years Budget Brought Forward (£'000)	Projected Future Years Budget as at Q4 (£'000)
<b>ADULTS HEALTH &amp; WELLBEING</b>	<b>7,996</b>	<b>5,818</b>	<b>14</b>	<b>14,946</b>	<b>28,078</b>
ADULTS SOCIAL CARE	7,647	5,103	3	14,946	27,820
COMMUNITIES	285	714	10	0	238
MODERNISATION AND COMMISSIONING	64	0	1	0	20
<b>CORPORATE RESOURCES</b>	<b>17,101</b>	<b>4,318</b>	<b>46</b>	<b>871</b>	<b>16,838</b>
CUSTOMERS, DIGITAL & ICT	4,300	315	17	550	4,834
FINANCE	12,660	3,859	28	321	12,004
HR, COMMS & EXEC OFFICE	140	144	1	0	0
<b>PUBLIC HEALTH</b>	<b>5,564</b>	<b>6,040</b>	<b>12</b>	<b>2,017</b>	<b>9,356</b>
LEISURE SERVICES	5,564	6,040	12	2,017	9,356
<b>ECONOMY &amp; ENVIRONMENT</b>	<b>104,131</b>	<b>66,581</b>	<b>357</b>	<b>175,091</b>	<b>283,689</b>
ECONOMY & DEVELOPMENT	43,404	22,707	95	5,831	97,298
ENVIRONMENT	19,281	14,307	214	1,667	6,880
STRATEGIC HOUSING	41,447	29,567	48	167,593	179,511
<b>CHILDREN, YOUNG PEOPLE &amp; FAMILIES</b>	<b>12,329</b>	<b>6,321</b>	<b>95</b>	<b>19,544</b>	<b>37,749</b>
CENTRALLY MANAGED	200	0	1	400	770
CHILDRENS SERVICES TRUST	1,330	619	6	0	711
COMMISSIONING & BUSINESS DEVELOPMENT	8,081	4,955	77	19,144	28,264
PARTNERSHIPS AND OPERATIONAL DELIVERY	2,717	748	11	0	8,004
<b>Grand Total</b>	<b>147,121</b>	<b>89,078</b>	<b>524</b>	<b>212,470</b>	<b>375,711</b>

161. At outturn there was a £8.7m reduction compared to the £97.8m projection at quarter 3 and a £58.0m reduction compared to the budget of £147.1m at the start of the year.

162. Overall the 2022/23 programme delivered 61% of the £147.1m budget from the start of the year.

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)	Outturn Position (£'000)	% Reduction in forecast at Outturn
<b>ADULTS HEALTH &amp; WELLBEING</b>	<b>7,996</b>	<b>6,218</b>	<b>5,778</b>	<b>5,834</b>	<b>5,818</b>	<b>27%</b>
ADULTS SOCIAL CARE	7,647	5,911	5,095	5,195	5,103	33%
COMMUNITIES	285	244	619	619	714	-151%
MODERNISATION AND COMMISSIONING	64	64	64	20	0	100%
<b>CORPORATE RESOURCES</b>	<b>17,101</b>	<b>17,162</b>	<b>12,556</b>	<b>5,464</b>	<b>4,318</b>	<b>75%</b>
CUSTOMERS, DIGITAL & ICT	4,300	4,775	3,129	931	315	93%
FINANCE	12,660	12,247	9,288	4,393	3,859	70%
HR, COMMS & EXEC OFFICE	140	140	140	140	144	-3%
<b>PUBLIC HEALTH</b>	<b>5,564</b>	<b>6,632</b>	<b>7,082</b>	<b>6,410</b>	<b>6,040</b>	<b>-9%</b>
LEISURE SERVICES	5,564	6,632	7,082	6,410	6,040	-9%
<b>ECONOMY &amp; ENVIRONMENT</b>	<b>104,131</b>	<b>88,114</b>	<b>85,341</b>	<b>72,824</b>	<b>66,581</b>	<b>36%</b>
ECONOMY & DEVELOPMENT	43,404	36,718	38,846	27,831	22,707	48%
ENVIRONMENT	19,281	15,793	16,251	15,280	14,307	26%
STRATEGIC HOUSING	41,447	35,603	30,245	29,712	29,567	29%
<b>CHILDREN, YOUNG PEOPLE &amp; FAMILIES</b>	<b>12,329</b>	<b>9,664</b>	<b>9,126</b>	<b>7,297</b>	<b>6,321</b>	<b>49%</b>
CENTRALLY MANAGED	200	200	189	166	0	100%
CHILDRENS SERVICES TRUST	1,330	1,330	877	705	619	53%
COMMISSIONING & BUSINESS DEVELOPMENT	8,081	6,482	6,396	5,048	4,955	39%
PARTNERSHIPS AND OPERATIONAL DELIVERY	2,717	1,652	1,663	1,378	748	72%
<b>Grand Total</b>	<b>147,121</b>	<b>127,790</b>	<b>119,883</b>	<b>97,829</b>	<b>89,078</b>	<b>39%</b>

163. All schemes with a variance of £0.5m or more (between quarter 3 and outturn):-

Scheme	Variance within Quarter (£m)
Doncaster Railway Square Extension	2.62
Iport Bridge	1.61
A630 Signals (Transforming Cities Fund)	0.95
Connect The Classroom - Primary Schools	0.87
Housing - External Planned Maintenance (Contracted)	0.59
Conisbrough Station Access	0.59
Town Centre Active Travel (Get Building Fund & Transforming Cities Fund)	(3.25)
Levelling Up Fund 1 Waterfront East Development	(2.20)
Levelling Up Fund 1 Civic & Cultural Quarter Central Library Demolition	(1.17)
Levelling Up Fund 1 Block Allocation	(1.05)
Levelling Up Fund 1 Market Shop Fronts	(0.53)
Stone Hill School – 6th form works	(0.53)
Future Parks - 15 bespoke parks	(0.50)

164. There are 63 schemes totalling £14.4m which had budget allocated to them at the start of the year but did not incur any spend with the budget now being rolled forward or removed from the programme. The highest value examples of these being Council House Build – Unallocated £2.8m, school places Hatchell Grange £1.4m and Future Parks £1.2m. The Future Parks programme was originally planned to start in 2021/22 and deliver improvements to 15 parks by 2025.

#### Current Status of Schemes in the programme

165. 95 schemes have either not started or are still at the planning phase which is 18% of the schemes.

166. 164 schemes have been classified as underway and 247 schemes are now in the completion phase.

Status	Number of Scheme	% in phase based on scheme numbers
Not Started	60	11.45%
Planning Phase	35	6.68%
Underway	164	31.30%
Completion Phase	247	47.14%
Block Budget	18	3.44%
<b>Grand Total</b>	<b>524</b>	<b>100.00%</b>

#### Other Issues

167. There are currently three schemes with unanticipated overspends in 2022/23:-

- FARRRS £0.25m and West Moor Link Road £0.38m - an ODR is required to authorise the additional financing needed, also detailing alternative funding considered. A further £0.12m is likely to be incurred on the FARRRS scheme in 2023/24. Borrowing for this will mean that there will be an annual cost of £0.07m (for repayment of borrowing and interest).
- Adaptations £0.37m – an ODR is required to authorise the additional Housing Revenue Account funding, which will reduce the Major Repairs Reserve and means less money will be available for other housing priorities.

### Future programme

168. Due to a combination of existing scheme slippage and the approval of new schemes the future year's projection has increased by £17m to £375m when compared to quarter 3 projection of £358m.
169. On top of the existing programme there is also the additional amount approved at budget setting which brings the overall total of the capital programme to £458m.
170. The current forecast for 2023/24 is £200m. Based on the capital outturn position, this level of expenditure is highly unlikely and slippage is expected. A thorough review of the planned capital spend needs to be undertaken in quarter 1.

### Capital Receipts

171. The total capital receipts received in year was £2.5m this is well below the £12.5m estimated at the beginning of the financial year. Where capital receipts are delayed, the Council has to make additional charges to its revenue budget. A shortfall of £10m means additional charges of £0.14m were made in 2022/23.

### Risks

172. 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**

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

- Council Tax:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Distribution £m	Closing Balance * £m
Collection Fund	-155.85	-155.51	0.34	0.29	1.10	1.73
Doncaster Council	-127.84	-127.56	0.28	0.23	0.92	1.43

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

The council tax collection fund variance in the year is a £0.34m deficit. This is attributable to lower growth £0.94m, higher levels of Local Council Tax Support granted £0.63m and lower collection rates (including increased provision for bad

debt) £0.24m partially offset by transfers from general fund mainly relating to hardship reliefs -£1.48m. The in-year deficit means the closing balance is a deficit of £1.73m.

Council Tax arrears were £21.41m compared to the target of £20.20m at the end of quarter 4. The target for reduction of Council Tax arrears was £2.10m for the quarter and the actual reduction in arrears was £1.33m. The total reduction in arrears in the year is £7.19m compared to a target figure of £8.40m. The reduction for the year is just over £1m less than the previous year. The lower reduction was caused by a backlog of work built up in the first half of the year, due to staff administering the Council Tax Energy Rebate scheme. The backlog has decreased significantly towards the end of the year but some still remains.

- **Business Rates:**

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance * £m
Collection Fund	-91.22	-111.35	-20.13	21.31	-20.79	-19.61
Doncaster Council	-44.70	-54.56	-9.86	10.44	-10.19	-9.61

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

The business rates collection fund variance in the year is a -£20.13m 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 came to light that successful appeals hadn'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 -£19.61m. The Council's share -£9.61m of the surplus closing balance is factored into the 2023/24 budget.

Business Rates arrears were £5.17m compared to the target of £4.30m at the end of quarter 4. The target for reduction of Business Rates arrears was £0.9m for the quarter but the actual level of arrears reduced by £1.26m, this is significantly higher than the £0.82m reduction for the same period in the previous year. The total reduction in arrears in the year is £2.73m compared to a target figure of £3.6m. The reason for the reduction is due to fluctuations in the actual arrears total as retrospective new assessments are added to the list which inflate the total arrears level. The final quarter has seen a significant improvement in the level of reduction which is expected to continue into the new year.

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

174. The Dedicated Schools Grant (DSG) outturn position is an overspend by £6.2m during to create an overall overspend on DSG of £19.8m.

175. 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 Schools' 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. A clear action plan has been developed to explore Innovative models and utilising local assets and exploring commissioning options to support greater efficiencies. The directorate's leadership team is driving activity through weekly quality assurance process to ensure grip, this includes the SEND Engine Room. There is a clear action plan in place across children's social care, SEN & placements. Strategically senior education leads in the council continue to liaise with schools regarding the devolution of elements of the DSG to ensure that locally there are the right services in place to support children, improving outcomes and reducing costs.

176. 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 includes 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 and a further £5.6m in 2023/24 has been confirmed. Based on the latest DfE guidance the projected increases to the grant for future years have been set at 3% from 2024/25. The current high needs medium term plan will be further reviewed with senior managers during 2023/24 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.

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	48,613	51,532	53,911	55,541
In year High Needs Block variance (less other DSG underspends)	6,186	3,770	4,490	4,409
<b>Overall DSG Balance</b>	<b>19,812</b>	<b>23,582</b>	<b>28,072</b>	<b>32,481</b>

177. During Quarter 4 of 2022/23 Doncaster's maintained schools have received additional funding from the Department for Education as follows:-

- Afghan Resettlement Education Grant £0.16m

### **Reserves – carry forwards and impact of overspend**

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

- Discretionary – these are for items which were already approved in 2022/23, which have justifiable reasons for the delay in implementation and cannot be funded by the directorate in 2023/24. These items are normally funded from the Council's budget but can include items funded from un-ringfenced

government grant.

- Non-discretionary Carry Forwards – these are items where we are to comply with financial regulations we are required to transfer unused balances to earmarked reserves. This normally happens where given funding for a specific purpose but there is no threat claw back of the funding, but the expectation is that the Council will spend the money on the intended purpose.

179. The quarter 3 Finance & Performance Monitoring report explained that the overspend would be funded by releasing earmarked reserves and the reserves likely to be used would be the Service Transformation Fund (£7.6m unallocated) and the Severance costs reserve (£9.5m estimated to be available at the year-end). A review of other reserves by the Director of Corporate Resources, CFO and involving the Mayor identified the following earmarked reserves to be released to fund the overspend: -

<b>Earmarked Reserve</b>	<b>£m</b>
Demolition Old Library	0.900
St James Baths	0.199
Planning 20% Additional Income Balance	0.176
Flood Prevention Measures	0.150
Revenues & Benefits - Discretionary Hardship	0.114
CRF/Youth Hub Extension	0.016
Mayor's Pledge to Miners' Statue	0.004
Mayors Civic Awards	0.004
<b>Total</b>	<b>1.563</b>



180. Releasing the above reserves leaves £1.464m of the overspend to be funded from the Service Transformation Fund. Reducing the Service Transformation Fund 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).

181. Using earmarked reserves, rather than general reserves, means general reserves can be maintained at £14.29m.





















## STRATEGIC RISKS

182. The register contains 11 risks and all have been profiled for quarter 4. No new risks have been proposed and the following 2 risks have been proposed for demotion:

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

<b>RAG</b>	<b>Risk Title</b>	<b>Current Score</b>	<b>Target Score</b>	<b>Trend</b>
	Safeguarding concerns for adults increase through a combination of greater vulnerability following the pandemic	10	5	



	and greater difficulties providing timely care and support because of reductions in workforce capacity			
	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	
	Failure to implement the Partnership priorities across the Team Doncaster Partnership	9	6	
	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	
	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	
	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	
	Failure to successfully prevent a major cyber attack	20	6	
	There needs to be a broad range of service delivery which supports people in the community and in other settings (depending on their needs), without which makes it more difficult for people to live healthy, independent lives	16	10	
	Failure to deliver the Medium Term Financial Strategy (MTFS) would result in an alternative budget being required with consequential service reductions and impact on achieving Council priorities.	20	5	
	The combined impact of managing concurrent risks eg: floods, EU transition arrangements, Covid	15	20	



**Risk Profile of 20 and above**



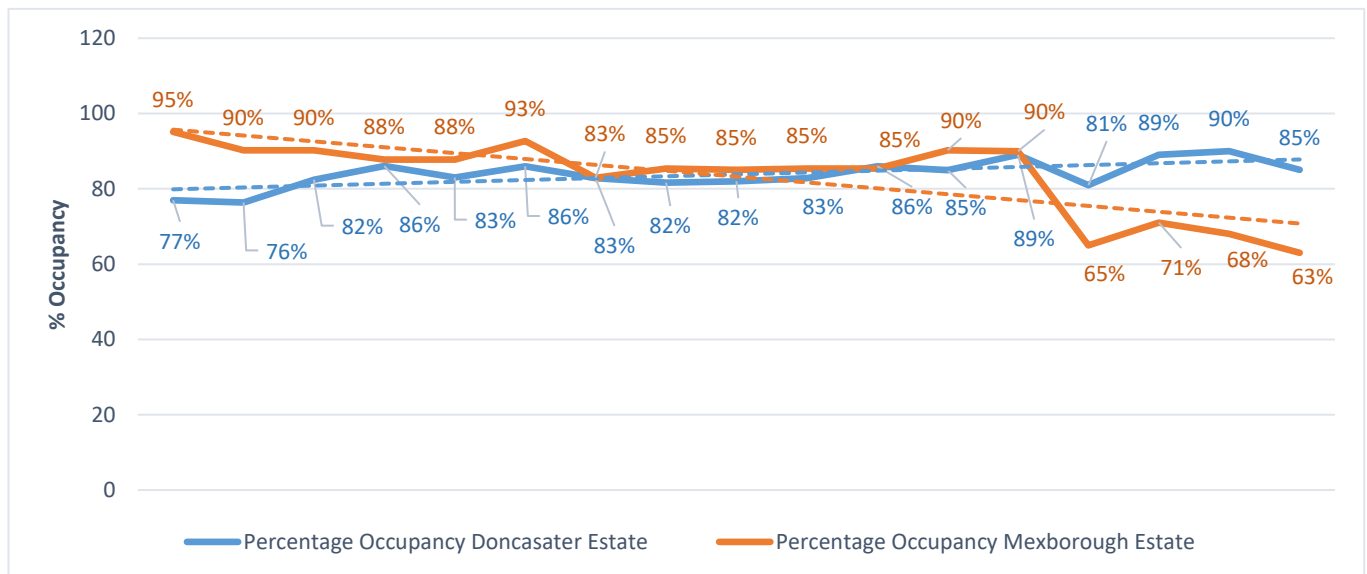
**Risk Profile of 6 to 19**

## **MARKET ASSET MANAGEMENT (MAM) DONCASTER LTD.**

183. The Levelling up Fund (LUF) refurbishment project on the Corn Exchange has been progressing well and has been sympathetic to the historical features of the building. Much of the work has been using a combination of modern and historical

practices to elements such as the windows, doors and stonework and original fireplaces have also been restored.

### Occupancy Trends at Doncaster and Mexborough Market.

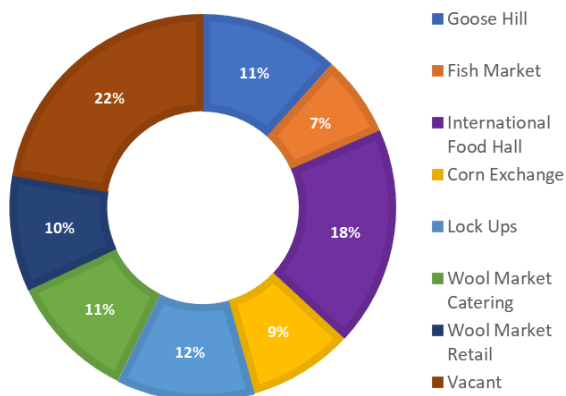


184. Doncaster occupancy levels have reduced this quarter to 85%, which is the lowest occupancy since quarter 2 21/22 (excluding the quarter 1 22/23 period affected by the Corn Exchange development). The drop in occupancy levels related to handover dates of a number of units. New leases are in the midst of being signed.

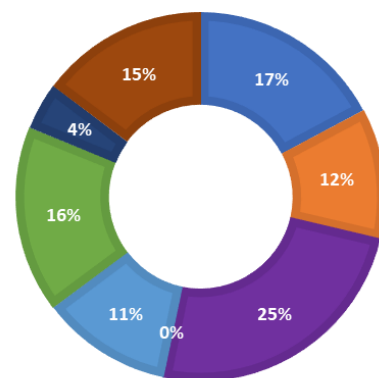
185. Mexborough continues the downward trend in occupancy levels with fourteen out of the 40 units now vacant. Remedial works in the units where the café was previously sited continue. MAM are also looking at splitting the five units here to three. Marketing is being undertaken through social media to attract new traders and an open day is being arranged soon.

### Doncaster Market Occupancy Level Changes per area of the estate (Percentage) at Baseline (May 2019) and Q4 2022-3

PERCENTAGE OCCUPANCY AT DONCASTER MARKET (BASELINE)



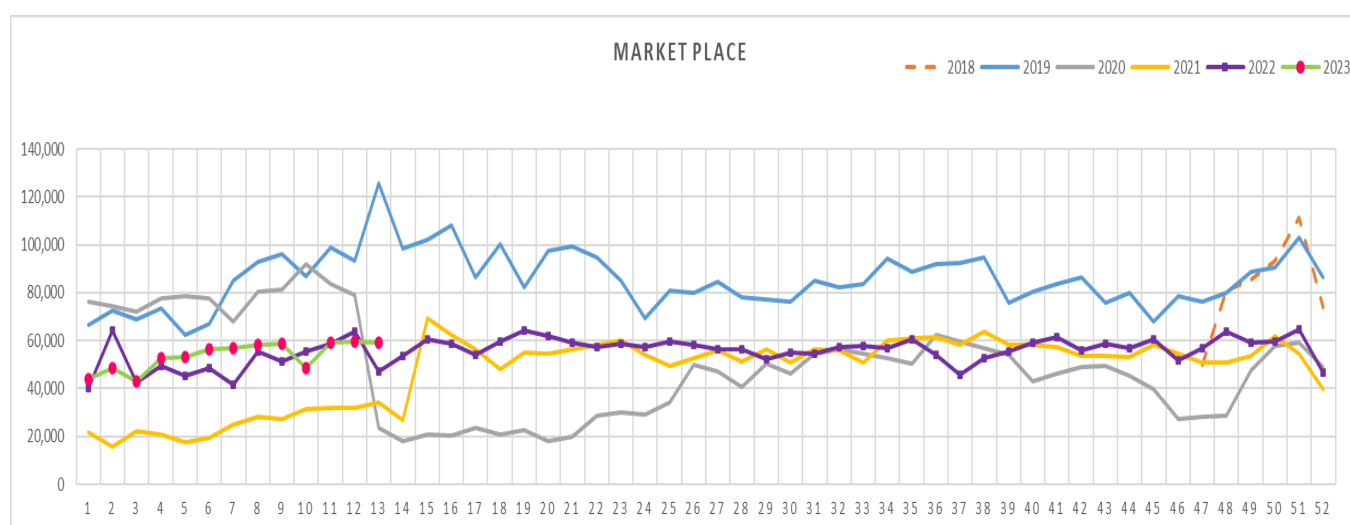
PERCENTAGE OCCUPANCY AT DONCASTER MARKET (Q4 2022/23)



186. The comparison of occupancy across the Doncaster estate between baseline (May 2019) and present levels (Quarter 4 2022/23) shows a significant difference in the number of units in each area.

187. Corn exchange occupancy levels remain zero due to the continuing improvement works as part of the Levelling Up Fund project. Vacancy levels have increased from 10% across the whole estate in quarter 3 (2022/23) and quarter 4 (2022/23). This is due to timing over unit changeover particularly in Goose Hill and the Wool Market catering. Work is continuing by MAM to fill these vacant units. MAM receive regular requests for catering units in the Wool Market and as such these units will look to be re-occupied within the first few weeks of April.

#### Footfall Trends for the Market Place (up to week 513; w/c 27/03/23)



188. As like previous years, quarter 4 2022-23 had lower footfall than much of the previous quarter. This pattern is mirrored across all sites across the city centre. Particularly with the increase in prices, many people might have been more cautious about spending during January in combination with the usual post-Christmas drop in spending.

189. Footfall increase to similar levels seen throughout quarter 3. Half term was during this period and with at least one pay day for many people this could be linked to residents feeling more able to go out and spend. There was a significant drop in footfall during one week of quarter 4, week 10, as this was when most of the country witnessed a short wintery period.

190. 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

191. Regular events that have continued throughout quarter 4 including Mr Dan entertainment, monthly artisan market, live music in the Wool Market and Thursday night quiz night.

192. A vegan market was held on 7th January, student nights are also now being held every Thursday between 6-9pm with discounts for students, after school clubs with reduced prices for children up to 16 in the entertainment zone and party bookings for children can also be made in the wool market.

193. The Wool Market remains to be the location for the Doncaster Creative Network networking meet-ups allowing local creatives to connect and strengthen the community and encourage collaboration.

194. The last Sunday of every month is now holding the Wool Market's Sunday session open mic. Providing the equipment for young up and coming artists for to utilise allows them to have a platform to play and obtain experience.

## Financial Position

195. 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

196. Not applicable

## OPTIONS CONSIDERED



197. Not applicable

## REASONS FOR RECOMMENDED OPTION

198. Not applicable

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

199.

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

Comments: Finance and performance monitoring impacts across all priorities.				
	<b>Making Doncaster the best place to do business and create good jobs</b>			✓
Comments: Finance and performance monitoring impacts across all priorities.				
	<b>Building opportunities for healthier, happier and longer lives for all</b>			✓
Comments: Finance and performance monitoring impacts across all priorities.				
	<b>Creating safer, stronger, greener and cleaner communities where everyone belongs</b>			✓
Comments: Finance and performance monitoring impacts across all priorities.				
	<b>Nurturing a child and family-friendly borough</b>			✓
Comments: Finance and performance monitoring impacts across all priorities.				
	<b>Building Transport and digital connections fit for the future</b>			✓
Comments: Finance and performance monitoring impacts across all priorities.				
	<b>Promoting the borough and its cultural, sporting, and heritage opportunities</b>			✓
Comments: Finance and performance monitoring impacts across all priorities.				
	<b>Fair &amp; Inclusive</b>			✓
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: 15.05.23]**

200. 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: 27.04.23]**

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

## **Human Resources Implications [Officer Initials: KG Date: 12.05.23]**

202. 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 although this is moving to a more positive position in some areas with higher application numbers in some areas. There remain a number of hard to fill posts across a range of areas in the council and talent shortages remains a significant recruitment concern nationally – managers still report fears around losing, not retaining, or being able to recruit staff where higher salaries are on offer externally and at other Local Authorities

The appointment challenge is a national issue in many sectors with compensation and benefits being the priority for job seekers along with greater importance of hybrid working and flexibility

## **Technology Implications [Officer Initials: PW Date: 12.05.23]**

203. 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**

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

## **CONSULTATION**

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

## **BACKGROUND PAPERS**

206. Not applicable

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

207. Not applicable

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City of  
Doncaster  
Council

# **Finance Profile**

## **January 2023 – March 2023**

# **APPENDIX A**



# Content

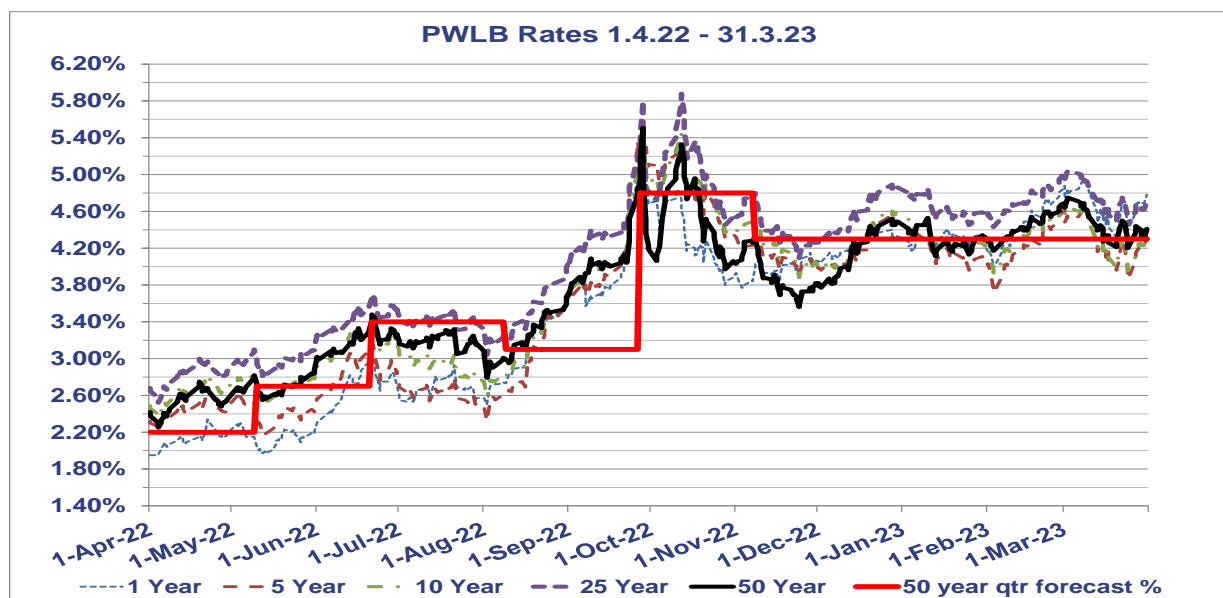
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## Savings Tracker

	<b>Target 22/23 including under/over 21/22</b>	<b>22/23 achieved</b>	<b>22/23 remainder expected to be achieved in year</b>	<b>One-off 22/23</b>	<b>22/23 (unachieved)/ overachieved</b>
Adults, Health & Wellbeing	-2.263	1.593	0.110	0.000	-0.560
Children, Young People & Families	-8.030	5.071	0.000	0.049	-2.910
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	0.635	0.003	0.000	-0.168
Public Health	-0.050	0.050	0.000	0.000	0.000
<b>Total</b>	<b>-15.077</b>	<b>10.765</b>	<b>0.113</b>	<b>0.049</b>	<b>-4.151</b>

## **Treasury Management Update – Quarter 4 2022/23**

1. The final position at the end of the financial year was an underspend of -£1.11m on both interest receivable and payable, due to increased investment income and savings on borrowing costs. Investment income was -£0.75m higher than anticipated due to the significantly higher interest rates than those assumed when setting the budget. Wherever possible throughout the year cash balances have been invested on a short-term basis to benefit from these increased returns. Borrowing costs are also underspent by -£0.36m as the planned borrowing has been delayed due to high interest rates which have increased the cost of borrowing.
2. Since setting the budget for 2022/23 the Bank of England have increased the base rate significantly in an attempt to control spiralling inflation and try to mitigate the cost-of-living crisis. The Bank of England base rate at the start of the financial year was 0.75% and the rate at the end of the financial year was 4.25%. This is in stark contrast from the all-time low of 0.01% throughout the pandemic. These interest rate increases have significantly increased the cost of borrowing through the Public Works Loan Board (PWLB), as these rates are linked to gilt yields, which in turn has impacted on the short-term local market but to a slightly lesser extent. For information the PWLB borrowing rates are shown below to highlight the movement throughout the year.



3. As a result of the interest rate increases the borrowing strategy outlined in the Treasury Management Strategy Statement (TMSS) for 2022/23 was 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 throughout the year made this strategy unaffordable in terms of future interest payments and the approach taken instead was only to borrow for cashflow purposes. This will result in the Council remaining under borrowed for longer than anticipated which was agreed via the TMSS for 2023/24. At the end of 2022/23 the under borrowing was £165m which is 28% of the Capital Financing Requirement (borrowing need). 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. Whilst this minimises interest paid on external debt it is not a permanent solution and does carry some interest rate risk. This is covered in more detail below.

### **Borrowing**

4. Figure 1: The following table summarises the Council's forecast Debt Portfolio as at 31<sup>st</sup> March, 2023: -

<b>Doncaster Council Debt Portfolio and Maturity Profile as at 31st March 2023</b>				
	Upper Limit %	Lower Limit %	Actual %	Actual £m
Under 12 Months	30	0	10.46%	44.728
12 to 24 Months	50	0	2.92%	12.500
24 Months to 5 Years	50	0	5.10%	21.820
5 Years to 10 Years	75	0	1.21%	5.153
10 Years to 20 Years	95	10	80.30%	57.648
20 Years to 30 Years				34.873
30 Years to 40 Years				153.873
40 Years to 50 Years				96.880
<b>TOTAL</b>			<b>100.00%</b>	<b>427.476</b>

5. Throughout the year borrowing of £60m has been repaid which was predominantly short-term local authority debt which was only replaced by £30m of new borrowing, reducing the debt position from £457.66m reported at the end of the last financial year. The TMSS agreed by Council on the 28<sup>th</sup> February, 2022 planned to increase the overall borrowing by the end of 2022/23 to £510m (and hence reduce the level of underborrowing) which has been delayed for the reasons outlined above. The £30m of short-term borrowing was all undertaken in the first six months of the year when the rates were lower (all £30m was taken out at a rate of 1.3%).
6. Treasury Management officers confirm that there have been no breaches of prudential indicators, as set out in the TMSS agreed by Council on 28<sup>th</sup> February, 2022 during this financial year (see below). Treasury Management officers also confirm that there has been no borrowing in advance of need throughout the year, no debt rescheduling or any premature debt repayments.

### **Investment**

7. The investment portfolio can be seen in Figure 2. The investments are a mixture of call and notice accounts for liquidity (though the notice accounts currently only have minimal balances held due to unfavourable rates so not included below) and fixed rate investments. The investment policy approved in the TMSS for 2022/23 was implemented throughout the year and no liquidity difficulties arose throughout the year.
8. The average investment rate for the year is 1.83% reflecting the lower rates at the beginning of the financial year. Monthly benchmarking is carried out using the 1 month compounded SONIA monthly average as suggested by Link. For the last six months of the year (whilst interest rates have been at their highest this benchmark was exceeded in every month apart from January where the return was 3.34% against a benchmark of 3.38%.

9. A £10m investment with Lambeth London Borough Council was made on the 6<sup>th</sup> March, 2023 for a six week period with a return of 4.4%. Due to the favourable return on this investment, it was agreed to progress even though the limit to lend to another Local Authority was £5m in the TMSS for 2022/23. It had previously been acknowledged that this limit is too low and it has been agreed to increase to £10m in the 2023/24 TMSS which was approved on the 27<sup>th</sup> February, 2023.

10. Figure 2: The following summarises the Council's investment portfolio as at 31<sup>st</sup> March, 2023:

	£m
LAMBETH LBC	10.0
HANDLESBANKEN	15.0
<b>Total</b>	<b>25.0</b>

### **Risks, including interest rate risk**

11. Risks were reviewed and managed throughout the year, including interest rate risk. The main key risks and mitigating actions are as follows:

- The Council could be unable to borrow when funding is required due to adverse market conditions such as increased interest rates 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.
- 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
- 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.

12. Interest rate forecasts were initially suggesting only gradual rises in short, medium and longer-term fixed borrowing rates during 2022/23 but by August it had become clear that inflation was moving up towards 40-year highs and the Bank of England engaged in monetary policy tightening at every Monetary Policy Committee meeting during 2022 and into 2023, either by increasing Bank Rate by 0.25% or 0.5% each time. Currently the CPI measure of inflation is still above 10% in the UK but is expected to fall back towards 4% by year end at which point interest rates should also begin to fall. Nonetheless, there remain significant risks to that forecast and therefore to any future borrowing costs.

### **Update on Key Prudential Indicators**

13. The key prudential indicators set in the TMSS for 2022/23 have been updated for the final position for the year as follows: -

- **The authorised limit** - the authorised limit is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2022/23 the Council has maintained gross borrowing well within its authorised limit.

- **The operational boundary** – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached however the operational boundary has never been reached this year for reasons already outlined.

	<b>2022/23 £'000</b>
Authorised limit	668,166
Maximum gross borrowing position during the year	457,663
Operational boundary	625,975
Average gross borrowing position	440,628

14. The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). Ultimately this is a gauge of the Council's indebtedness as it represents all capital expenditure incurred which hasn't been financed from other sources such as revenue, capital grants and contributions.
15. Part of the Council's treasury activities is to address the funding requirements for this borrowing need by taking out loans through the Public Works Loan Board (PWLb) or other external markets or by utilising temporary cash resources such as reserves.
16. The Council's CFR for the year is shown below and represents a key prudential indicator. It includes PFI and leasing schemes on the balance sheet, which increase the Council's borrowing need. No borrowing is actually required against these schemes as a borrowing facility is included in the contract.

<b>Portfolio Position</b>	<b>Actual</b>	<b>Estimate</b>	<b>Actual</b>
	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2022/23 £'000</b>
<b>CFR General Fund</b>	<b>368,852</b>	<b>392,332</b>	<b>366,820</b>
Other long-term liabilities (OLTL):	-41,847	-40,138	-40,400
External Borrowing	217,238	244,624	182,109
Under-borrowed Position	<b>109,766</b>	<b>107,570</b>	<b>144,311</b>
Ave. Interest Rate	2.70%	2.49%	2.70%
<b>CFR HRA</b>	<b>266,831</b>	<b>273,781</b>	<b>266,831</b>
External Borrowing	240,424	265,539	245,367
Under-borrowed Position	<b>26,407</b>	<b>8,242</b>	<b>21,464</b>
Average Interest Rate	4.6%	4.55%	4.82%
<b>Total CFR less OLTL</b>	<b>593,836</b>	<b>625,975</b>	<b>593,251</b>
<b>Total External debt</b>	<b>457,663</b>	<b>510,163</b>	<b>427,476</b>
<b>Total Under-borrowing</b>	<b>136,173</b>	<b>115,812</b>	<b>165,775</b>

## Capital Programme Block Budget Allocations Quarter 4 2022-23

	Funding Source	Allocation of block budget 2022/23 £m	Allocation of block budget Total £m
<b>Children, Young People &amp; Families</b>			
<b>Centrally Managed</b>			
Thorne King Edward -Roofing additional costs	Government Grant	0.001	0.001
DFE – Capital Maintenance	Government Grant	(0.001)	(0.001)
<b>Partnerships and Operational Delivery</b>			
Ivanoe Academy - Toilets - Refund to Budget	Government Grant	(0.022)	(0.022)
DFE – New pupil places	Government Grant	0.022	0.022
<b>Commissioning and Business Development</b>			
Saltersgate School - Roofing Works	Government Grant	0.022	0.022
DFE Capital Maintenance Grant	Government Grant	(0.022)	(0.022)
<b>Children's Social Care</b>			
Park Lane, Cantley - Fire Safety Works	Housing Capital Receipts	0.037	0.037
Cambourne Close -aborted - Refund budget	Housing Capital Receipts	(0.005)	(0.005)
Housing Capital Receipts	Housing Capital Receipts	(0.032)	(0.032)

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

### **2022/23 Quarter 4**

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

The following virements are proposed for approval: -

	<b>Reason</b>	<b>Directorate</b>	<b>£</b>
1	Transfer ICB reserves from Health and Social Care/HDP (reserve reference 2021-17) and ICB Transition & Transformation (reserve reference 2021-23) to the Health & Social Care Transformation Fund (reserve reference 2014-24) as requested by the ICB.	AH&WB ear-marked reserve	-500,000
		PH ear-marked reserve	-324,000
		PH ear-marked reserve	824,000



## Monitoring Action Plan

Ref	Task	Target Date	Completion Date	RAG status	Who to complete	Note
	<b>Generic actions</b>					
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. Children's 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 and this has risen to 93% at 31st March. Reminders have been sent to senior managers to get their staff to do 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	Ongoing	Green	Directorate Finance Managers	Target date is the date that this will start. The first set of information was sent in February 2023.
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		Red	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 was not updated for 2022/23 but has been updated for 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	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.
	<b>Targeted actions</b>					
15	YPO budget - ensure information from YPO officers meetings is fed back to enable projections to be updated.	Ongoing	Ongoing	Green	Matthew Smith	
16	Pensions budget - ensure monthly payroll payments	Ongoing	Ongoing	Green	Robert Isaac / Karen Knifton	

Ref	Task	Target Date	Completion Date	RAG status	Who to complete	Note
	are used to provide earlier indications of under/overspend than year end.					
17	Building Control - staff % split between trading and non-trading to be reviewed annually.	Q2		Green	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	Green	Financial Management and commissioners	<p>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.</p> <p>Areas where out of date information was being used for projections have been reviewed to ensure more up to date information is provided.</p>

## 2022/23 Carry forwards

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

Service / Description	Amount £'000	Comments
<b>Adults, Health &amp; Wellbeing</b>		
Workforce Development Grant	50	The funding was given by Health Education England to the Integrated Care System (ICS) and South Yorkshire Region Education and Careers (SYREC) where the funding was held by Sheffield Teaching Hospital until it was transferred to us for the post. The £50k grant relates to funding for a Social Care Integration Workforce Project Lead post for Doncaster and Rotherham. The funding was received in 2022/23 but due to recruitment issues the post was not filled and therefore the service are requesting we carry it forward to 2023/24. The post has now been recruited to, the employee will start 20 April 2023. The contract will now be a 20 month contract instead of 12 months, as the post has been appointed to on a part time basis. The contract of employment and funding profile has been agreed with Jo Cameron at the ICS, who is now overseeing this project.
Complex Lives team	168	Though the grant is not required to be repaid to DLUHC, the 2023/24 RSI funding will probably be reduced by the value of the 2022/23 underspend (this happened in 2022/23), so the balance carried forward will be used to meet activity within the 2023/24 award.
Domestic Abuse	345	£734k grant received in 2022/23. Balance to carry forward to spend on Domestic Violence (DV) related projects in 2023/24. AD Communities currently working on spend plan with Domestic Violence theme leads to utilise Domestic abuse funding and related supporting people underspend in 22/23. Un-ringfenced Section 31 grant, subject to reporting requirements.
Homes for Ukraine scheme	1,091	The funds are not ringfenced and the funding was provided so that we can support people arriving on the Homes for Ukraine scheme. At present, the majority of the spend has been on the provision of wrap around support and regional support from the Refugee Council and Migration Yorkshire respectively. Most of the people are still with their original host and once they move on to their own accommodation there will be a considerable spend to allow this including bond, furnishing and a supplement to cover in the gap between the Local Housing Allowance and actual market rents. We have also included a considerable amount for Homelessness provision as, in the current housing crisis, it is likely that some won't be able to find accommodation. We also have a small team for the scheme, it is likely that their 12 month contracts will need to be extended as we are still receiving people on the scheme.
Bridging Hotel	272	Funding must not be used for any purpose other than achieving delivery of the Schemes outcomes detailed in this Instruction, nor is it permissible to vire any such funds elsewhere without prior written consent from the Authority. 23. This scheme is to provide temporary accommodation to refugees while permanent accommodation is found. The outcomes of the scheme are to provide support to anyone in Doncaster who is on either the Afghan Relocation and Assistance Policy (ARAP) or Afghan Citizens Resettlement

Service / Description	Amount £'000	Comments
		Scheme (ACRS) while staying in the Bridging Hotel. The key outcome is to get the individuals on the scheme out of the Hotel into their accommodation. To achieve this support is provided with education and training, language support, help to find employment and finding suitable accommodation. We have commissioned the Refugee Council to provide that support with input from the team.
UK Resettlement Scheme	7	Un-ringfenced grant but funding must not be used for any purpose other than achieving delivery of the Schemes outcomes. The UK Resettlement Scheme provides 5 years of wrap around support to people who been assessed by the UNHCR as being refugees and have been allocated to the UK. Doncaster only has 2 people on the scheme and the main outcome is to find them accommodation and to assist them into education training and employment. We have commissioned the Refugee Council to provide that support with input from the team.
Asylum Seekers Support	333	Un-ringfenced grant-Section 31 grant. This funding is for working with Asylum Seekers and Refugees to provide support through targeted prevention and early intervention work. Funding provided must not be used for any purpose other than achieving delivery of the outcomes detailed in this Instruction, nor is it permissible to move/transfer any such funds elsewhere without prior written consent from the Authority.
<b>Adults, Health &amp; Wellbeing Total</b>	<b>2,267</b>	
<b>Economy and Environment</b>		
Planning - Examination in Public	36	Established following a saving from the top-slicing of the Examination in Public budget, which was agreed at the time on the basis that that any unspent balance from the remaining core budget at year end could be carried forward into the reserve to fund future examination costs and associated costs of the Local Plan, including implementation and further development of plan documents to sit alongside the Local Plan. The Examination in Public only happens every few years but is an expensive process so building up the reserve mitigates the value of the pressure that will be required to be found next time around. The most recent Local Plan was completed in 21/22 and therefore there has been no spend associated with this during 22/23 and the underspend to be carried forward is £29,890. Additionally, Doncaster is lead contact to the consultant working on the Joint Waste Plan Evidence, and has received contributions towards the first stage costs from Partners (Barnsley, Rotherham & Sheffield). The unspent balance of these contributions at the end of 22/23 is £6,340 and is required to be carried forward as it is not the Council's money and will be required to fund further work on the plan in 23/24.
Sustainability - DEFRA Woodland Creator Accelerator Fund grant	55	Initial payment of grant from DEFRA for Woodland Creator Accelerator fund. To be used for I Trees Eco Survey, Tree Planting Strategy and salary costs of Woodland Creation Engagement officer. Grant received Jan 23.
Strategic Asset Management - Colonnades Office and shop repairs fund	15	Tenant's annual contribution to repairs fund £11k for Colonnades offices and £4k for Colonnades shops to cover cost of future repairs.

<b>Service / Description</b>	<b>Amount £'000</b>	<b>Comments</b>
Strategic Infrastructure - Active Travel Social Prescribing Feasibility Project and Pilot Project	249	The Council were successful in securing £665k of Active Travel Social Prescribing Pilot funding over a three year period. We received £239k in December 2022, with the balance of funding to be received in 23/24 and 24/25. Active Travel Social Prescribing aims to reduce health inequality and make active lifestyles more attractive to people by offering free-to-access cycling and walking activities such as walking groups, free bike loans and cycle training. The pilot will be fully inclusive, as it will include the provision of adapted bikes to enable people with physical disabilities to experience and enjoy the benefits of cycling. There have been delays in commencing the project and therefore the balance of the funding received is required for delivery into 23/24.
Drainage - Developer contributions to repair and maintain drainage Systems	18	Payments from developers to cover the repairs and maintenance of drainage systems to be drawn down as required.
Strategic Infrastructure - DEFRA Air Quality School Streets Project	10	In 2020/21 DMBC secured grant funding from DEFRA, via South Yorkshire Mayoral Combined Authority to appoint a School Streets Officer, deliver 10 temporary school street closures and raise the awareness of air quality outside of our schools. The project engaged with 10 primary schools enabling parents to consider other forms of transport for the journey to school and the impact of driving the school run on local levels of air pollution. The Grant was received in May 2022 and the balance of grant is required to complete works in 2023/24, and the continuation of the Schools Street Air Quality Monitoring Officer staffing costs (PF032).
Facilities Management - Civic Office Major Repairs and Maintenance Sinking Fund	146	Annual contribution from the Council's revenue budget to the reserve. The reserve is to be used for replacing major items in the Civic Office. A planned maintenance programme has been drawn up and includes, for example electrical installations.
Major Projects / PIC Towns Fund - Feasibility study Grand Theatre Façade.	26	Section 31 Revenue Grant was allocated as part of the Towns Deal Grant from DLUHC. This was specifically for Heritage Projects. The costs for the relevant Feasibility studies have been incurred and funded in year but a small amount specifically relating to the Grand Theatre Façade will not be spent until a later date so needs to be carried forward.
Street Scene - Levelling up parks fund for Adwick Park Improvements	19	Doncaster Council received £85k in March 23 to be spent on improvements at Adwick Park. This can not be spent by 31st March and agreement has been received from DLUHC to carry forward and extend delivery to March 2024.
City Region Sustainability Transport Settlement (CRSTS) Revenue Funding	724	The Project will enable the Recipient (Doncaster Council) to support the necessary resources to develop the CRSTS capital programme. Without this allocation there would not be the resources available to adequately develop the CRSTS programme in a timely manner. This would not only compromise the delivery of outcomes as set out in the SYMCA's CRSTS submission to Government, any perceived under delivery could also compromise the scale of future opportunities. Funding will be used to cover a range of scheme development costs including; <ul style="list-style-type: none"> <li>• Modelling, topographical surveys, data collection, options appraisal, business case developments</li> <li>• Resource to develop business cases both internal and</li> </ul>



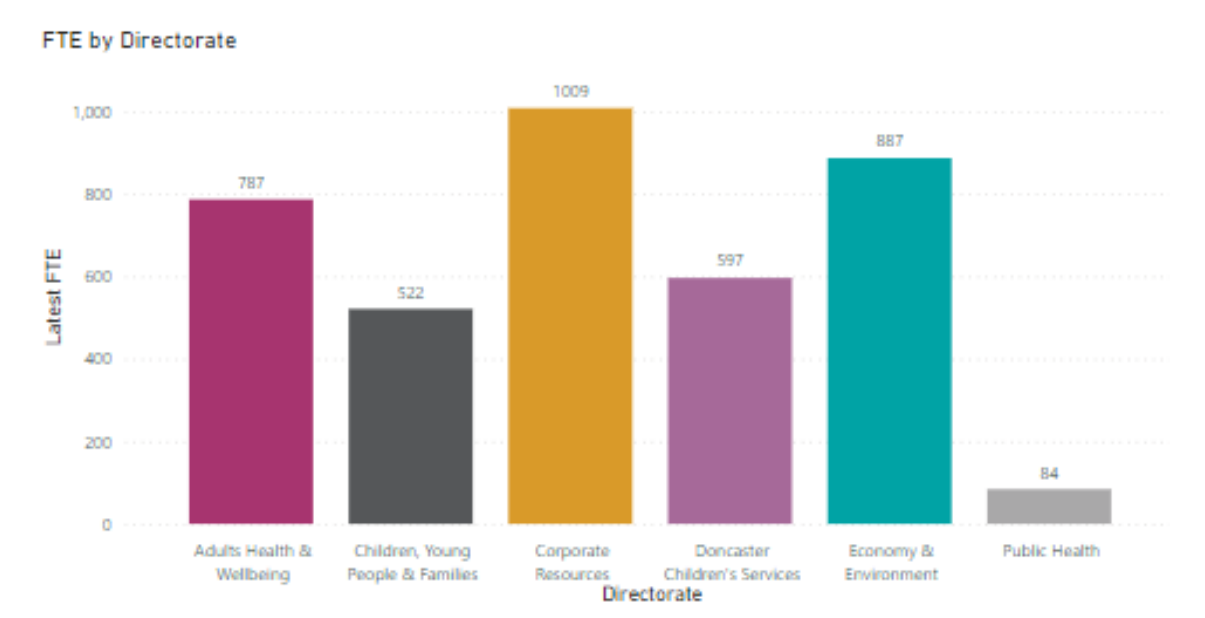
Service / Description	Amount £'000	Comments
		specialist • Funding to maintain revenue services
<b>Economy &amp; Environment Total</b>	<b>1,298</b>	
<b>Children, Young People &amp; Families</b>		
Safeguarding Business Unit (Adults and Children's Safeguarding Boards)	121	Carry forward of underspend from the budget managed jointly with the Council, Doncaster CCG and South Yorkshire Police for purposes of the Adults and Children's Safeguarding Boards. This is a statutory function and the budget is restricted for the purposes of the Board. (Please note this is an estimate of the projected underspend)
Early Help	652	This is a new non ring-fenced S31 Grant from the DfE; the programme will fund a network of Family Hubs, Start for Life and family help services. The total indicative allocation for Doncaster is between £3.68m and £3.83m over the three financial years of 2022/23, 2023/24 and 2024/25; the 2022/23 allocation is £0.933m which has been received and is fully committed to be spent in the 3 year plan for the grant. The projected 2022/23 spend against the grant is £0.218m; leaving a balance of £0.715m to be carried forward. The DfE have already agreed that £0.390m can be carried forward per the spending plan to fund Years 2 & 3 of the programme team. The HoS and Programme Manager requested confirmation from the DfE that the remaining balance of £0.325m can be carried forward to fund the rest of the committed spend in the plan for year 1 who fed back that whilst there is still a process to follow with this request for the last £0.325m, the DfE have made it clear they are minded to allow this money to be carried forward so long as it is spent in the way that has been committed to within the confines of the programme.
Members Allowance-Cllr L Ball	1	Cllr Lani-Mae Ball declined to take the annual increase in her allowance and asked that it used for activities for young people. Lee Golze & Cllr Ball would like the balance to be used in 2023/24 when a use is identified for it.
Beci's Bursary	7	Young advisors deliver 'Hear Me Training' externally to private fostering companies, children's homes etc (usually ~£870)- the income received is coded to MK021. Instead of giving cash reimbursements to the young advisors who deliver the training, gift cards and days out are provided instead. The balance on this cost centre represents the amount earned by the young advisors and to make future payments to them.
Pupil Premium	8	Transition fund for Year 11's transitioning in to Post 16 education or training. The Pupil Premium+ is a ring-fenced grant and is a child level allocation of money. For children in care, there is no PP+ funding when they enter post-16 and finish statutory school age, however there is a great need for support that carries costs. Therefore, the 16+ fund is to provide this support at these key transition points. If we did not carry over the funding beyond 1/4/23, we would have to use money allocated to other school aged children in care for the 2023/24 academic year. By having the carry forward, we can use PP+ from the 2022/23 academic year so the children this money was intended for actually receive it.



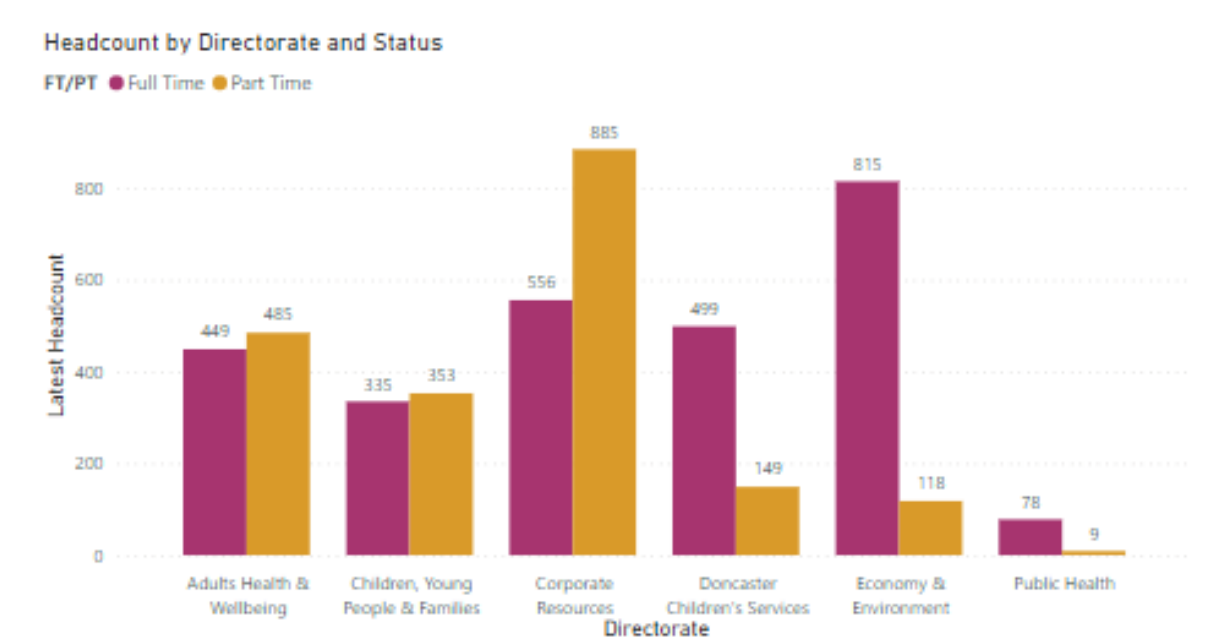
Service / Description	Amount £'000	Comments
ESF	147	Money from European Social Fund through Sheffield City Council as accountable body for Information Advice and Guidance to young people 18 + who are in or left care. Funding is paid quarterly and the carry forward balance has been accumulating for life of programme (3 years to date with funding expected to end in Dec 23). It is expected that any unspent funds may be asked to be returned at the end of the programme but we have had it confirmed that there are no specific terms and conditions.
Regional Adoption Agency	646	Set up in 21/22 for the South Yorkshire region. Comprises three other LAs: Rotherham, Barnsley and Sheffield, with Doncaster being the host authority. Programme designed to reduce the costs of adoption placement payments. If a child is placed by a LA in the SY region, there is no charge between Councils if out of area. If a child is placed externally, the cost is shared between the LAs through a contribution payment each year to the host, Doncaster. Annual contributions from the four LAs total c.£1.5m. There is a forecasted underspend at the end of 2022/23 which has committed costs of £325k for 2023/24 with the rest potentially being redistributed to the LAs in 2023/24 (there is to be a report to the board to consider this).
<b>CYPF Total</b>	<b>1,582</b>	
<b>Corporate Resources</b>		
PIC levelling up capacity	48	Received £125k at the end of January to support the bids made in 2022/23. Actually spent £76k on bid preparation so agreed with Debbie Hogg (via DLT discussion and email confirmation) that £49k can be carried forward to support bid preparation for round 3.
ICT Cyber Security grant	75	Ring fenced grant to enhance cyber security - received March 2022. The plan was to spend this money late in Q4 22/23, however the approach has changed to be risk based prioritisation, this impacted the timescale and consultancy requirements. This new approach has meant a delay and the spend will now occur early in Q1 23/24.
<b>Corporate Resources total</b>	<b>123</b>	
<b>Overall Total</b>	<b>5,270</b>	

WORKFORCE PROFILE

Full Time Equivalent (FTE) employees



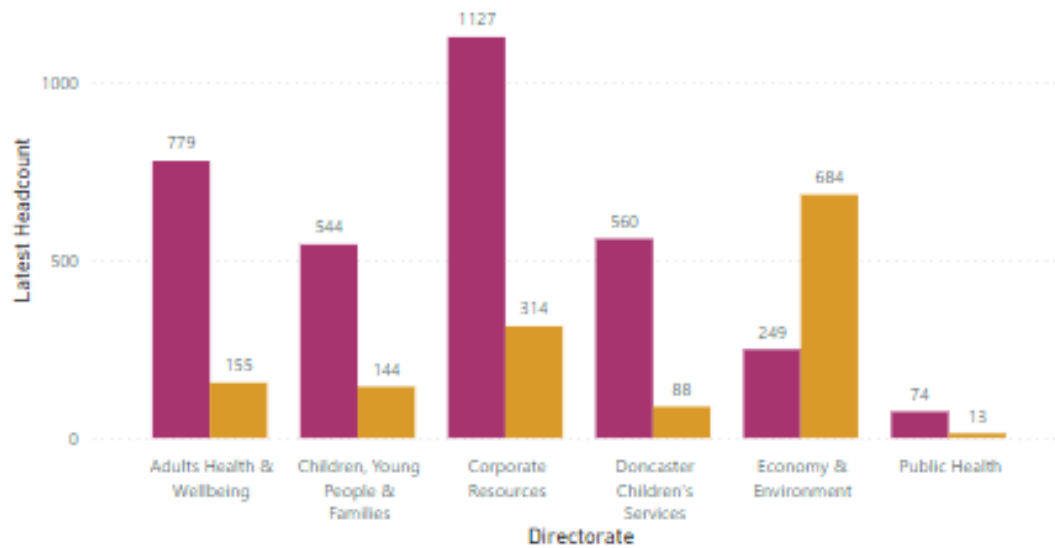
Employment Term



## Gender

Headcount by Directorate and Gender

Sex ● Female ● Male



## Ethnicity

EthnicCategory	Adults Health & Wellbeing	Children, Young People & Families	Corporate Resources	Doncaster Children's Services	Economy & Environment	Public Health
Asian or Asian British	10	10	20	8	5	2
Black or Black British	15	4	11	8	2	2
Multiple Heritage	2	6	3	8	4	1
Other Ethnic Group	4	1	8	1	1	
Unknown	91	111	251	143	153	5
White - British	801	538	1118	462	748	72
White - Other	18	18	30	15	18	5
<b>Total</b>	<b>941</b>	<b>688</b>	<b>1441</b>	<b>645</b>	<b>931</b>	<b>87</b>