

To all Members of the

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

AGENDA

Notice is given that an Extraordinary Meeting of the above Committee is to be held as follows:

VENUE: Council Chamber - Civic Office, Floor 2, Waterdale, Doncaster, DN1 3BU
DATE: Friday, 1st September, 2017
TIME: 10.00 am

Members of the public are welcome to attend

Items for Discussion:

1. Apologies for absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Declarations of Interest, if any.
4. Public Statements.

[A period not exceeding 20 minutes for statements from up to 5 members of the public in relation to the agenda items as set out below, for consideration at today's meeting.]

A. Reports where the public and press may not be excluded.

5. State of the Borough Assessment. *(Pages 1 - 26)*
6. Doncaster Growing Together - The 4 Year Borough Strategy *(Pages 27 - 62)*

Jo Miller
Chief Executive

If you require any information on how to get to the meeting by Public Transport, please contact (01709) 515151 – Calls at the local rate

Issued on: Wednesday, 23 August 2017

Scrutiny Officer: Christine Rothwell
for this meeting: Tel. 01302 735682

**MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT
COMMITTEE**

Chair – Councillor Kevin Rodgers
Vice-Chair – Councillor John Healy

Councillors Bev Chapman, Neil Gethin, Richard A Jones, Jane Kidd,
Andrea Robinson and Paul Wray

Invitees:

Paul O'Brien - Unite

**To the Chair and Members of
OSMC**

State of the Borough Assessment

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Ros Jones, Mayor of Doncaster	All	No

EXECUTIVE SUMMARY

1. The first Team Doncaster State of the Borough (SOTB) Assessment will be produced this year to provide an overview of quality of life in Doncaster, how it is changing and how it compares to other places. It will have four themes which are consistent with 'Doncaster Growing Together' along with some underpinning population/demographic information:
 - Population Information
 - Doncaster Living
 - Doncaster Working
 - Doncaster Learning
 - Doncaster Caring
2. The overall purpose of the SOTB is to enhance Team Doncaster's ability to define and deliver priorities based on a high-level understanding of residents' needs. The SOTB can be used to understand the context and formation of Doncaster Growing Together with a notable cross-cutting theme running throughout the document of Team Doncaster's focus on inclusive growth – where the benefits of a thriving economy are shared by all.
3. The SOTB Assessment allows for an understanding of the positive successes of quality of life improvement as well as the identification of areas of challenge. It does not focus on statistics alone and through examination of case studies, allows for an understanding of how to make positive improvements. This can be seen through services working in partnership and through unlocking and capitalising on community capabilities and capacities.
4. OSMC are requested to comment on the draft SOTB, noting that further work will be undertaken on the design of the document before the finalised version is presented to Full Council on the 21st September 2017, preceded by Team Doncaster on the 19th September.

EXEMPT REPORT

5. This report is not exempt.

RECOMMENDATIONS

6. It is recommended that OSMC:
- Review and comment on the draft SOTB.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

7. The State of the Borough assessment is part of the annual ‘define & deliver’ cycle which is focused on defining and delivering improved outcomes for residents.

BACKGROUND

8. On the 15 September 2016 Full Council agreed a **core annual ‘define & deliver’ cycle** which links together the following annual processes:

Annual Process	Main Objective	Commissioning Cycle Stage
State of the Borough assessment	A single ‘picture’ of how the Borough is changing and the needs of residents	ANALYSE
Policy & Budget Setting & Strategic Risks Review	Agreeing and funding priorities for the next year as the basis for service planning, informed by an update of the Strategic Risk Register	PLAN
Service Planning & PDRs	Translating the Council’s priorities into action and accountability	DO
Corporate Performance Monitoring	Reviewing whether residents are better off as a result of the Council’s work	REVIEW

9. The processes link together to produce a continuous cycle of effective, evidence based action and improvement.



STATE OF THE BOROUGH ASSESSMENT

10. This year’s assessment will mainly capture existing data already in the public domain and draws upon many existing needs assessments. It is based on a range of quality of life key indicators which measure overall outcomes at a ‘whole population/whole borough level’. These indicators are taken from the emerging outcomes framework for Doncaster Growing Together. The purpose of the SOTB is to not describe all things across the Borough in detail. It is recognised that it may prompt questions and discussions beyond the remit and scope of the document itself.
11. The inclusion of case studies is from the wealth of community stories already held by

Team Doncaster. They provide insights into the lived experiences of residents and communities. The case studies identify where and how impacts can be made through working in partnership between agencies and organisations, but also crucially when community strengths are being developed and capitalised upon.

12. The assessment allows for both the recognition of the successes and positives across the Borough as well as recognising the challenges and areas of ongoing focus.
13. The first year will be a learning process and the quality of the SOTB will improve year on year by providing new insights into the lived experiences of residents and communities.
14. The collective efforts of Team Doncaster partners are required to impact on these outcomes – through on-going service delivery and cross-partner intervention Programmes which are accompanied by delivery-level performance measures and individual organisational accountabilities.
15. All Members and the public are encouraged to interrogate and examine, discuss and debate the material within the 2017 SOTB. There are notable points of focus which the Assessment draws attention to:

Working: Doncaster's employment rate recently hit an 11 year high and Doncaster is in the UK top 10 for growth in private sector jobs. However, wage rates have only increased marginally and remain significantly lower than the national average.

Learning: More Doncaster 5 year olds are experiencing a good level of development as a foundation for fulfilling life, however further progress is needed with GCSE attainment to close the gap with comparators and persistent absence in secondary schools is relatively high.

Living: Life expectancy is increasing but remains lower than comparators. Good progress has been made in increasing the houses available in the Borough but reducing the number of homeless people in priority need remains a challenge.

Caring: The rate of permanent admissions to residential care has reduced and the number still at home 91 days following a period of reablement has increased. The number of Delayed Transfers of Care from hospital are relatively low and reducing. The number of Children in Need has reduced since a peak in 2012, bringing Doncaster in line with comparators.

16. OSMC are requested to comment on the draft SOTB, noting that further work will be undertaken on the design of the document. Looking ahead, Overview and Scrutiny have a significant opportunity to contribute to the assessment for 2018 and subsequent years by providing new insights into the lived experiences of residents. This could involve fieldwork and direct engagement with residents to produce case studies to supplement the data and analysis in the Assessment.

OPTIONS CONSIDERED

17. The other main option is for the assessment to only combine existing data and analysis – i.e. not seek to provide new insights.

REASONS FOR RECOMMENDED OPTION

18. A State of the Borough assessment which provide new insights into the lived experiences of residents will enhance Team Doncaster’s ability to determine priorities based on an understanding of residents’ needs.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

19.

Outcomes	Implications
All people in Doncaster benefit from a thriving & resilient economy. <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Be a strong voice for our veterans</i> • <i>Mayoral Priority: Protecting Doncaster’s vital services</i> 	The State of the Borough Assessment will improve the Council’s focus on delivering its priority outcomes.
People live safe, healthy, active & independent lives. <ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
People in Doncaster benefit from a high quality built and natural environment. <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
All families thrive. <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster’s vital services</i> 	
Council services are modern and value for money	
Working with our partners we will provide strong leadership and governance.	

RISKS AND ASSUMPTIONS

20. There key risk associated with the Assessment is that it:

- Fails to provide a broadly agreed, objective and accurate ‘picture’ of how the Borough is changing and the quality of life of residents – as the basis for developing effective policy and interventions to improve quality of life.

21. This risk will be mitigated by:

- Engaging with Team Doncaster partners in the development of the assessment
- Ensuring the indicators in the assessment are consistent with those chosen as the basis for the Team Doncaster outcomes framework
- Ensuring the Council’s Data Quality Strategy is followed during the development of the assessment
- Providing Full Council and the Team Doncaster Partnership Board with a dedicated opportunity to consider each year’s assessment.

22. A key assumption is that all Council Directorates and Team Doncaster partners contribute data, analysis and new insights to ensure the assessment is a quality, informative document.

LEGAL IMPLICATIONS

23. Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do. Section 111 of the Local Government Act 1972 gives the Council the power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. The Council's Constitution enables a meeting of Full Council to hold an annual State of the Borough debate if it chooses to.

FINANCIAL IMPLICATIONS

24. The State of the Borough Assessment will be considered at the same Council meeting as the Council budget plan for 2018/19 to 2020/21 and Doncaster Growing Together. The Council budget plan will include the draft budget proposals which will be informed by the State of the Borough Assessment.

HUMAN RESOURCES IMPLICATIONS

25. There are no apparent HR implications as far as this report is concerned.

TECHNOLOGY IMPLICATIONS

26. The Council's on-going progress towards becoming a modern digital authority as detailed in the ICT Strategy, Digital and Customer Service Strategies provide essential enablers in contributing to the success of the core annual cycle. These deliverables include:
- Enabling business intelligence to be more effectively captured and disseminated to allow more effective decision making in supporting those individuals and families that need the most help.
 - Providing a Single Customer Record and joined up service delivery enabling the Council to have an informed picture of need and become more proactive in providing services.
 - Improving the Council's ability to direct, performance manage and track all services.
27. It is the responsibility of the whole organisation to deliver transformation, utilising technology as the enabler; service functions must drive the delivery through effective identification and gathering of business requirements.
28. It is anticipated that the deliverables in this report will be closely linked with the Business Intelligence, Open Data and GIS Projects. The effective gathering of business requirements to define the technology requirements will allow business intelligence to be utilised as an effective tool to support the deliverables detailed in this report.

EQUALITY IMPLICATIONS

29. By more effectively linking together the assessment of need to service delivery, an improved core annual 'define & deliver' cycle will support the Council in embedding equality considerations into its day to day work. Improvements to the individual

processes that form part of the cycle may require a due regard statement to be completed and reported as and when appropriate.

CONSULTATION

30. Engagement on the scope and format of the assessment has been undertaken with:

- Directors: 30 May and 7 August 2017
- Executive Board: 22 August 2017
- Team Doncaster: 13 June and 1 August 2017
- OSMC and O&S Panels: June 2017

BACKGROUND PAPERS

31. None.

REPORT AUTHOR & CONTRIBUTORS

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Simon Wiles
Director Finance & Corporate Services

DRAFT



State of the Borough Assessment

2017

Foreword from Mayor Ros Jones

Welcome to Doncaster's State of the Borough Assessment which improves the ability of the Team Doncaster Strategic Partnership to focus on the improvements that will make the most difference to quality of life in Doncaster. This is the first time that Team Doncaster has produced an overall assessment of quality of life in this way to prompt discussion and debate.

Doncaster Growing Together (DGT) includes a set of concrete plans for now and big ideas for the future that are intended to bring out the best in all of us. To be successful, our collective efforts must be grounded in hard data and clear-sighted assessment of the substantial challenges we face and the opportunities that we must grasp.

The State of the Borough Assessment provides an overview quality of life in Doncaster now, how it is changing and how it compares to other similar places. It provides a solid platform upon which Team Doncaster can agree priorities, make the very best of available resources, and assess the difference we are making over time.

It is intended to stimulate debate and action from anyone that has a stake in the Doncaster's future.

A key feature of the Assessment is that it goes beyond presenting the data to providing case studies of the lived experiences of residents and businesses. It is therefore also an invitation – for everyone who cares about Doncaster's future, to add to our knowledge of the town and its residents. I reiterate the request in the DGT Prospectus 2017 for local filmmakers, storytellers, artists, photographers or anyone to create the story of Doncaster. This will enable the State of the Borough to improve year on year to becoming the flagship document of a growing, essential resource for everyone who want to understand and improve Doncaster as a place to live, learn, care and work.

We hope you find the State of Doncaster 2017 an interesting and informative document and can contribute to turning the knowledge and understanding within it into positive action.

Introduction

Doncaster's first annual State of the Borough Assessment (SOTB) provides an overall 'picture' of quality of life in the Borough across four themes:

- Doncaster Living
- Doncaster Working
- Doncaster Learning
- Doncaster Caring

The overall objective of the SOTB is to provide an evidence base for the Council and its Team Doncaster partners to develop effective, funded interventions to improve quality of life in the Borough.

A key cross-cutting theme which runs throughout this document is Team Doncaster's focus on inclusive growth – which means developing a strong and productive economy which benefits all residents. The indicators included in this document reflect that achieving inclusive growth requires both an economic and social perspective. For example, interventions to support residents to access job opportunities must also consider the interrelationship between work and health and the extent to which local transport arrangements make it easy and affordable for workers to travel to work.

Economic growth that improves living standards for only the few undermines current and future human potential, depresses local spending power, and reduces Doncaster's overall competitiveness and potential for growth.

Most of the indicators are presented at a 'whole borough/whole population' level, and therefore do not show the detail of variances across the Borough. The purpose of the SOTB is to not describe all things across the Borough in great detail – but to prompt discussion, and where necessary further research and analysis into Doncaster's key challenges and opportunities.

The real life case studies in this SOTB provide insights into the lived experiences of residents and communities.

The SOTB draws upon existing analysis in separate thematic assessments and reports, for example the Joint Strategic Needs Assessment and the Joint Strategic Intelligence Assessment. The key added value of the SOTB is bringing the key points from these assessments together in one document with an accompanying narrative.

The SOTB includes assessments of the gap between Doncaster and other areas, for example how many more residents need to be in work for Doncaster's employment rate to be the same as the Yorkshire and Humber average.

Improving quality of life in Doncaster requires the collective efforts of all Team Doncaster partners – across the public, private and voluntary and community sectors. Team Doncaster's quality of life interventions are being brought together in transformation Programmes within the Doncaster Growing Together four-year plan linked to clear governance arrangements. These Programmes will include additional measures of success which are relevant to the specific activities within them.

The first SOTB will be a learning process for Team Doncaster – we will improve it year on year to create an annual report that is the 'go to' document for an overview of quality of life in the Borough.

Where there are gaps in data or knowledge, we will work together to develop new insights, guided by Team Doncaster's new Engagement Strategy.

Population

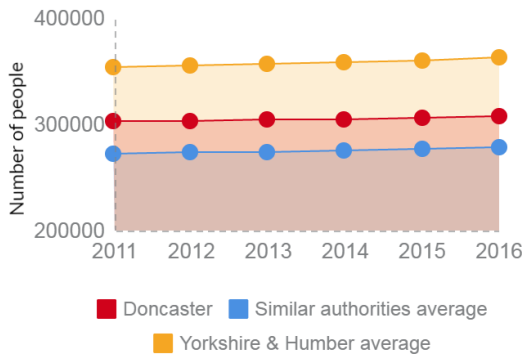
Understanding the population better

The indicators below provide an insight into the size and profile of Doncaster's population and how it is changing. This matters to Team Doncaster across all the policy themes in this Assessment as it plans ahead, for example to ensure it can meet the demand for healthcare, school places, housing and a workforce to enable local businesses to thrive. For the data below it can be seen that:

- Doncaster has a growing population, but projected growth is lower than comparators
- Doncaster has a broadly similar age profile to other areas, but it is under-represented in the 15-19 and 20-24 age groups.
- Doncaster has strong inward and outward commuter ties with places across Yorkshire and the Humber and Lincolnshire.
- Levels of deprivation vary significantly across the Borough and it has relatively low levels of social mobility

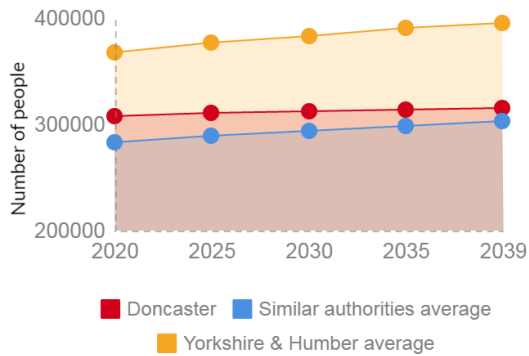
Overall population figures

According to the 2016 mid year population estimate the population of Doncaster is 306,397, this has risen 1.3% since 2011. Yorkshire & Humber and similar authorities have risen by 2.6% and 2.3% respectively. In 2016 the net inflow of international migrants into Doncaster was +1172, however there was a net outflow to the rest of the UK of -58.



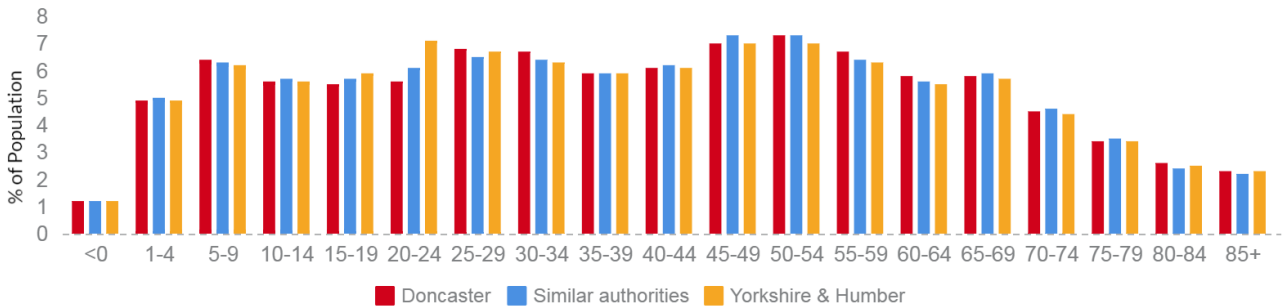
Population projections

Projections show that Doncaster's population is due to increase by 2.3% up to 2039 whereas Yorkshire & Humber and similar authorities have are due to increase by 7.1% and 6.9% respectively.



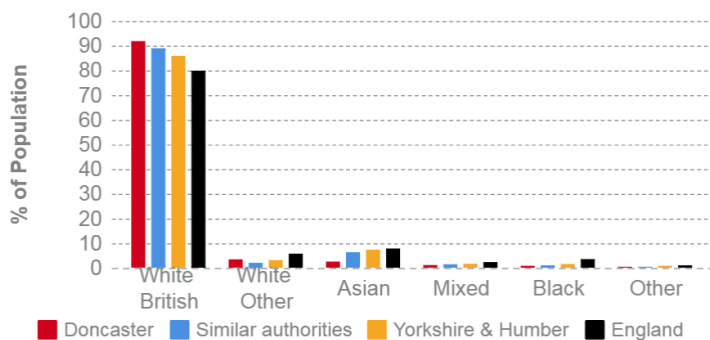
Age Proportion

Doncaster has a broadly similar age profile to other areas, but it is under-represented in the 15-19 and 20-24 age groups. This has implications for Doncaster's economic activity rates to support economic growth.



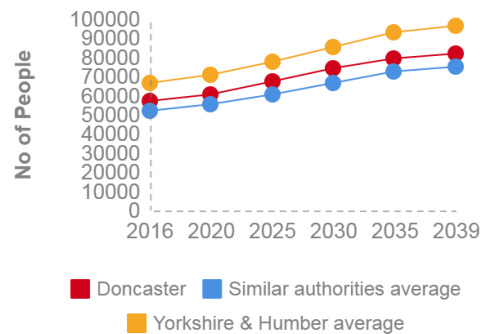
Ethnic group

Understanding the extent of ethnic diversity is important both for shaping policy and service delivery to best meet the needs of a diverse population. 91.8% of Doncaster residents are White British which is higher than comparators. The two largest groups after this are Other White (3.4%) and Asian (2.5%).



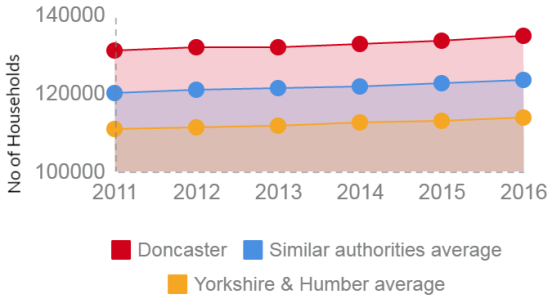
Older population

The number of people aged 65 and over within Doncaster is due to increase by about 24,500 (43%) from 2016 to 2039. Similar authorities and Yorkshire & Humber are both expected to see a 46% rise over the same period. This has implications for a wide range of local services, particularly health and social care services.



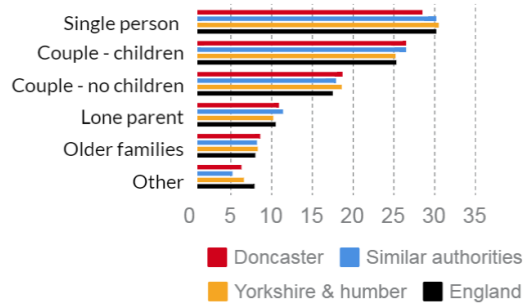
Number of households

Doncaster's number of households have been growing steadily since 2004. In 2016 there are estimated to be 134,200 households, an increase of 10% since 2004. Looking ahead, the projected increases in Doncaster's population feed through to a projection of c. 540 additional households per year up to 2032.



Household composition

Over a quarter of residents in Doncaster are in single-person households which suggests a need for more smaller housing units and/or more shared housing options. Doncaster's aging population (see separate chart) means that there will be a greater need for housing which meets the needs of older residents.



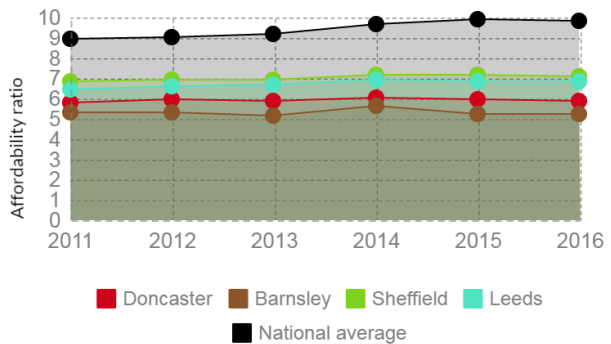
Personal Well-being

Doncaster has the highest happiness rating (7.45 from a scale 0-10) and the lowest anxiety rating (2.76) within South Yorkshire.



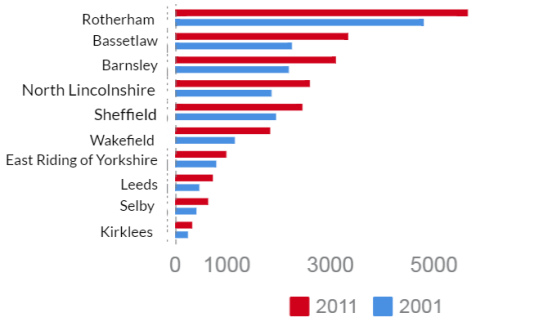
Housing Affordability ratio

Housing affordability (which combines house prices and wages into a ratio where 10 is the least affordable), is relatively less of an issue for Doncaster. However there are variations across the Borough.



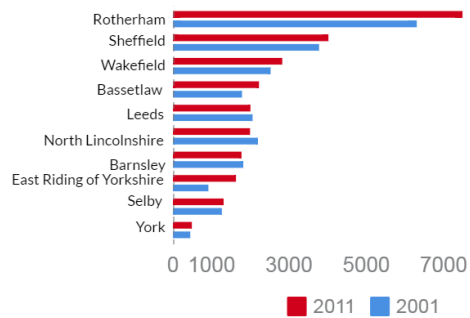
Commuter Inflow

Doncaster has strong inward commuter ties with places across Yorkshire and the Humber and Lincolnshire and the number of commuters has increased since 2001.



Commuter Outflow

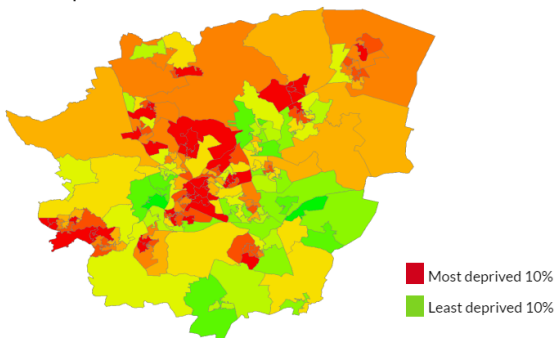
Doncaster has strong outward commuter ties with places across Yorkshire and the Humber and Lincolnshire and most of these ties have strengthened since 2001.



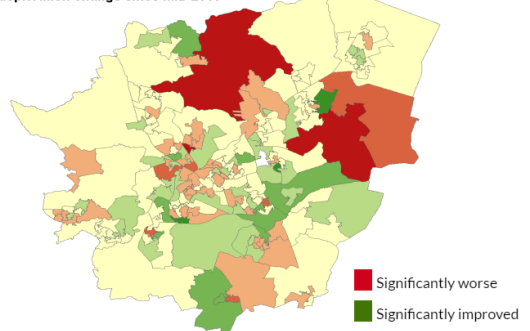
Indices of Multiple Deprivation 2015 (IMD)

The Indices of Multiple Deprivation (IMD) are produced every 3-5 years and provide the framework for deprivation assessment at Local Authority and Lower Super Output area level. The IMD 2015 data mostly relate to the financial year 2012/13. Doncaster is split into 194 neighbourhoods of similar population sizes and are ranked and scored across seven domains (housing, income, environment, crime, education and skills, employment and health) to allow comparison. The map on the left below shows the variation in levels of deprivation from the most recent dataset of 2015. The map on the right shows the change in levels of deprivation since the previous IMD in 2010. Doncaster has relatively low levels of social mobility, ranking 301 out of 324 Local Authorities - based on a basket of indicators covering for example early years development, educational achievement and wage rates.

Overall deprivation 2015



Overall deprivation change since IMD 2010



Doncaster Working

Residents benefit from a thriving and resilient economy

Team Doncaster's ambition is for an even stronger and more productive economy with more thriving businesses and increases in both the number and quality of jobs available to residents. From the indicators below it can be seen that:

- Doncaster has made good progress in increasing the number of local businesses and jobs – but more are still required to match the density rates of Yorkshire and Humber and England.
- Doncaster employment rate has recently hit an 11 year high – a positive indicator of inclusive growth. However, wage rates have only increased marginally over the past 8 years, in part reflecting the low proportion of residents employed in highly skilled, higher paid professions.
- Increasing the quality of jobs available remains a key challenge, which includes increasing the proportion of knowledge intensive/high-tec jobs in our economy.
- Productivity per employee is significantly lower regional and national comparators, which is important because over time sustained increases in productivity are necessary to support rising wages and incomes.

The case studies that follow the indicators provide an insight into the support for local enterprise and work to connect local people to new job opportunities.

Objectives

The number of businesses in Doncaster increase and more of them export

More people are in sustained work

More jobs are created in the local economy

More people in Doncaster are completing good quality apprenticeships

Fewer people are claiming out of work benefits

More people are employed in good quality jobs

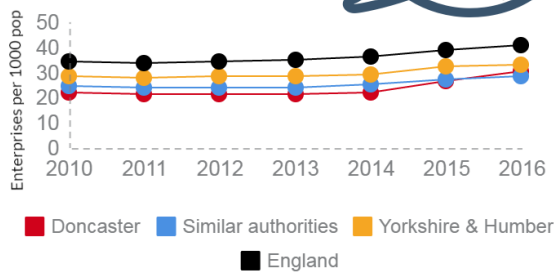
Wages increase for Doncaster residents

Doncaster's economy is more productive

Total Doncaster enterprises per 1,000 population

In 2016, there were 9,195 business enterprises, which equates to 30.2 per 1000 population. This is higher than the average of 28.1 for Doncaster's similar authorities (which equates to 1,444 more businesses in Doncaster). However to match the national average of 40.4, Doncaster would need an additional 3,121 businesses.

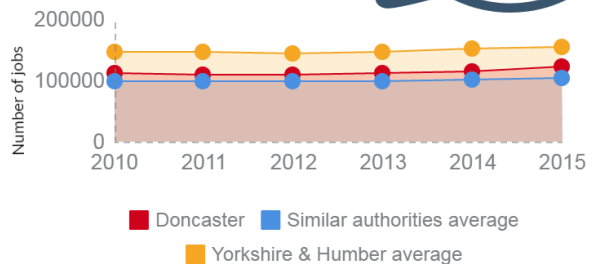
Doncaster is in the UK top 10 for its business start-up rate
(Source: Centre for Cities)



Number of jobs in Doncaster

There are 120,291 employee jobs in Doncaster as at 2015 and Doncaster has seen a higher growth rate than the average for similar authorities since 2014. However Doncaster has relatively fewer jobs for the size of its working age population - its 'jobs density' is 0.72 compared to 0.79 for Y&H and 0.84 for England. To match the Y&H average Doncaster would require 12,100 more jobs.

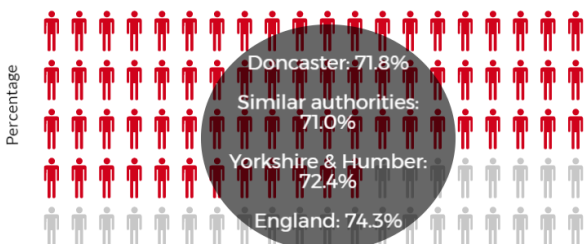
Doncaster is in the UK top 10 for growth in private sector jobs
(Source: Centre for Cities)



% of working age population employed

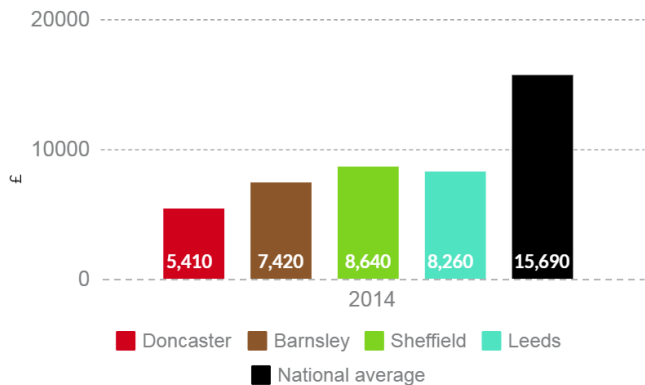
Doncaster's employment rate has been increasing since 2012 and now stands at 71.8% which is better than its similar authorities (71.0%). To match the national figure of 74.3%, there would need to be another 4,784 people in employment.

Over the past year the employment rate has hit an 11 year high
(Source: ONS)



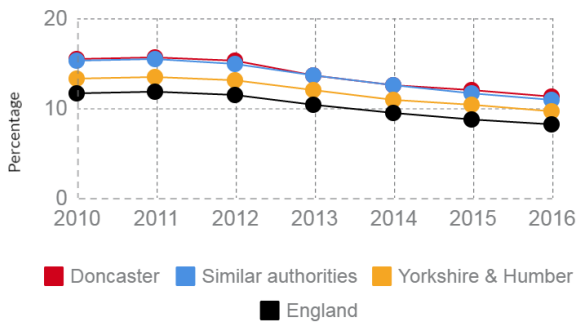
Exports per job (£)

Exports per job for Doncaster are lower than other comparator cities and much lower than the national average. National analysis suggests that firms that export are more likely to experience revenue growth and add employees than firms that don't. However, foreign trade isn't viable for all firms, as entering and sustaining relationships in international markets can require a great deal of capital and specialized skills.



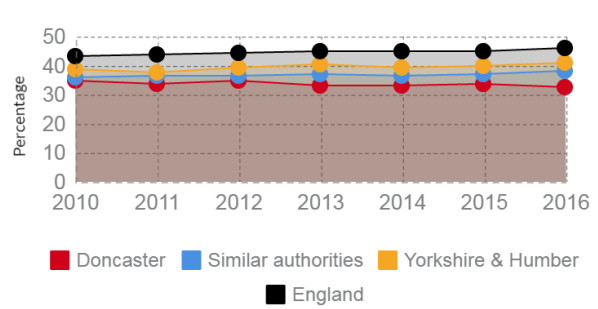
% of working age population claiming out of work benefits

The number of people claiming out of work benefits in Doncaster has reduced from 11.6% in 2010 to 11.1% in 2016 (this equates to 21,100 claimants). This trend is in line with our benchmark comparators.



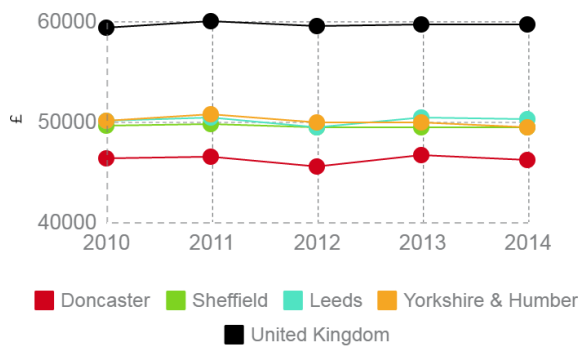
% of people employed in Directors and Managerial/Professional and Technical occupations

The number of people employed in highly skilled jobs is 45,200 (32.4% of all jobs) as at 2016. This is 13.4% below the national figure, 8.1% below the regional figure and 5.3% below similar authorities.



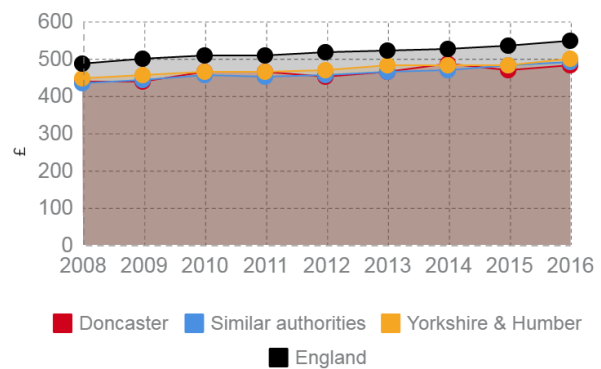
GVA per worker

The average economic output of each Doncaster employee is approximately £46,120. This 'Gross Value Added' measure of productivity is broadly unchanged over the past five years. This mirrors the regional and national picture, however, productivity in Doncaster is lower than Y&H and considerably lower than the UK (by £13,500). This matters because sustained increases in productivity are necessary to support rising wages and incomes.



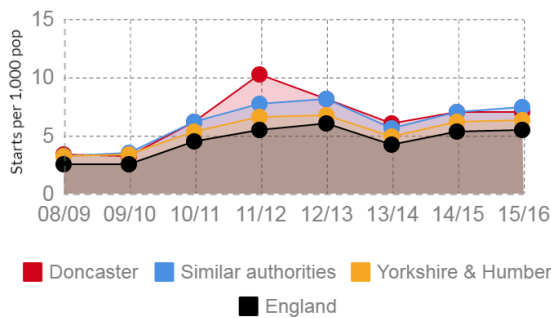
Median wage rate for Doncaster residents (£/week)

Doncaster has increased its weekly wage rate by £12.10 from 2015 to 2016 whilst comparators have only increased by £9.10. However Doncaster wages are £65.60 lower than the national average and the figures do not take account of inflation. More analysis is needed of wage levels in Doncaster, including the number of residents receiving in work benefits.



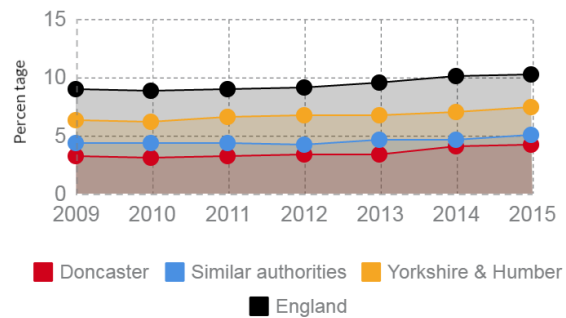
The number of Advanced Apprenticeship starts

The number of people starting advanced apprenticeships now stands at 1330 as at 2015/16. This is the equivalent of 7.0 per 1,000 working age population. This is slightly lower than the similar authorities figure of 7.4 but higher than the regional and national figures of 6.3 and 5.4 per 1,000 respectively.



% jobs in Knowledge Intensive Services or High-tech Manufacturing Industries

The proportion of knowledge intensive jobs is on an upward trend, but Doncaster is ranked 57 out of 63 UK cities. Sheffield is ranked 39th. Leeds is ranked 5th. Nationally, there is a strong correlation between the presence of knowledge jobs and levels of prosperity in the local population.



Working Theme - Case Studies

Launchpad Scheme Supporting New Businesses - Alistair Nightingale

A Balby-based entrepreneur is hoping to navigate his way to a new career running a new transport business after securing support from Launchpad, a unique initiative which offers support and advice to individuals who are thinking of starting their own business in Doncaster and neighbouring local authority areas.

Alistair Nightingale first began exploring self-employment three years ago after being forced to look for alternative employment when the haulage company he worked for closed its UK operations. He decided to try his hand at contract work and began securing short term contracts working for a number of driving agencies.

"Although I've worked in the industry since leaving the army ten years ago, I never really considered running my own business, but the support I've received from Launchpad has helped to give me confidence in my idea and although it's still relatively early days for me, I'm already looking for new drivers to join the business."

Alistair Nightingale, founder ANDS Ltd

Having never run a company before, Alistair decided to contact Launchpad to take advantage of the free advice available. Working with a business advisor, Alistair attended a number of events hosted by Doncaster Chamber of Commerce where he was able to access help to produce a business plan, allowing him to secure finance to purchase his first vehicle.

Alistair soon found his services to be in high demand, after securing an exclusive contract with a national courier delivery service covering the Doncaster area, he has been able to add a second, larger vehicle to his fleet. Alistair is already hoping to recruit new drivers and is setting his sights on opening a new depot to help grow the business further.

Derek Lewis - Extending its Supply Chain

Derek Lewis, specialists in Road Surfacing and Civil Engineering have been in Doncaster for more than four decades. Founded in 1973 under the name 'Derek Lewis Plant Hire', they quickly established themselves as a regular supplier of operated plant, however to keep up with changing demands they now offer the full construction package including supply and laying of bituminous materials.

The business rebranded in 2009 to become Derek Lewis Ltd and invested hugely in the latest technology and recruiting the best available talent with a stronger emphasis on Civil Engineering but still maintain their reputation in surfacing works.

Business Doncaster host regular 'Meet the Buyer' events whenever there is a large development up for grabs, which in turn provides local businesses the opportunity to gain a better understanding of public sector procurement and further knowledge of proposed projects in the region.

Attending these 'Meet the Buyer' events has meant Derek Lewis Ltd have been able to place themselves in front of major contractors and other buyers looking to award significant contracts to local businesses.

Raising their profile and gaining acceptance on to approved supply chain lists with local councils has enabled them to work with large contractors on the following projects:

- Doncaster iPort
- High Speed Rail Maintenance Depot
- HS2 Rail College
- Defence Estates
- Hull City of Culture
- Ikea Sheffield

"There is continued demand for the 'Meet the Buyer' events, particularly from local and small businesses. They allow local businesses to establish valuable connections within the region and better position their business to win future government contracts. We want to ensure these events drive local employment creation and are a great initiative for any business to make relevant connections with contractors."

Ian Guy, Business Engagement Officer for Business Doncaster

Connecting residents to jobs - iPort Academy

Logistics is a key growth sector for Doncaster and the new £500m iPort at Rossington is the UK's biggest intermodal development. The site covers 337 acres and is being developed by Verdion.

iPort presents a great opportunity for local residents to benefit from a significant number of new jobs opportunities. Given Team Doncaster's priority of achieving inclusive growth, an iPort Academy has been established in Rossington to provide Doncaster with any additional support required to enable them to successfully compete for the new jobs. It is a hub for all iPort investors to co-ordinate their recruitment, skills and training requirements.

Doncaster resident, Mark originally called the iPort Academy for more information about the upcoming developments at the iPort site. He then requested a 1-1 meeting to have his CV assessed and updated where necessary. Upon the announcement of the recruitment for the new Amazon Fulfilment Centre at the iPort, Mark replied to the announcement e-mail sent out by the Academy and began the recruitment process.

"Great service! I have been down and had a chat and received some quality feedback and help."

Mark attended an appointment to go through the online application and discuss the values Amazon look for in an employee. Not too long after Mark received a notification e-mail stating he had been successful and was invited to the next stage of the process, an assessment day at the Keepmoat Stadium. The assessment day went very well for Mark and he was offered a job, which he has started.

Doncaster Learning

Residents have the knowledge and skills for life, creativity and employment

Team Doncaster's vision is for learning that prepares all children, young people and adults for a life that is fulfilling - by studying and exploring the things they are passionate about, in school and beyond, and doing work that is both enjoyable and productive. A key challenge is to support residents of all ages to develop the knowledge and skills needed by local employers, now and in the future as the world of work continues to change due to advances in technology and continued globalisation. This requires a blend of both academic and vocational skills. From the indicators below it can be seen that:

- More Doncaster 5 year olds are experiencing a good level of development as a foundation for fulfilling life, however further progress is needed with GCSE attainment to close the gap with comparators and persistent absence in secondary schools is relatively high.
- Level 3 qualifications for 19 years olds has recently fallen and the proportion of the working age population with a level 3 or above is lower than regional and national comparators.

The case studies provide an insight into community based learning in Doncaster and the work to raise the aspirations of young people and employability skills. their employability skills.

Objectives

More young people achieve a level 3 qualification by the age of 19

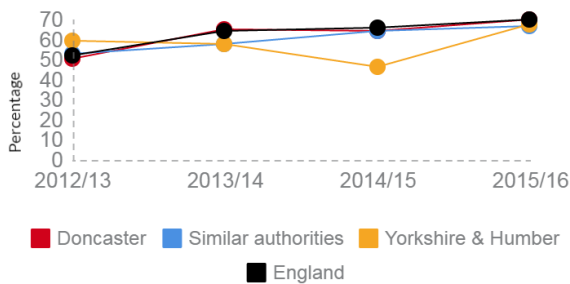
More young people are ready for school

More people are learning throughout their lives and have the skills to access work

More young people do well in their GCSEs

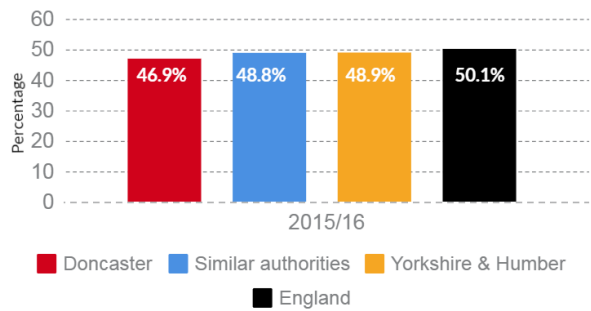
% of 5 year olds with good level development

The number of 5 year olds with good level of development has improved from 50.3% in 2013 to 69.7% in 2016 which is an increase of 1,087. The total is now 2710 which is higher than the average for similar authorities (by 381).



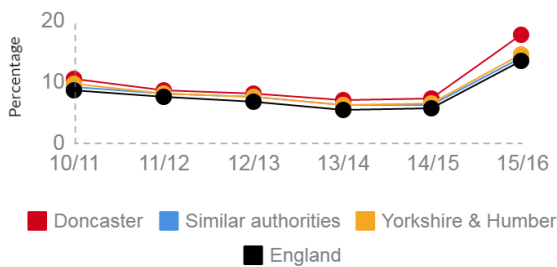
Attainment 8 Score (GCSE Attainment)

Doncaster's Attainment 8 score is less than comparators and the national average. This marks the baseline year of a new accountability system for schools.



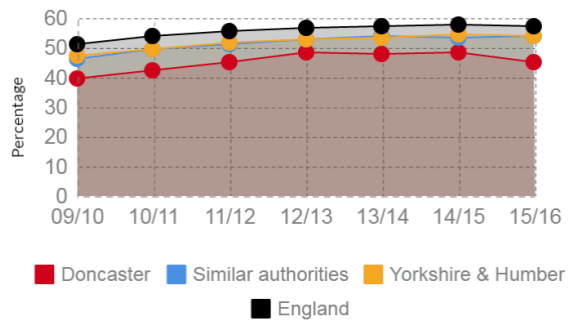
Persistent absence in Secondary Schools (% Full Year)

The threshold for persistent absence has been altered from around 15% or more of sessions missed down to 10% for the 2015/16 academic year. So this has resulted in a sharp upturn in the rate upto 17.5%. This trend is reflected across all comparator areas including regional and national benchmark figures, however Doncaster still has a higher figure.



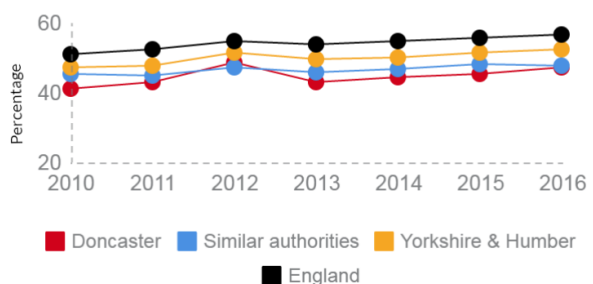
% of 19 years old that achieve a level 3 qualification

The number of 19 year olds that have achieved a level 3 qualification in Doncaster has reduced from 48.0% in 2012/13 to 44.9% in 2015/16.



% of people who are qualified to level 3 or above (16-64)

The number of people who are qualified to level 3 or above in Doncaster has improved from 43.0% (81,900 people) in 2013 up to 47.2% in 2016 (88,000 people). However, to match the Y&H average, Doncaster would require 9640 more residents qualified to Level 3 or above.



Learning Theme – Case Studies

Expect Youth– Raising Young People’s Aspirations

The Doncaster Youth Alliance, now known as Expect Youth is bringing together many existing organisations provide an exciting new co-ordinated approach to improving the Youth offer across the Borough, making Doncaster a safer and better place to live.

The partner organisations that are already involved include: Club Doncaster Foundation, DCLT, Flying Futures, Active Fusion, DMBC, DARTS, Doncaster Children’s Services Trust - EPIC programme and Doncaster Chamber. Their mission as a team, is to work together to make sustainable improvements to the aspiration, achievement and life skills of young people across Doncaster by making a positive impact upon their lives. Included alongside this, there is a new commitment to ensure high quality youth centred provision for the Borough, by acting as a capacity building and innovation body for people and organisations to create positive activities and personal development opportunities for young people.

Charlotte, a student with Club Doncaster Foundation is amazed at how her ambitions are finally being realised, after tough times at A level, she now finds herself looking forward to going to Hull University:

“All the positive influences around me pushed me to want to achieve more”

www.expectyouth.co.uk

Accessing learning within communities

The Adult Family & Community Learning service engages with a wide range of Doncaster residents who benefit from accessing learning within their community. Employment is a priority for most of our learners, but many are the furthest away from this end goal. There are many barriers which have prevented them progressing. For example, not having functional skills in maths and English. Basic English and Mathematics qualifications are increasingly sighted as a reason for unemployment. Furthermore, the confidence gained by achieving a recognised qualification enables learners to aspire to better things.

“I’m where I am now because of Adult learning. Getting my English qualification made me believe in myself. I started volunteering and now I’ve got a job.”

Doncaster resident

Typically our learners are unable to attend the local college, for example due to limited transport options. Through partnership work with the Family Hubs and local schools we bring the learning to them. Increasingly our learners are from a diverse range of backgrounds. Adult learning provides an inclusive space for everyone.

Community-led learning - Austerfield Study Centre

The hard work of the Council’s Central Area Team has made it possible for the total transfer of the running of the DMBC Service: an educational study centre at Austerfield to a local community group, who have formed a “not for profit” company limited by guarantee – “Austerfield Study Centre limited”.

The volunteers each have a bespoke and specific role, for example finance officer, animal husbandry, teaching, caretaker etc.

This project is a first for the Council as it represents a total service transfer to a community/volunteer led group with no ongoing financial cost to the council, but maintaining a valuable community resource and educational study centre used by schools across the Borough, along with a host of camping initiatives attended by scouts, cub groups and schools.

Without the support of volunteers, the Council would otherwise have had to close this local facility that provided a borough wide service, due to budget reductions. So this is a “win win” situation with a local community facility secured for at least the next 10 years and with no on-going financial cost to the Council.

The volunteers have actively built and renovated the site, constructing new play areas, painting existing buildings to make the site more family friendly and welcoming as well as building a bird viewing hide on the reserve.

The group has been successful in gaining £50,000 worth of WREN funding and other external funding for a new “eco dormitory” block on site with support from the Area Team. The group have also set their sights on the provision of another new classroom in the grounds and new “log cabin” style accommodation, along with provision of new camping facilities on the nature reserve land jointly managed with the Mosaic trust.

Enhancing Future Work Prospects - Doncaster Skills Academy

The Doncaster Skills Academy is a bespoke package of support available to Doncaster schools via Doncaster Chamber and their partners, which aims to complement their existing provision, to further enhance the future work prospects of local students. Its creation stems from the passion of local business people to ensure that Doncaster’s students are supported in developing the right skills and competences needed for their future careers.

The Academy consists of a variety of modules covering four key areas of activity: Awareness and Aspirations; Employability and Work Readiness; Enterprise and Commerciality and Financial Awareness. Support from local businesses is provided through a variety of means such as mentoring, business visits and internships, as well as providing young people with up to date information on the skill needs of local businesses and the variety of career opportunities available to them within the area.

For example, the Skills Academy recently held a Careers Fair at Mexborough Academy in support of a Year 6 Transition Day. Pupils from the primary schools across the catchment area took part in interactive activities with local businesses and started to gain an early understanding of the modern world of work. These included construction challenges, team buildings games, lifesaving skills and virtual reality experiences. Events such as these are a key tool to help guide our younger generation in their future employment decisions. Keepmoat Regeneration, ERT Training and A2UKR were just some of the businesses in attendance.

Further to this event, and as part of the Careers and Enterprise Companies’ Enterprise Advisor Programme, Doncaster Chamber representatives met with parents at Mexborough Academy to discuss what support could be offered in terms of supporting their son/daughter in their future education and Career choices. This information and guidance session was really well received and parents.

“The Doncaster Skills Academy is a superb way of developing young people’s enthusiasm about the opportunities within the area and developing the “work ready” skills which are attractive to local employers”

Tony Sykes, Business Development Director, INATIV

Doncaster Living

Doncaster is a modern, thriving and safe place to live, work and visit

Team Doncaster's vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time. From the indicators below it can be seen that:

- Good progress has been made in increasing the houses available in the Borough, but reducing the number of homeless people in priority need remains a challenge.
- Life expectancy for both males and females is increasing but remains relatively low.
- Children in workless households has reduced significantly, but remains a challenge as does the proportions of children living in low income households.
- CO2 emissions are falling, but Doncaster still contributes more than the England average.

The case studies provide an insight into community based activity to improve Doncaster as a place to live.

Objectives

There are more homes built and fewer people are homeless or in unsuitable accommodation

More people are physically active

More people feel safe in their community

Healthy life expectancy in Doncaster improves

People's quality of life is good

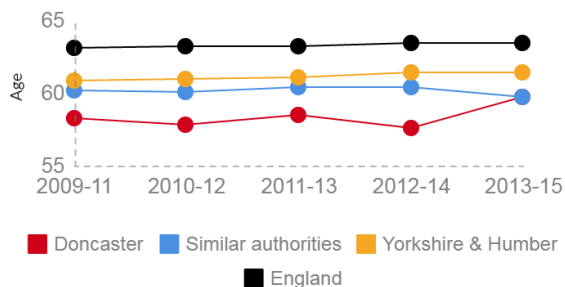
Doncaster's population grows

Our natural environment is enhanced and protected

Fewer children in poverty

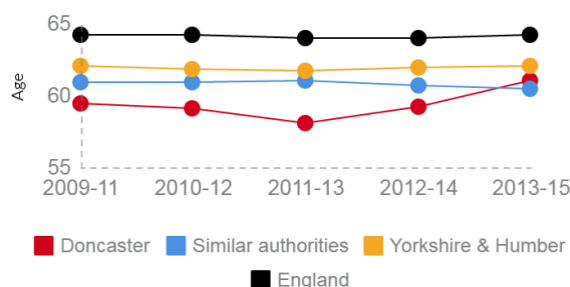
Healthy Life Expectancy at birth (males)

Healthy life expectancy rates have improved for the 2013-15 period. This trend is forecast to continue and male life expectancy is expected to surpass the national average by the 2024-26 period.



Healthy Life Expectancy at birth (females)

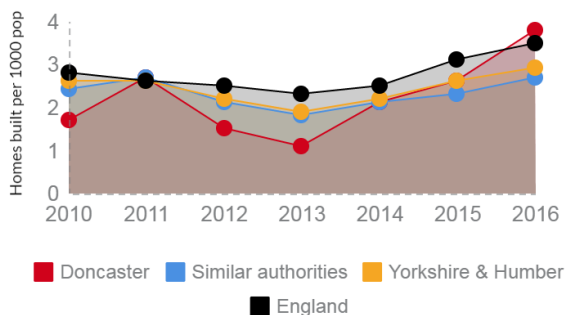
Healthy life expectancy rates have improved for the 2013-15 period. This trend is forecast to continue and by the 2019-21 period female life expectancy is expected to surpass the national average.



The number of Net Additional Homes built per 1,000 population

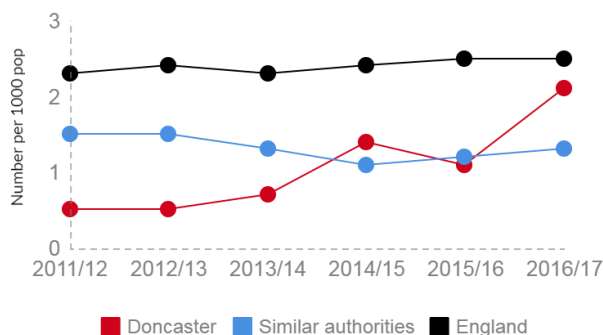
The number of net additional homes built in Doncaster in 2016 was 1160 which is 3.8 per 1,000 population. This has greatly increased since 2013 and is now higher than the national rate (3.5 per 1,000 population).

Highest number of homes built in Doncaster in last 15 years



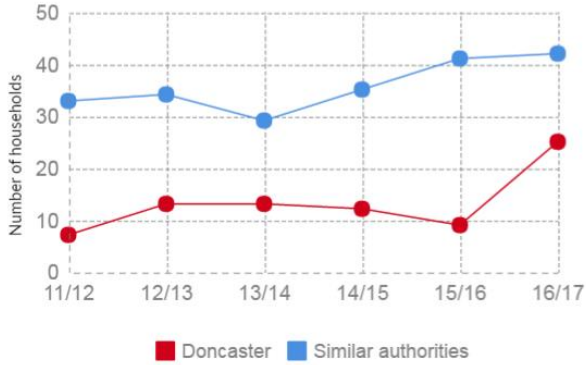
Numbers accepted as being homeless and in priority need (Total per 1,000 population)

During 2016/17 the Doncaster average was greater than similar authorities. There were 276 people (2.1 per 1,000 people) accepted as being homeless. However this is less than the national rate by the equivalent of 54 people.



Number of households/people in temporary accommodation

During 2016/17 in Doncaster there were 25 households in temporary accommodation (0.2 households per 1000). This is much lower than similar authorities figure of 42 (0.4 per 1,000).

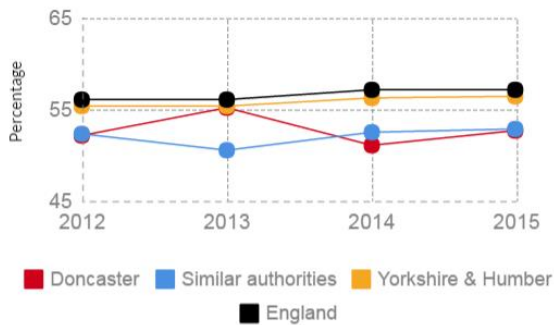


Number of Home Office Crimes per 1000 population

Possible indicator to be added

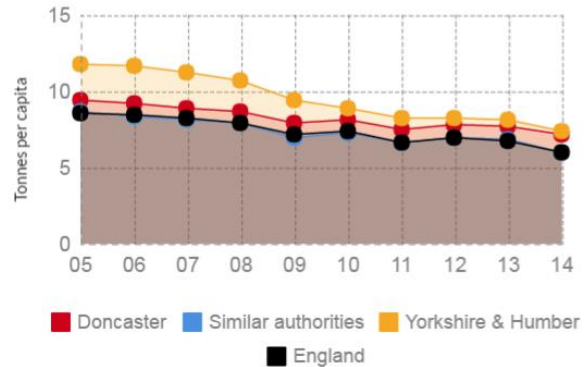
% of population that achieve 150 minutes Physical Activity per week

In 2016, 52.6% achieved 150 minutes of physical activity per week. This has fluctuated over the past few years but is an improvement from 50.9% in 2014. This is marginally lower than similar authorities to Doncaster which average at 52.8%, however it is much lower than the England average of 57%.



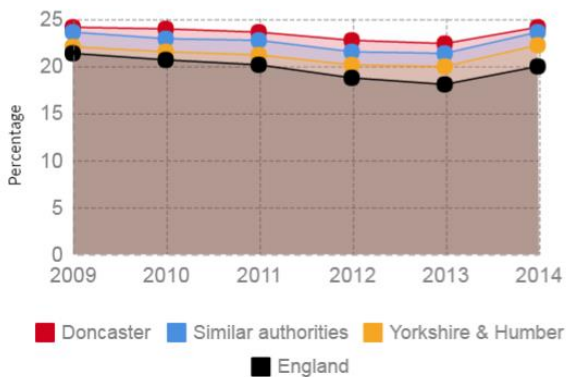
Co2 emissions per capita (tonnes)

Doncaster has reduced from 9.4 tonnes per capita in 2005 down to 7.1 tonnes per capita in 2014. This is in line with similar authorities and the national trend. Actions to achieve inclusive economic growth aspirations need to also consider the impact on the local and global environment. For example the potential impact of economic growth on the number of cars and lorries using Doncaster's roads, and therefore CO2 emissions.



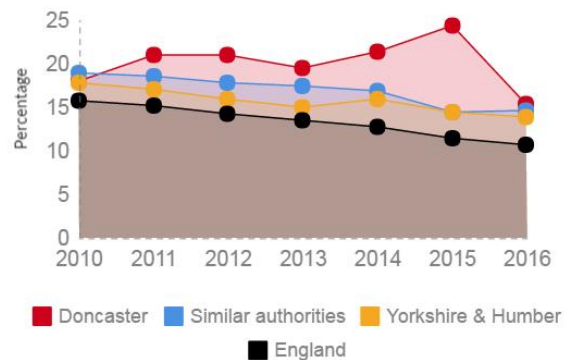
Child poverty

The proportion of children in low-income families has increased to 24.1% in Doncaster (this affects 16,035 children). However comparator benchmarks have also seen an increase.



Children living in workless households

Within Doncaster the number of children living in workless households has significantly reduced to 15.4% in 2016 (which equates to 9,800 children). Doncaster is now in line with both comparator authorities and Yorkshire & Humber. However, Doncaster like many other parts of the UK is experiencing a squeeze of real incomes - as indicated by the Wage Rate indicator in the Working section.



Living Theme - Case Studies

Supporting communities to do more for themselves

The Communities Service - area team model, is structured into geographic areas and undertakes a variety of functions including: developing stronger, resilient and more cohesive communities; tackling crime, criminal damage and anti-social behaviour; supporting vulnerable victims; helping people to be active both physically and socially; developing community groups and networks; creating a cleaner and better environment; community engagement; community consultation; area based planning; supporting independence and improving health and well-being; and Stronger Families.

The service focuses on supporting communities to do much more for themselves and provides a function that is very much about early help and prevention across all our work streams, to help prevent issues from escalating, such as anti-social behaviour, requiring costly service interventions.

Central to this is an approach that builds on the assets, strengths and opportunities within communities and a more enabling and facilitating role, bringing services and communities together to understand needs and working together to find solutions to meet these needs.

There is a need to work more with communities/groups/residents to change the culture from a 'doing' to 'supporting and influencing' role. There is an emphasis on better preparing communities where capacity doesn't exist and providing support where it does. This will lead to improved confidence in neighbourhoods and enable innovative community based solutions to delivering important services and improving well-being.

Friends of Sandall Park (FOSP)

The group was formed by the Communities Team and a small group of volunteers (4 residents initially) following numerous complaints of differing forms criminality and Anti-Social Behaviour in the park. These proactive residents recognised that things needed to change through agencies and the community working together. The group quickly put in place policies, procedures and a constitution that set out what they wanted to achieve and then the journey began.

Friends of Sandall Park are a group of like-minded people dedicated to the improvement of the park for the benefit of its human visitors, birds and resident wildlife...Sandall Park is an important and unique resource for the people of Doncaster...Enjoy the facilities and please consider becoming a 'Friend'.

From the FOSP mission statement

Over 50 people are now part of FOSP and to date the group have raised well over £500,000 in external funding all of which has been ploughed back into this public facility. Projects funded include: the crime reducing Golf Course Project; Lake Edging Project; Woodland Adventure Project; adventure play area; and outdoor classroom and gym.

FOSP undertake essential maintenance to sustain and enhance the park. This includes: cleaning moss off the picnic tables; painting fencing, signage posts and park benches; litter picking; and planting and covering up reeds around the lake edging. The park which has now become a borough wide attraction. Many Doncaster clubs use the site including the angling club, junior football, Park Run scheme and cycling scheme. Many partnerships have been formed, for example with Rascal's Castles which operate from the park with a percentage of all profits going back into the group.

Volunteering is at the heart of everything FOSP do. If the group were paid employees and received the minimum wage of £7.20, there would be an annual wage bill of over £47,000. The group are now self-sustaining and need minimal assistance other than with new projects. FOSP have received numerous awards, including from Doncaster in Bloom and the Queen's Award for Voluntary Service.

Hexthorpe Community Group - Families Outdoor Camping Initiative

Over the last year the Communities Area Team have supported local volunteers to develop a new initiative designed to give more disadvantaged families and young people at the cusp of anti-social behaviour (ASB) the chance to spend quality, productive and fun family time in an outdoor setting.

The group are in their infancy but are already a social enterprise which has gained a small pot of external funding, enabling them to help families that have been referred to them via the Stronger Families early intervention and prevention work tackling ASB and criminal damage.

The families have experienced a short camping excursion with activities such as orienteering, learning survival skills and learning about healthy eating. These families have experienced problems due to lack of quality time together from pressures of daily life, low level behavioural problems resulting in nuisance and ASB in the community, poor aspirations and lack of school engagement. Families are encouraged to work together as a family unit, problem solve, undertake basic household type routines, recognise the need to discuss issues, eat well and nurture positive behaviour.

The group are now looking at ways in which they can expand on the project with the support of the Communities Area Team. This includes providing work experience or volunteering opportunities for adults on the Stronger Families programme as a pathway to paid employment.

There is no profit generated from this project and the group are all volunteers and are actively looking for more volunteers to ensure sustainability.

<http://www.familiesoutdoors.co.uk>

Doncaster Caring

Residents live safe, healthy, active and independent lives

Team Doncaster's vision is for a borough that cares together for its most vulnerable, building upon people's existing support networks and the resources that are available in communities. From the indicators below it can be seen that:

- Delayed transfers of care from hospital are relatively low and reducing.
- The number of children in need has reduced significantly, bringing the Doncaster rate in line with comparators.
- The rate of permanent admissions to residential care has reduced and the number still at home 91 days following a period of reablement has increased, reflecting positive progress in enabling residents to live independently in their own homes.
- Avoidable deaths have fallen, but emergency admissions to hospital remain higher than comparators.

The case studies provide an insight into the work to support vulnerable adults and families to have a better quality of life.

Objectives

Fewer people are delayed from leaving hospital attributable to the NHS and Social Care services

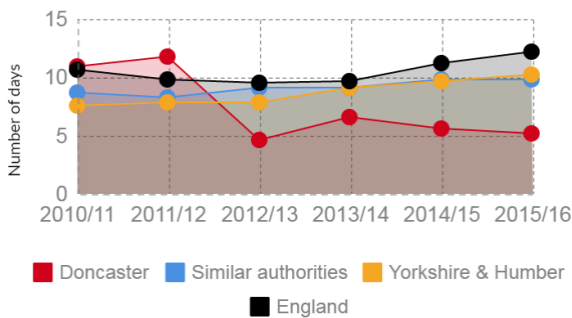
Fewer people require health and social care services and vulnerable people are safe

More people remain healthy and independent for longer with fewer people that are socially isolated

The number of avoidable deaths will reduce

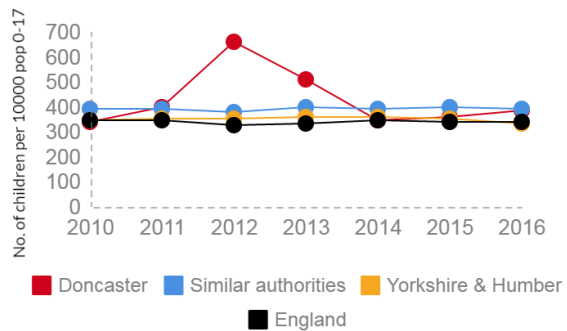
Average number of delayed transfers of care from hospital on a particular day taken over the year per 100,000 population

Doncaster has fallen from 11.7 patients per 100,000 in 2011/12 to 5.1 in 2015/16. This is in stark contrast to comparator areas which have all been steadily rising over this period.



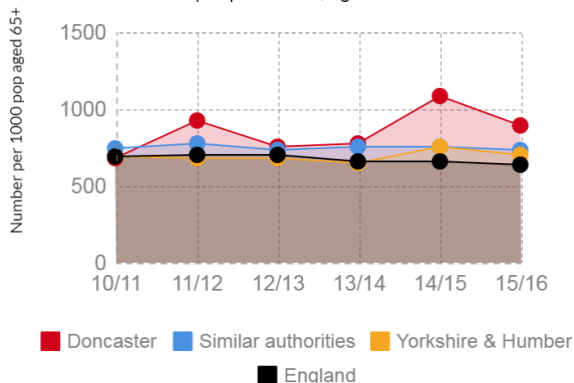
Proportion of Children in Need per 10,000 population (All children who are referred to children's social services even if no further action taken)

Doncaster had reduced significantly from 654.8 children in need per 10,000 in 2012 down to 345.9 in 2014. However this has now gradually risen up to 381.7 in 2015/16 (this equates to 2,490 children).



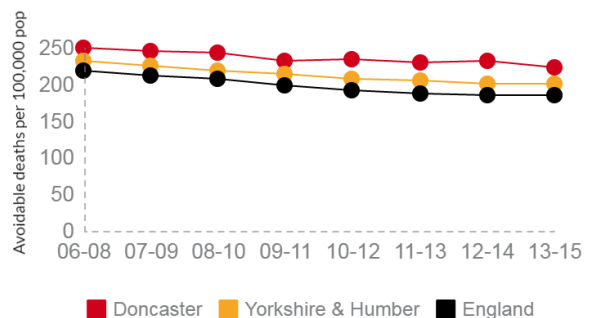
Rate of permanent admissions to residential care per 100,000 (65+)

The rate of permanent admissions to residential care within Doncaster has reduced from 1084.6 adults aged 65+ per 100,000 in 2014/15 to 890.1 in 2015/16, which equates to 101 fewer people in care, aged 65 and over.



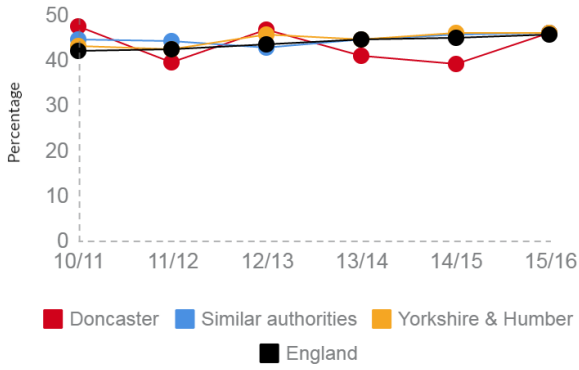
Avoidable deaths in local population (mortality rate per 100,000)

The rate of avoidable deaths per 100,000 within Doncaster has steadily reduced from 249.0 in 2006-08 period to 222.3 in 2013-15. This has reduced at a similar rate as the national average. These are deaths that could have potentially been avoided using public health interventions



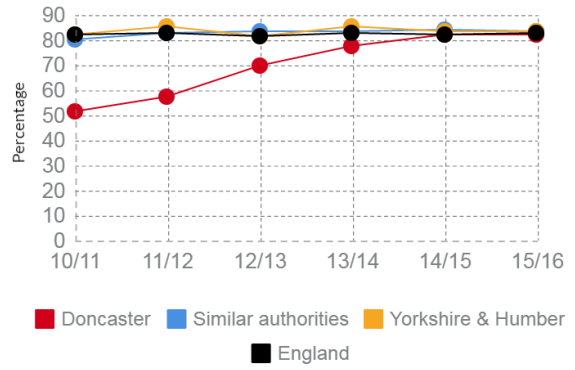
% of adult social care users who have as much social contact as they would like

Doncaster's rate has fluctuated over the last few years from 47.1% in 2010/11 and now stands at 45.7% in 2015/16. This is in line with comparators and the national figure.



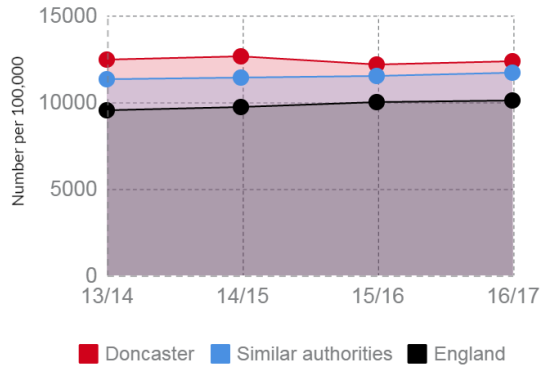
The proportion of people still at home 91 days following a period of reablement

Doncaster has experienced a significant upturn from 51.4% in 2010/11 up to 81.9% in 2015/16. This is now in line with comparators and the national figure.



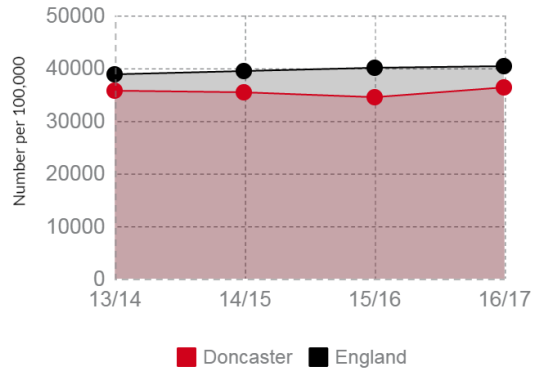
Emergency Admissions to Hospital per 100,000 population

Doncaster's figure remains higher than similar authorities and the national rate despite a drop in 2015/16.



A&E attendances per 100,000 population

After a reduction between 2014/15 and 2015/16, Doncaster has experienced a rise in the rate of A&E attendances during 2016/17. However Doncaster's rate remains below the England average.



Caring Theme – Case Studies

Helping hand to a better family life

The Stronger Families (SF) programme has helped a single dad turn his life around by working with him to find a home, financial advice and support and a better outlook on life – which led to him finding a full-time job. The family was having a tough time living in a soon-to-be evicted from home, dad out of work and in debt with two children to take care of and who were missing school. The Council's Central Area Team in Adults, Health and Well-being was referred for help via the referral hub.

Through the SF programme and working with the support of the family, the team helped to put the dad on the right track through a referral to the World of Work Academy run by St Leger Homes, boost the children's school attendance to over 90 per cent and work with St Leger Homes to find a new home. The family were helped to get advice with their debt issues and an innovation grant helped them carpet their new home and some leisure passes to get out and about and enjoy family time together. Their fortunes as a family are on the up, so much so the dad has thanked the team for their work.



Having a cuppa to help live with dementia

Did you know that Doncaster has a couple of dementia cafes where people living with the condition and their families can get together to chat over a cuppa and support each other. The two volunteer-run cafes in Wheatley and Bessacarr are a first for the borough and came into being after residents, partners and the council's central area teams spotted the need. The two sites are areas where there is a high number of people living with the condition and they help people remain independent and healthy for longer and support the large amount of carers within the community.

As well as being great places to meet, the dementia cafés have created an excellent referral pathway for more general well-being support, reducing social isolation alongside early intervention and prevention work linking in with vulnerable victims of anti-social behaviour and also through the Stronger Families agenda.

Complex Lives Project – Assertive Outreach Team

A new innovative way of working is being developed to support vulnerable adults with complex lives and dependencies.

Although the project is in its infancy, Team Doncaster is looking to put in place one integrated front line team focused on pro-active outreach and engagement with initial support for people to settle in stable accommodation to ensure both financial and social inclusion.

There will be one joint triage, assessment, referral and case management process quickly gathering cross partner information to enable informed judgements about case management, and providing a single system to support case coordination.

We are looking to design the system whereby one empowered key worker with authority to coordinate services and support is allocated to individuals.

The team will ensure stable, appropriate accommodation offered alongside a range of effective evidence based interventions to support stabilisation and recovery – provided on an assertive 'Housing First' basis.

The team is currently being developed and resources identified, however the Council's Communities Service along with partners from South Yorkshire Police, St Leger Homes, Aspire and Riverside have commenced to manage support and coordinate a small cohort but growing cohort adults with complex lives and dependencies.

Conclusion

This State of the Borough Report is a first for Doncaster. Through looking at a simple and concise suite of statistics and stories, it possible to see a story of people, place and community.

The 'state' of a place cannot and should not be told through numbers alone. What defines Doncaster is more than metrics – it is the intertwining of communities, histories and futures which creates a sense of place and the stories that can be told about this.

What is identified through this report are a number of amazing successes at all levels – individual, communities and the whole Borough. What shines out of examples and case studies is the power of resilience within communities and the strengths forged when public and community services work well together and in partnerships.

However, what is clearly also identified through this assessment are a number of socio-economic challenges. The task is not to shirk away from these challenges or not include them in this assessment, it is to understand them, grip them and tackle them head on. It is of course not the first time that these issues have been identified nor are they simple socioeconomic issues that can be changed overnight. The 'Doncaster Growing Together' approach that Team Doncaster is establishing provides a co-ordinated portfolio of action to address these issues, with a focus on bringing out the best in all of us.

What is also clear from the stories within this assessment is that the way to do this is to embrace and build on community strengths and for services to work well together in partnership. Doncaster improves when Doncaster grows and that is why there should be a focus on inclusive growth for the Borough. In many ways, an assessment like this prompts more questions than it answers. It can only be a positive thing to prompt and drive an ever increasingly deep and informed understanding of the opportunities and challenges the people of Doncaster face.

Data Sources

Section	Indicator	Data Source
Population	Overall population figures	Office for National Statistics, Population estimates 2016
	Population projections	Office for National Statistics, Population projections 2014-2039
	Age ratio	Census 2011, Nomis
	Ethnic group	Census 2011, Nomis
	Older population	Office for National Statistics, Population projections 2014-2039
	Number of households	Live tables on dwelling stock (including vacants), Department for Communities and Local Government
	Household composition	Census 2011, Nomis
	Personal Well-being	Personal Well-being dataset, Annual Population Survey 2014-15
	Housing Affordability ratio	Housing Affordability Ratio 2011-2016, Centre for Cities
	Commuter Flows	Location of usual residence and place of work by method of travel to work, Census 2001 and 2011, Nomis
	Indices of Multiple Deprivation 2015	English Indices of Deprivation 2015, Department of Communities and Local Government
Working	Total Doncaster Enterprises per 1000 population	UK Business Counts, Nomis
	Number of Jobs in Doncaster	Business Register and Employment Survey, Nomis
	% of working age population employed	Annual Population Survey, Nomis
	Exports per job (£)	Exports per job 2014, Centre for Cities
	% of Working age Pop claiming Out of Work Benefits	DWP Benefits, Nomis
	% of people employed in Directors and Managerial / Professional and Technical occupations	Annual Population Survey, Nomis
	GVA per worker	West Yorkshire Combined Authority/Experian, Yorkshire & Humber Regional Econometric Model
	Median Wage Rate for Residents (£/Week)	Annual Survey of Hours and Earnings, Nomis
	The number of Advanced Apprenticeship Starts/Achievements	Apprenticeship Starts and Achievements, Department for Education
	% employed in Knowledge Intensive Services or High-tech Manufacturing Industries	Business Register and Employment Survey, Nomis
Learning	% of 5 year olds with good level development	Early years foundation stage profile attainment by pupil characteristics, Department for Education
	Attainment 8 Score (GCSE Attainment)	GCSE and equivalent attainment by pupil characteristics, Department for Education
	Persistent absence in Secondary Schools (% Full Year)	Pupil Absence in Schools in England, Department for Education
	% of 19 years old that achieve a level 3 qualification	Level 2 and 3 attainment by young people aged 19, Department for Education
	% of people who are qualified to level 3 or above (16-64)	Annual Population Survey, Nomis

Learning	Healthy Life Expectancy at birth (years) for Males	Public Health Outcomes Framework, Public Health England
	Healthy Life Expectancy at birth (years) for Females	Public Health Outcomes Framework, Public Health England
	The number of Net Additional Homes built	Live tables on dwelling stock (including vacants), Department for Communities and Local Government
	Numbers accepted as being homeless and in priority need- Total per 1000 pop	Statutory Homelessness Statistical Releases (Quarterly), Department for Communities and Local Government
	Number of households/ People in Temporary Accommodation per 1000 pop	Statutory Homelessness Statistical Releases (Quarterly), Department for Communities and Local Government
	Number of Home Office Crimes per 1000 population	Indicator to be added
	% of population that achieve 150 mins Physical activity per week	Public Health Outcomes Framework, Public Health England
	Co2 emissions per capita (tonnes)	Local Authority Carbon Dioxide figures, Department of Energy and Climate Change
	Child poverty	Children in Low-Income Families Local Measure, HM Revenue & Customs
	Children living in workless households	Annual Population Survey, Nomis
Caring	Delayed Transfers of Care from Hospital (all) per 100,000 population	Adult Social Care Outcomes Framework, England, Health and Social Care Information Centre
	Proportion of Children in Need per 10,000 population	Characteristics of Children in Need in England, Department for Education
	Rate of permanent admissions to Residential Care per 100,000 (65+)	Adult Social Care Outcomes Framework, England, Health and Social Care Information Centre
	Avoidable deaths in local population (Mortality Rate per 100,000)	Public Health Outcomes Framework, Public Health England
	% of adult social care users who have as much social contact as they would like	Adult Social Care Outcomes Framework, England, Health and Social Care Information Centre
	The proportion of people still at home 91 days following a period of reablement	Adult Social Care Outcomes Framework, England, Health and Social Care Information Centre
	Emergency Admissions to Hospital per 100,000 population	A&E Attendances and Emergency Admissions collection, NHS England
	A&E attendances per 100,000 population	A&E Attendances and Emergency Admissions collection, NHS England

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1st September 2017

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

DONCASTER GROWING TOGETHER – THE 4 YEAR BOROUGH STRATEGY

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

EXECUTIVE SUMMARY

1. This report seeks approval for the Borough Strategy and delivery programme for the next four years to 2021. This is the next chapter in our improvement journey, confirming our recovery and setting out a **confident, bold ambition** for Doncaster's future.

The strategy is titled 'Doncaster Growing Together'. This reflects its central aim which is to continue to **grow the local economy and place and to develop public services in a way that ensures all of Doncaster's people and communities benefit – inclusive growth**.

It is a **partnership strategy**, requiring inputs and collaboration from across the whole of the Council and from a wide range of public services, voluntary and community organisations and the business community. It is designed to **target partner's attention and resources on the issues that matter most** to Doncaster's present and its future.

It proposes **new ways of working** that respond to local needs and opportunities, including public services working together to manage through continued public service budget reductions. For the Council the approach is adding further value by strengthening organisational change capacity, and contributing to delivery of the Corporate Plan through work on the Connected Council theme.

The **policy priorities and specific proposals** are set out in four key areas:-

Doncaster Learning – ensuring we prepare our young people for fulfilling lives, with bold reforms that will broaden their horizons and ambitions, bringing our education system and business community together to give our young people more exposure and opportunities to flourish;

Doncaster Working – developing the economy through continued inward investment, targeting higher skilled jobs and more emphasis on supporting existing businesses to grow. Ensuring local people can connect to

opportunities is a key aim here.

Doncaster Caring – supporting our most vulnerable residents, whether children, adults, disabled people, families, older people. The emphasis here is on joining up social and health care and support and on shifting our focus to prevention and support that enables people to enjoy life with their families and communities

Doncaster Living – developing Doncaster as an attractive and secure place to live, including meeting housing needs, including for vulnerable people, developing town centres and the arts culture and leisure offer, and using physical activity, including cycling to improve population health and well - being.

In all four policy areas, the strategy and programme emphasise the need for **contribution from Doncaster citizens**, who need to play a key role in the next stage of journey.

Arrangements are now being finalised to ensure effective delivery of the strategy and programme across partners. This includes **programme governance and accountability/progress reporting** to commence in October. Through this Members of the Executive Board will be regularly updated on progress and will be involved more directly in relevant programme Boards.

Work is also under way to **align partner's budgets and resources** to the programme priorities including the Council's budget, which is the council's contribution to Doncaster Growing Together, as well as playing the key facilitation role.

A **draft public facing narrative** in the form of a fully designed prospectus has been developed which turns technical language into an accessible format. This document will be presented for approval at full council on 21st September. This will be supported by a cross partner communication and media strategy.

The report recommends that members of Overview and Scrutiny Management Committee note and confirm support for the strategy, programme and the public facing prospectus as outlined here.

EXEMPT REPORT

2. Not applicable

RECOMMENDATIONS

3. It is recommended that Overview and Scrutiny Management Committee note and confirm support for the Doncaster Growing Together strategy and programme and draft prospectus document, which will be for considered at Cabinet on 5th September 2017 and then Full Council on 21st September.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The principal aim of Doncaster Growing Together is to ensure that economic growth benefits all of Doncaster's citizens and communities. Citizen engagement and contribution in the programme will be a key feature of the way the objectives are met. Ultimately, the success of the programme will be defined by its impact on citizens who should be able to enjoy prosperous and fulfilling lives in Doncaster.

BACKGROUND

5. Why are we setting out a Four Year Borough Strategy now?

The next few years present a massive opportunity and challenge for Doncaster, its people, families and businesses. A growing economy, with exciting new developments and over 12,000 more new jobs on the way, alongside improving public services, have delivered stability and confidence.

However we are not complacent - the journey of recovery for the economy, families and public services is a long term one.

The next four years (this electoral term) is the next stage of the journey, where we must maintain momentum with even less public service resources and in an uncertain economic environment. This will demand a relentless focus on the things that matter most for Doncaster and its people. Meeting this challenge will need new ways of working, with a focus on growth that works for people, prevention, integration and, crucially, contribution from citizens and communities.

The Strategy and programme provides the bold and confident approach that is needed to secure the focus on the key issues, and to plot the improvement and reform journey for the next four years. It provides a sense of shared direction bringing clarity and purpose to councillors, staff, partners and our communities, about the direction of the Borough. Its title 'Doncaster Growing Together' reflects the emphasis on economic and social growth and the partnership focus needed.

Setting out Doncaster Growing Together now enables us to align our policy and budgetary planning cycle to the electoral term with our partners in Team Doncaster. Council and Partner and agreement of the strategy in Autumn 2017 allows the focus to be on delivery for the rest of the electoral term.

6. How has it been developed?

Doncaster Growing Together has been developed through an extensive engagement process involving partners from across the Team Doncaster family over the last few months. It was initially introduced at the Partnership summit in December 2016 and then worked on through various policy and partnership processes since then (for example the implementation of the 'One Doncaster' report of the Education & Skills Commission, and the development of the Doncaster Place Plan).

7. **What are we trying to achieve with Doncaster Growing Together?**

The overarching goals of the programme are to grow Doncaster's economy and place in a way that delivers benefits for all of our citizens and communities – inclusive growth. An outcomes framework has been developed which focuses on inclusive growth as the ultimate aim.

The strategy and outcomes framework also sets a focus on a number of key policy areas:-

- Doncaster Learning
- Doncaster Working
- Doncaster Living
- Doncaster Caring

In each policy theme, new collaborative ways of working are proposed, which aim to harness the collective resources of Team Doncaster partners and communities. Each policy theme contains transformation programmes and reforms which have been defined using evidence and best practice from a local and national level.

A draft public facing narrative in the form of a fully designed prospectus has been developed which turns technical language into an accessible format. A summary of what we are trying to achieve for each policy theme is set out below.

8. **Doncaster Learning – What is our Vision?**

The young people of Doncaster are our future. Doncaster Growing Together aims to prepare every one of them for a fulfilled life, by infusing their education with powerful experiences of life beyond school. It will use the workplace and the assets in our community as platforms and fuel for learning.

- Deep, sustainable partnerships, especially with employers, will close the gap between education and life in the real world. Enriched and enhanced learning experiences will help improve outcomes for all children.
- Developments underway include the new National College of High Speed Rail, and the work to get Government approval for a University Technical College and Institute of Technology in Doncaster.
- We will develop '100 things to do before you're 11': a major programme delivering a guaranteed set of development experiences for children. These activities will broaden the horizons of our most disadvantaged children, increase their ambition for the future and grow their confidence in their ability to succeed.
- Routes to work will be improved with a range of partners, including the Doncaster Skills Academy, businesses, schools and the Careers and Enterprise Company, working together to give young people real exposure to the world of work. This will increase knowledge about the range of opportunities that are available in Doncaster and help young people gain the employability skills they need to succeed.
- We will build on Doncaster and Bassetlaw Hospitals' achievement of

achieving University Teaching Hospital status, the University Centre at Doncaster College and the new National College for High Speed Rail as a basis to develop our aspirations for a University presence.

- By increasing the higher education opportunities in the borough, we will encourage our residents to study locally and move into the higher skilled jobs that are being created.

9. **Doncaster Working – What is our Vision?**

Good work that provides purpose and meaning, allowing people to pursue their ambitions and contribute to the societies in which they live. Doncaster Growing Together will support inclusive growth that provides all our people with the opportunity to engage in good work.

- Major developments and targeted support for local businesses to grow, will create higher skilled, better paid jobs for local people.
- Developments underway include: FARRRS Phase 2 which is improving access to Doncaster Sheffield Airport and Business Park; and redevelopment of Doncaster Rail Station Forecourt.
- By using Doncaster's economic strengths, challenges and opportunities we will target the inward investment that we need to develop more and better quality jobs for local people. We will help local people access these jobs, including advising on active and sustainable methods of transport.
- We will roll out the Council's 'Buy Local' initiative to our partners and larger companies in Doncaster. By using local supply chains and businesses, we will keep Doncaster money in the local economy, for Doncaster people.
- An employment and advancement service with a 'whole person, whole life' approach will be created. People will receive advice and support on gaining the right employability skills, getting a new or better job, how to become self-employed or set up their own business.

10. **Doncaster Living – What is our Vision?**

Living in a place that is vibrant and full of opportunity, where people enjoy spending time. Doncaster Growing Together will help people to feel good about where they live and to be able to make the most of the opportunities it provides.

- Homes will be built that meet the needs of different people and communities. Around 4000 new homes will be built in the next four years across the private and public sector, including around 400 affordable homes from the Council and partner Housing Association build programmes. Our work will include housing development to help young people leaving care to have a settled and planned transition into independence, and to enable older people to stay independent for as long as possible.
- We will encourage local artists, creatives, sporting types and heritage enthusiasts to work together with business and the public sector to make the most of Doncaster's amazing assets.
- This means releasing the creativity and ingenuity of Doncaster people in order to bring communities together in different ways, helping

people get active, and bringing life and energy to our markets and town centres.

- A new Doncaster Town Centre team has been created, with the Council, partner organisations and local groups working together. It is improving the appearance of the town centre, supporting vulnerable people, organising and supporting exciting events, and attracting visitors and investment into the town centre. The approach will be rolled out to other town centres across the borough.
- Building on the success of the Tour de Yorkshire, we are supporting more exciting cycling events. This is an ideal opportunity to market the borough, support the local economy and encourage people to cycle or take part in other sporting activities.
- We are investing in a new Central Library, Museum & Art Gallery which will deliver the latest cultural facilities and services. Cutting edge facilities, technology, services and resources will provide opportunities for young people, entrepreneurs, businesses and residents to develop skills that help build a successful career.

11. **Doncaster Caring – What is our Vision?**

It is our collective responsibility to care for the most vulnerable in our communities.

- We will transform the way we support vulnerable children, families, adults and older people, those with disabilities, veterans, those who are homeless and others faced with disadvantage.
- The Council's social care services are working with health partners to transform the way services are delivered in Doncaster. The Doncaster Place Plan focuses on the key areas that can deliver better services with reduced cost. This is being supported by the Adults Transformation Programme within the Council.
- A new way of providing intermediate care services will provide the support that people need to help them regain their independence after a period of ill health, so that they can return to their own homes.
- Community led support is being developed, with Community Hubs across the borough providing themed sessions and drop-ins. These help people get support and information on local activities and services to help them stay active and independent for longer.
- The commissioning of services from external organisations, by the Council and health partners, will be brought together. As we move towards the full integration of health and social care services in the future.

12. **Citizen contribution**

Citizen contribution is crucial to the delivery of the whole programme. This will come in different forms dependent on the context – but in every policy area citizens will be actively engaged in delivery and shaping our future approach to delivery. This will be central to the success and sustainability of the programme, and will be supported by a Community engagement policy, strategy and toolkit. This will cover a ladder of citizen engagement from information giving, consultation, co-creation of delivery and outcomes and supporting citizen empowerment.

13. How will we deliver Doncaster Growing Together?

There will be a strong focus on managing the delivery of Doncaster Growing Together, with a programme management approach being taken across Team Doncaster.

Specifics will vary according to the requirements of the policy theme but will share core features. This will include dynamic, well supported and focused delivery partnerships, effective governance and pro-active programme and performance management.

The Team Doncaster Outcomes Framework referred to earlier will provide the high level measures of quality of life across Doncaster. The Performance Management Framework will describe how progress will be assessed and reported. Governance and accountability will be clearly structured, with defined roles and responsibilities. This will include Assurance Boards for each policy theme and a Connected Council Assurance Board for internal Council transformation programmes that don't align to the four policy themes.

A report will be presented to Executive Board on 5th September, detailing the findings of the review of the Quarterly Finance and Performance reporting process. This will highlight the suggested governance and reporting arrangements for Doncaster Growing Together.

14. What's next?

A timeline of key milestones is shown below.

Following the launch of Doncaster Growing Together, further refinement and wider engagement will take place to develop the full detail of the later stages of the four year plan. A Communication and Engagement Plan is currently under way, which includes a series of member engagement sessions and staff workshops to increase awareness and involvement.

Mid to late August '17	Member engagement sessions (under way now)
21.08.17	Start of official consultation period with Elected members
01.09.17	OSMC
07.09.17	Members Seminar
21.09.17	Full council – approval of budget & DGT launch
Sept. '17 to Nov. '17	Staff workshops
Oct '17	Team Doncaster Summit & launch events
Oct '17 to Feb '18	Engagement & further refinement of programmes
05.03.17	Full council – Budget & DGT refresh

In addition to this, our revised Performance Management Framework and Governance model will be implemented to support the delivery of the changes and reforms that make up Doncaster Growing Together.

OPTIONS CONSIDERED

15. The options that were considered were to:-

- I. Do not develop a specific strategy and programme for the next four years (not recommended)

- II. Develop a DMBC only four year strategy and programme aligned to budgets (not recommended)
- III. Develop a Team Doncaster four year strategy and programme, aligned to budgets (**recommended option**)

REASONS FOR RECOMMENDED OPTION

16. The issues that need to be addressed to successfully chart the next stage of the Borough's journey can only be addressed in Partnership. This will require a bold and confident approach that identifies key issues and aligns plans and resources behind this.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

17. Doncaster Growing Together will provide the primary delivery mechanism for delivering the Council and Team Doncaster's key outcomes. Summaries of the implications on each are detailed below.

Outcomes	Implications
<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Be a strong voice for our veterans</i> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	<p>The central aim of the strategy and programme is to grow the economy in a way that secures improves opportunities and quality of life for Doncaster residents.</p>
<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	<p>The Caring policy area of the strategy is focused directly on supporting Doncaster's most vulnerable people. The Working policy area will focus directly on improving incomes and living standards.</p>
<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	<p>The Living policy area will directly focus on improving Doncaster's offer as a place to live, including the quality of the environment.</p>
<p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	<p>The whole programme is focused on improving the quality of life and opportunities for families. The caring area is directly focused on supporting vulnerable families and individuals.</p>

Council services are modern and value for money.	The programme will drive the development of new ways of working to ensure best use of council and partners resources. This includes new collaborative ways of working will combine the resources of Team Doncaster partners, communities and others.
Working with our partners we will provide strong leadership and governance.	The strategy and programme will be underpinned by strong partnership programme management and governance.

RISKS AND ASSUMPTIONS

18. Due to the scope, and large number, of reforms and programmes in Doncaster Growing Together, there is a risk that there are insufficient key staff available to support and drive them. This would delay detailed definition and subsequent delivery. The initial and subsequent resource requirements of each programme is being assessed and monitored.

The role of ‘Business Change Manager’ within services is essential for the successful delivery of programmes and the achievement of the intended outcomes.

LEGAL IMPLICATIONS

19. There are no specific legal implications in relation to approving the draft narrative document. Further legal advice and assistance will be required as the programme of change for the next four years is developed.

FINANCIAL IMPLICATIONS

20. It is expected that the Doncaster Growing Together transformation will lead to efficiencies both within the organisation and across the partnership. There is currently £3m savings proposed in the MTFE estimated to come from the DGT portfolio (£0.5m in 2019/20 and £2.5m in 2020/21). Savings will be allocated to individual programmes during the detailed definition phase when the programme benefits and resultant savings have been established. A separate report will set out the resources required for the management of the DGT portfolio and Corporate programmes, this will be the basis of a bid for funding from the Service Transformation Fund.

HUMAN RESOURCES IMPLICATIONS

21. There are no immediate Human Resources implications arising from the recommendations. Doncaster Growing Together will however require Human Resources engagement at the appropriate time, so that there is sufficient focus on Human Resources issues particularly in terms of resource deployment, workforce and organisational development, and building the principles of the Plan into roles.

TECHNOLOGY IMPLICATIONS

22. The specific technology requirements and implications relating to the delivery of Doncaster Growing Together cannot be fully defined at this stage. However, Digital & ICT resources should be fully involved from the outset to ensure the right processes and business requirements are identified to inform the procurement and implementation of the right technology to support the proposed programmes and reforms, where applicable.

The Council's on-going progress towards becoming a modern digital authority as detailed in the ICT Strategy, Digital and Customer Service Strategies will provide essential enablers to support the delivery of Doncaster Growing Together.

Robust and effective ICT governance arrangements will continue to be needed to ensure the delivery of the key priorities in line with the Doncaster Growing Together Four Year Plan. As soon as any technology work is identified, a submission to the ICT Governance Board should be developed to ensure it is considered and prioritised against all other deliverables to meet the Council's key objectives, and ensure capacity in the very challenging ICT and Digital work plan.

EQUALITY IMPLICATIONS

23. Decision makers must consider the Council's duties under the Public Sector Equality Duty at s149 of the Equality Act 2010. The duty requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic.

As an over-arching key strategic approach the Doncaster Growing Together Programme isn't subject to a 'due regard' statement. However, all the key programmes and projects that will deliver the DGT programme will require a comprehensive due regard statement to evidence how equality, diversity and inclusion continues to underpin everything we do.

COMMUNICATIONS IMPLICATIONS

24. An integrated communications plan has been prepared to communicate the key elements of Doncaster Growing Together, as well as to engage with internal and external audiences. The plan focuses on elements that will promote Doncaster Growing Together in creative and innovative ways, encouraging participation and buy in from these audiences. It is aligned to communications being planned for the budget and State of the Borough reports which are being considered within the same timeframe.

A brand for Doncaster Growing Together has been developed which will be used to signal communications around the plan and be available for use by Team Doncaster partners in their associated communications.

CONSULTATION

25. Consultation that has taken place on the development of specific reforms and programmes includes

- One Doncaster - Independent Commission on Education and Skills
- Town Centre Masterplan
- Doncaster's Place Plan
- Town Centre stakeholder workshops
- Complex Lives Alliance

Consultation and engagement on the direction and content of the full Doncaster Growing Together portfolio includes

- Team Doncaster
- Discussions at Executive Board and Cabinet
- Directors
- Labour Group
- Members Engagement Sessions
- Members Seminar
- Overview and Scrutiny Management Committee

There will be the opportunity for additional engagement and further refinement of the DGT programmes, from October 2017 to end of February 2018. Members will be engaged in programme Boards and will have opportunities to enhance and influence the programme in the lead up to the March 2018 budget setting process.

BACKGROUND PAPERS

26. The background papers to this report are:

Community Engagement Framework: Policy, Cabinet 18th July 2017
<http://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=2625>

One Doncaster - Independent Commission on Education and Skills
<http://www.teamdoncaster.org.uk/one-doncaster>

Town Centre Masterplan
<http://www.doncaster.gov.uk/services/planning/doncaster-town-centre-masterplan>

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DONCASTER GROWING TOGETHER

Prospectus 2017

Our moment to shine



FOREWORD FROM MAYOR ROS JONES



WHAT IS DONCASTER GROWING TOGETHER?

A vision for everyone

Doncaster Growing Together is written for everyone who has a stake in Doncaster's future - everyone who wants our borough to be a thriving place to live, learn, care and work. It sets out a bold vision that people, community groups and organisations of all kinds can get behind, help shape and then take hold of over the coming months.

It makes clear the work we have done over the past few years to 'get the basics' right. It also describes how we will use those strong foundations to achieve more for the people of Doncaster.

I am absolutely committed, with Doncaster Council and Team Doncaster, the partnership of local public, private, voluntary and community sectors, to continue to work hard on behalf of the borough and make the very best of the resources at our disposal, but I also need to be honest about the stark reality of the financial challenges we face. We've faced up to tough challenges before and we continue to do so as the tough climate is going to be with us for a while. However we've achieved a lot to date and that drive to do more burns bright.

A decision we all need to make

This document is not a public sector strategy or a programme. It is a set of concrete plans for now and big ideas for the future that are intended to bring out the best in all of us.

Most of all, it is an invitation.

It invites everyone who lives and works in Doncaster, and who cares about our future, to make a choice.

That decision is to fully embrace the change we all want to see, get behind it and do all you can to help make it happen.

I look forward to travelling this journey with you.

THE JOURNEY SO FAR

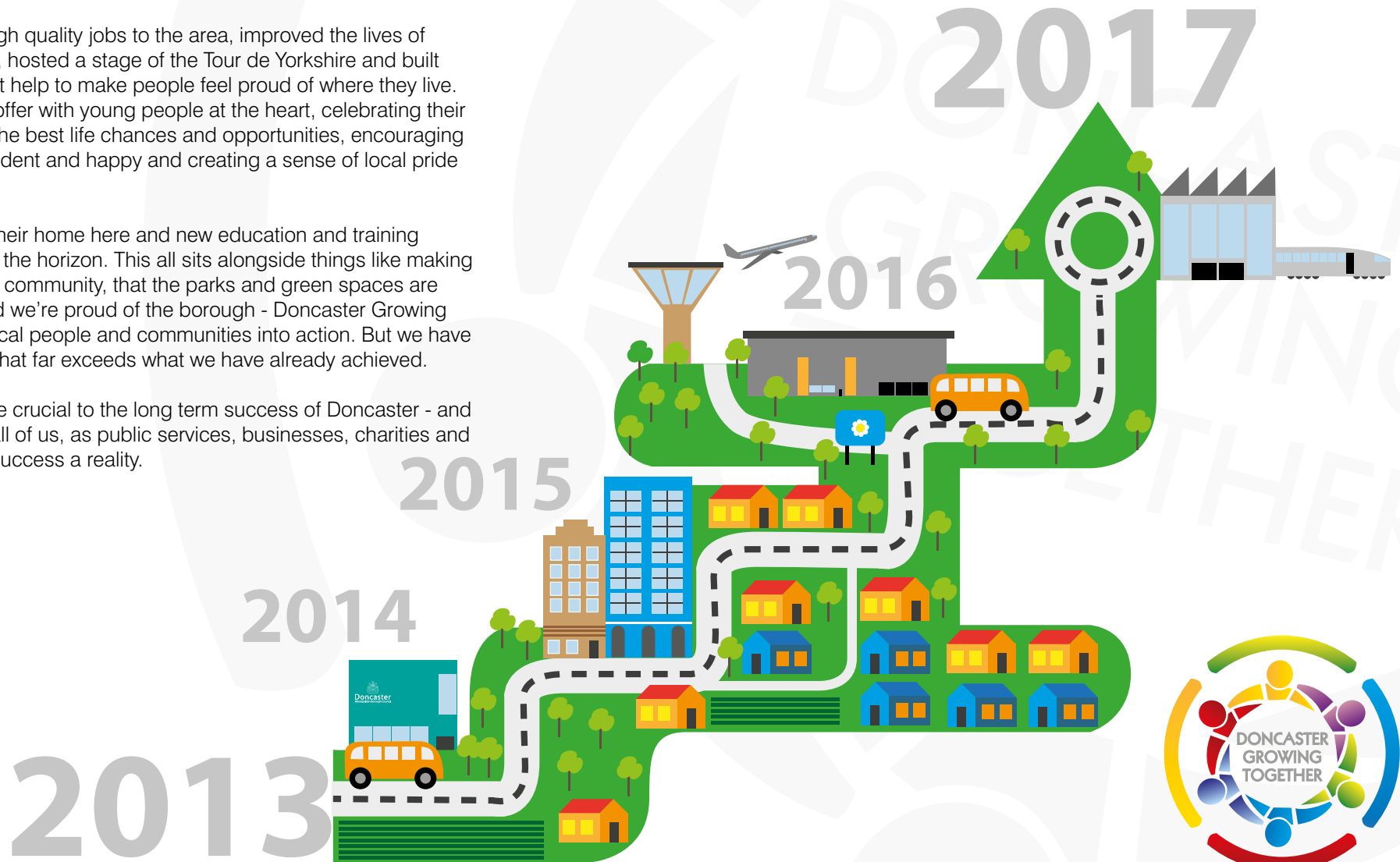
Doncaster is a different place to where it was four years ago - our skyline is changing and the borough is on the up. We're still ambitious for our place and there's more to do. Ambition aside, you expect us as a partnership to continue to get right the basics that councils do such as street cleaning, bin collecting, schools and education and of course we'll keep doing that.

Along with partners we've done much more to improve Doncaster.

We have brought new, high quality jobs to the area, improved the lives of vulnerable young people, hosted a stage of the Tour de Yorkshire and built attractive new homes that help to make people feel proud of where they live. We are creating a youth offer with young people at the heart, celebrating their successes, giving them the best life chances and opportunities, encouraging them to be resilient, confident and happy and creating a sense of local pride and community.

Businesses have made their home here and new education and training opportunities are now on the horizon. This all sits alongside things like making sure you feel safe in your community, that the parks and green spaces are clean and accessible and we're proud of the borough - Doncaster Growing Together will galvanise local people and communities into action. But we have ambitions, and a vision, that far exceeds what we have already achieved.

The next four years will be crucial to the long term success of Doncaster - and it is the responsibility of all of us, as public services, businesses, charities and residents - to make this success a reality.



THE JOURNEY AHEAD ONE VISION FOR DONCASTER

A thriving place to live, learn, care and work.

SEIZING THE MOMENT AND SHAPING OUR FUTURE

Doncaster is already
a great place to be

Our history
is a proud one and, in recent years,
we've seen real improvements
to the lives of the people
who live, learn and
work here.

But we want more

We want a strong productive
economy that benefits everyone,
making Doncaster a thriving place to
learn, work, live and care

Now is our moment

Our economy and public services
have recovered well, and we are
ready to take the next steps – to
a stronger economy that benefits
everyone

*"We must act now to
shape our future"*

We need to take hold
of change

The way the world and society is
changing can be daunting. But
we are a borough that's used to
confronting challenges head on -
we must do so again

DONCASTER GROWING TOGETHER

Change requires growth

Our economic recovery will continue, with more high skilled jobs, and helping our existing businesses become more productive – putting more pounds in Doncaster people's pocket

We all have a role to play - how can you contribute?

We already know that in Doncaster great things happen when people, communities and organisations of all kinds work together on things they really care about

Growth will be driven by the people of Doncaster.

Our borough is brimming with - people who are passionate and talented, and have the grit and wherewithal to crack on and get things done. Imagine what we could achieve if we released this potential

We must all step up and choose the Doncaster of the future.

Creating a thriving future for Doncaster is in all of our hands. Relying on other people or organisations to take control and make change happen will only take us so far

We can inspire Doncaster to grow together.

Equality and Diversity

We want Doncaster to be an open, diverse and inclusive place. Everyone has a part to play in recognising and valuing the benefits of diverse and inclusive communities; in seeking to improve quality of life; and in creating a sense of belonging that leads to groups and individuals feeling respected and valued



5 PRINCIPLES FOR ACTION: WHAT WE'LL DO TOGETHER. WE'RE TEAM DONCASTER



We will: Deliver value

Use all our resources well.
We maximise the value in all we do.

We will: Keep it simple

Good enough is great.
Together, we focus on what we can do, not what we can't do.

We will: Be ambitious

Expect Doncaster and its people to thrive.
We are creative and courageous in pursuit of this ambition.

We will: Do it together

No one has all the answers.
We share responsibility for making the right things happen.

We will: Expect contribution

Everyone does their bit.
We empower people and communities to help themselves and each other.

Doncaster is a diverse borough with its challenges and these differ from place to place. We want to tackle head on the issues that residents face whether it's our health or social inequality, poverty, better and more affordable homes, or to make more opportunities to succeed for their families and themselves.

We want local people to be socially mobile and ambitious. We will help by looking at how we deliver services and provide support differently so we lend a hand.

There are so many great organisations already here in Doncaster:

- We have an excellent CCG
- Following a recent Ofsted inspection, Doncaster College was judged to be 'good' across all aspects of the review
- We have an award winning Chamber of Commerce that has supported and represented Doncaster's private sector for the last seventy years;
- Three years ago the Council was in Government intervention; we are now one of the most improved councils in the country.
- Doncaster and Bassetlaw Hospitals NHS Foundation Trust is now officially a Teaching Hospital, meaning we can enhance education, extend our research and improve the recruitment and retention of high quality staff.

We must continue to get the basics right but also forge ahead and take action that really matters for the future.

All of this suggests that we can go on to do even more by working together over the next four years.

BRINGING THE VISION TO LIFE

Our shared vision is of Doncaster as a thriving place to learn, work, live and care. This means:

Learning

that prepares all children and young people for a life that is fulfilling.

Working

in ways that create purpose and meaning, and allow more people to pursue their ambitions.

Living

in a place that is vibrant and full of opportunity, where people enjoy spending time

Caring

together for the most vulnerable in our communities.



WHAT DOES OUR INVESTMENT LOOK LIKE?

We will invest £12.6m over the next four years on school places

We will invest £6m over the next three years to improve Social Mobility in Doncaster

What difference will this make?

Doncaster will be the most child-friendly borough in the country. Our young people will do the best they can in their education and will be more ready for the world of work when they get there

We are providing a grant of £150,000 for Doncaster Skills Academy over 2 years, with the same investment from the Edge Foundation, to strengthen routes to work

We will make a £4.1m capital investment for the National College High Speed Rail in 2017/18 as part of a £25 million total investment

DONCASTER LEARNING

Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling. In Doncaster, our collective efforts can make sure that everyone has the education and skills that they need to live happy, fulfilling lives, learning things they are passionate about, in school and beyond, and doing work that means something to them as they get older.

AREAS FOR ACTION

1. Every child has life-changing learning experiences within and beyond school

Great learning shouldn't stop at the school gate. We want to make Doncaster a place where learning happens anytime, anywhere. Schools, community groups, parents, businesses, young people themselves, the council and the voluntary sector, including the Youth Alliance, will come together to guarantee that all children take part in activities that allow them to develop their interests and dream big about their futures.

2. Many more great teachers work in Doncaster schools that are good or better

Attracting top quality teachers to Doncaster, and making them want to stay, will mean that children and young people are able to access a high quality education wherever they live, and be in a better position to fulfil their potential. The council will continue to invest in more school places and new ways of connecting education to employment, and work with schools to improve attendance.

3. Learning in Doncaster prepares young people for the world of work

Schools, businesses and communities will develop strong links that result in children and young people having positive contact with local employers and developing the skills which will help them get fulfilling jobs when they are older. By providing many more opportunities for internships and work experience we can make sure that every child and young person has the chance to challenge themselves and really engage with the things that matter to them.

WHAT WILL HAPPEN NEXT?

National College for High Speed Rail... Will open in September 2017 Will train thousands of engineers by providing a real workplace environment to prepare students for work on high-speed rail infrastructure and we will fund two Mayoral Bursaries to support Doncaster residents to attend the College and complete a Higher National Certificate

University Technical College ... We have applied to the Department for Education to create a new College that will deliver a curriculum based around STEAM (Science, Technology, Engineering, Art and Mathematics) subjects, with the opportunity for learners to work towards qualifications in Advanced Engineering or Digital Design

Opening a new school ... Which will specifically help children and young people with communication support needs, to engage with their learning in a setting that works best for them

We will improve childhood ... By creating a Doncaster-wide programme to bring together ideas from examples of great work already taking place across the country about the 100 experiences every child should have before they are 11.

We will strengthen routes to work... By giving young people a real taste of work whether it's a day, a week or an internship or mentoring. Businesses, the Chamber of Commerce, the council and the Careers Enterprise Company are joining forces to open the door to the world of work.

We will introduce a new model of learning... which gives young people switched off from traditional learning a plan and a pathway to get the skills they need for a brighter future.

We will strengthen schools... To boost education standards so our current and future generations can make the most of high quality education regardless of where they live. We will do all we can to attract and retain excellent teachers to make this a reality.

We will seek to become a University City... Will start by creating a virtual 'learning city' model that grows the opportunities our young people and adults have to gain higher level education and skills.

HOW CAN YOU CONTRIBUTE?

If you are interested in applying for a course, you can visit the National College for High Speed Rail website to register your interest.

You can help shape the future offer of this exciting education facility. see the back page for links to a short survey

You can contribute to this development when we're further along with the plans. Watch this space!

Tell us what experiences every young child should have outside of school before they are 11. What would be on your 'bucket list'? What fantastic things have you taken part in in Doncaster recently with your children? Whether you're a school, parent or young person - share your ideas with us @ Mydoncaster using the hashtag #100b411.

If you are an entrepreneur or business leader in Doncaster, or you run a voluntary or charitable organisation, and are interested in nurturing the next generation of Doncaster talent, get in touch. We will provide a £150k pot of funding to match the Edge Foundation work with the Chamber, which is a sign of our ambition. So drop us an email, see back page for details. and let us know what kind of mentors or internships your organisation could provide.

If you are someone who has good connections to local businesses, who is passionate about different ways of making school work for children and young people who are disengaged, or a teacher who is excited by the potential of this new way of learning, get in touch!

If you work in a school, get in touch with the fantastic Partners in Learning, a network of primary and secondary school staff, who will help you to spread your skills and expertise and improve the standard of teaching across the borough.

We're looking for a group of people and organisations with a broad set of educational experience to develop an exciting new model that will work in Doncaster. For instance, if you have expertise in education, online learning or creative technology, we'd love to hear from you - and anyone else with a great idea to share. See back page to sign up for updates.



DONCASTER WORKING

OUR VISION IS FOR MORE PEOPLE TO BE ABLE TO PURSUE THEIR AMBITIONS THROUGH WORK THAT GIVES THEM AND DONCASTER A BRIGHTER AND PROSPEROUS FUTURE.

Over recent years economic growth in Doncaster has been very good – with more jobs, businesses and inward investment contributing to a £5 billion economy. Over the past year the employment rate has reached record levels, giving more local people a stake in Doncaster's economy and the opportunity to achieve their aspirations.

Team Doncaster is working hard to create the conditions for more jobs and growth – with the support of new development sites like iPort (inland port near Rossington), infrastructure like the Great Yorkshire Way and by supporting businesses to access the skilled workers they need, for example by working with the Government to secure a new University Technical College and Institute for Technology in Doncaster.

With a range of development projects underway and thousands of new jobs in the pipeline we have a lot to look forward to.

We want to continue to focus on getting the basics right, while creating an even more thriving local economy, with more jobs that pay good wages, built upon the extraordinary talent of our people and the tireless commitment of our business community.

Ways of working are changing as new technology becomes available, creating new opportunities and challenges. Therefore, in addition to delivering the actions below, we are also looking to the future, to try and make sense of what advances like automation and robotics mean for residents' lives and future employment.





Key development projects are being delivered

There are a range of major developments underway or planned across the Borough to provide new infrastructure and create good quality jobs and growth.

These include:

- Major Town Centre projects – including developing the railway station forecourt and further improving the market and the Culture and Civic Quarter
 - DN7 Unity Project (Junction 5 M18 link) – a comprehensive mixed use development providing not only new homes but employment, retail, education, community and leisure uses
 - A new 18-hole golf course at Rossington for the PGA European Tour
 - A new hotel at the Racecourse.

Team Doncaster will continue to work with partners across the region and nationally to bring all these projects to fruition. Doncaster is already well connected to the rest of the world – with fantastic road and rail links and an international airport (Doncaster-Sheffield airport) which last year served a record number of passengers.

We know we can make it easier to access opportunities for business and work, both in the borough and beyond, by ensuring we:

- Complete phase 2 of the Great Yorkshire Way to improve access to the airport and business park.
- Support Doncaster Sheffield Airport to further expand its passenger numbers and the amount of cargo it handles.
- Make a strong case for a new rail link between the Airport and the East Coast Main Line.





The people of Doncaster have better access to good, fulfilling work

Team Doncaster will provide joined up job and employability support for residents, building upon existing good practice. Local businesses will work with Job Centres and other public services to ensure that residents know how to secure the new and exciting opportunities that are emerging in the borough.

Whether it is an advanced apprenticeship for a young person, a career change for someone excited by the new sectors and job opportunities in Doncaster, or the first step back into work after being unemployed, we will make Doncaster a place where people can achieve their ambitions.

We will put the practical, lived experiences of residents at the centre of the new approach.



Doncaster's businesses are supported to flourish

Doncaster has over 9,000 private businesses which provide most of the 120,000 jobs in the Borough. In order to increase the quantity and quality of jobs in the Doncaster, our local businesses need to flourish.

We are already providing support for businesses start-ups and for business to grow, for example by being able to access the finance they need to reach new customers. We are providing targeted support for some of our key growth sectors, for example rail engineering.

We will place an even greater emphasis on targeted support for business innovation and exporting where this is helpful to improve productivity, competitiveness and to help create quality job opportunities.

By making sure that we all 'buy local', both as public services, companies and residents, we will keep more Doncaster pounds in the local economy. The council already spends 68% of its available budget with local businesses and Team Doncaster will support other local organisations and companies to spend as much as they can locally. We will also maximise the local, regional and national funding available for investing in local growth and to promote Doncaster's economy.



We will target the inward investment we need

Doncaster has had great success in creating new employment opportunities by attracting new companies to Doncaster across a range of sectors, including many household names in the retail sector. We will continue to do this, but also place an even greater emphasis on attracting the companies and investment which will further enhance the distinctive and growing parts of our economy – particularly where more and better quality jobs will be created. We will work with businesses to make Doncaster the best place to invest, and local partners will continue to directly invest in supporting new markets and opportunities that offer the greatest chances for economic success in the borough.



WHAT DOES OUR INVESTMENT LOOK LIKE?

The Council will deliver £30.5m of investment in a range of projects in the urban centre aligned with the Town Centre Master Plan, including the Railway Station Forecourt development.

£41.2m of investment in major transport schemes, including the second phase of the Great Yorkshire Way
£5.3m investment in a range of road safety, traffic management, re-surfacing and improvement works to roads, footpaths and bridges.

WHAT DIFFERENCE WILL THIS MAKE?

To put it quite simply, we want Doncaster people to have a better quality of life, fewer people out of work, more jobs being created in the local economy, and the number of businesses increasing whilst the existing ones grow. We want people to be excited by the developments across the borough and for all residents and businesses to benefit from, and shape, Doncaster's economic success.



WHAT WILL HAPPEN NEXT?

One stop employment hub

Will create simplified support for out of work people and give hiring businesses routes to find suitable employees, making the opportunities more visible to everyone looking for work.

Changing our skyline

We are scoping major developments that will see our skyline change over the next 4 years, including the expansion to the Airport through our road links and rail links (East Coast Mainline Station); linking the north with better road links and creating new housing and employment sites.

Buy local

Will encourage Doncastrians to support their local businesses. 68% of local authority spend is with local providers - but we are aiming for more!

Institute of Technology

We are working with partners to design and develop the Institute which would provide our young people with the technical training and education they need for the world of industry and business.

PGA European Tour

Will offer a tournament quality 18-hole golf course - designed by former Ryder Cup legend and World Golf Hall of Fame Neil Coles - with a clubhouse, and leisure facilities

Business and enterprise support

by expanding on our existing work, we will support new and existing businesses to set up and grow in the borough including the creation of an investment incentive scheme

HOW CAN YOU GET INVOLVED?

If you are a local business owner with jobs to fill then get in touch. We will help you to ensure these jobs are filled by local people. We also want businesses to increase the training available to their staff, so that they are rewarded for their hard work and also have the opportunity to develop new skills. #onestopjob

Our infrastructure plans requires your support, be it as a resident or a business, we need to demonstrate that we are unified in achieving our growth potential. We will be consulting on our development plans, and your active involvement in this is important to make sure the developments are right and appropriate for you.

You can spend your money locally and keep it in the borough. If you're a business, join the buy local revolution and make it count.

If you are a young person in Doncaster interested in building our future bridges, roads or digital infrastructure then let us know what the IOT could do for you via the hashtag on the back page.

If you are a budding Rory McIlroy and want to find out more then see the back page for contact details

There are some great support packages in place that help both new and existing businesses grow and flourish. We want you to be bold and take hold of these opportunities. If you run a local business, think about the social role that business can play – for instance using your Corporate Social Responsibility (CSR) to provide opportunities for volunteering, new ways of supporting communities and helping to meet the needs of different communities.



DONCASTER LIVING

OUR VISION IS FOR DONCASTER'S PEOPLE TO LIVE IN A BOROUGH THAT IS VIBRANT AND FULL OF OPPORTUNITY, WHERE PEOPLE ENJOY SPENDING TIME.

Building upon our cultural, artistic and sporting heritage, we will continue to release the potential of our most creative people and bring new life and energy to our town centres. We want everyone who chooses to live in Doncaster to have a place they are proud to call home. We want to make the most of our local environment - our countryside, nature reserves, parks and open spaces – to help improve all our health and wellbeing.

Areas for action

Together we can ensure:

The town centres are the beating heart of Doncaster

We have a vibrant and creative community here in Doncaster. Creative expression is at the heart of our ambition to breathe even more life into our town centres. We will work together to make the most of the skills of residents whilst harnessing their collective energy of residents, businesses and public services to ensure that the town centres are clean and tidy, as well as safe and secure. For instance, we will continue to develop the Civic and Cultural Quarter of Doncaster, to make sure that there is a vibrant and varied set of activities and settings for residents.

More people can live in a good quality, affordable home

Last year we built nearly 1100 new homes, including council and private housing. Everyone wants a home that meets their needs, in a place that they know and where they are surrounded by friends and family.

We will make sure that more high quality new homes are built that are suitable for people of all ages and from all walks of life – secure accommodation for care leavers, new homes for families with children, suitable homes and support for older people, and starter homes for young professionals.

Healthy and vibrant communities through physical activity and sport

Doncaster is one of the least active places in Yorkshire and Humberside with just over half of residents

taking part in the recommended 150 minutes physical activity per week. Getting active will have a big impact on health; for example, it significantly reduces the chances of Type 2 Diabetes, Cardiovascular Disease and obesity.

We want to support everyone to be more active and to take part in activities and pursuits that they enjoy, whether that be through organised sport, dance or simply walking more. We'll be making improvements to our parks, roads and pathways so that it is easier to walk, cycle and spend time outdoors.

Cycling, in particular, is a real passion of Doncaster, and Yorkshire more broadly, so we'll be investing in a cycling track at the Dome and in lessons for children, young people and adults so that residents can follow their dreams of being the next cycling star!



Everybody takes responsibility for keeping Doncaster clean

We all want to be proud of the area where we live, with no litter or graffiti blighting our public spaces. We will encourage people to take responsibility for keeping Doncaster clean and support the development of a network of 'cleaner greener volunteers'.

We will use new technology and the latest equipment to clean our streets, seven days a week. We are increasing the use of wildflower areas, improved planting schemes and slower growing grasses which keep our environment looking beautiful, but are low cost to maintain.

Kerbside recycling will be easier with the addition of a wheeled bin collection service. We will install energy efficient streetlights – our Smart lights – across the rest of Doncaster.

What will our investment look like?

Our investment in leisure centres will be around £1.4m over the next two years, and £900,000 will be spent on a new cycling track. We are investing £16.5m over the next four years building affordable homes. A new £14m library, museum and art gallery will grace Doncaster's skyline and we are also supporting the development of a new cinema complex.

We have invested £5m for Smart-lighting which will see all main road street lighting converted with improved and efficient lighting making energy savings.

What difference will this make?

The result of all this action will be that more people are healthier, happier and more physically active, fewer people are homeless or in unsuitable accommodation, and that the overall number of homes in Doncaster increases. People will feel more connected to their heritage and are proud of local art and culture.

WHAT WILL HAPPEN NEXT?

Homes for all... We will explore and assess different ways so people have the right homes in the right places across the borough.

Transferring ownership of local green spaces... We will work with local people to increase the number of 'Green asset transfers'

Town Centre Team (#TeamDonco)... A new team that brings together public services, businesses, and local creatives to manage, animate and energise our town centres.

We will develop a Cycle Partnership with Welcome to Yorkshire ... Which will promote Doncaster as a cycling destination in Yorkshire and make it easier for both children and adults to explore the borough on two wheels.

Helping keep Doncaster clean... We will listen to local people's concerns and help "Friends of", and other volunteer groups take part in clean-up activities, providing equipment and a bag collection service.

Get Doncaster moving... We want more people to be physically active not only through organised sport but making healthy choices in everyday activities such as active travel.

Bringing cheap energy to Doncaster residents... We will create a new local energy company to ensure local residents can access reasonable energy prices

HOW CAN YOU GET INVOLVED?

If you are involved in a local sports or community group that is interested in taking over the green spaces that you use, please get in touch, See back page for details.

If you are an artist or a creative with a passion for Doncaster and ideas for how we can animate and energise our town centre then reach out through the hashtag #TeamDonco

If you love getting on two wheels, find your nearest local club and go for a ride. If there isn't one, why not set one up, and help others to enjoy the fantastic routes that Doncaster has to offer?

Help clean up your local area by taking part in campaigns like "This is my Doncaster" or by organising community litter picks. Use the kerbside recycling service. Tell us about environmental crimes or littering, see back page for contact details

If you have a passion for a particular sport or activity, get in touch about the ways you can help to encourage others in your local area to be active. You can make healthy choices too and stay active.

When the time is right - sign up and save. You could even set up your own community energy project to encourage your friends! Support Doncaster to support you.



DONCASTER CARING

OUR VISION IS FOR A BOROUGH THAT CARES TOGETHER FOR ITS MOST VULNERABLE RESIDENTS.

We know that lots of things affect your health and well-being. Having a job, living in a safe area and being able to use good quality public services all have an impact on your health. We need to make sure Doncaster residents, including veterans, people from vulnerable groups and 'hard-to-reach' communities, can access the support that is available to give them the best care and choice over their own health and well-being

Areas for action

Together we can ensure:

Children have the best possible start in life

The first two years in a child's life are crucial because they create the foundation for learning and life. We are committed to making sure that there is high quality, easy to access, support and advice available to families. By working closely with communities we can make sure, together, that children have the best possible chance to develop well, and be healthy and happy in Doncaster.

Vulnerable families and individuals have support from someone they trust

Sometimes people have problems in their lives that mean they need extra support, whether it is because of mental health problems, addiction, domestic abuse or relationship breakdown. When this happens, we don't want any family, or individual, to feel like they have to

deal with their problems alone. Across Doncaster, we are committed to providing people with the support or guidance they need to get their lives back on track. We will also focus on helping people with learning disabilities to be more independent, supporting them to live at home rather than placing them in long term care.

Older people can live well and independently in their own homes

As people grow older they often need more support from family, friends and public services. We know residential care is not always the best solution so we will improve home and community services to continue to reduce the number of people admitted.

This is the very first time that people who provide health and social care have come together to look at how to provide better support for people to remain in their own homes and in their local communities, for as long as possible, close to neighbours, friends and community facilities



What will our investment look like?

We are investing £7m from the Better Care Fund, a national fund to join up health services and social care, to care for Doncaster residents. We also want to help younger people who have been in care get on their feet so we are removing them from paying council tax until they are 25 years old.

What difference will this make?

will mean that support can be focused on those most in need, and more people remain independent for longer. This will ensure that fewer people remain independent for longer, fewer people require NHS and social care services and it is easier for them to support their friends, families and loved ones.

WHAT WILL HAPPEN NEXT?

Community led support...staying in your home for longer means you have greater control of your independence and choices. We we work with services to keep people out of hospital and in their homes and communities. This will include increasing the number of direct payments to give people more choice over the services they receive and who provides them.

Transforming the ways our Health and Social Care Services are designed... Will mean that more people will be able to live independently and be supported to live at home. We will ensure that we secure the best value out of the resources we have which will include options such as using technology better improving day opportunities.

Focussing on the first 1001 days of a child's life... We will offer a wide variety of free, fun and structured support services and activities for families with children aged under 5 yrs through a network of family hubs. By making support as easy as possible to access, and as simple as possible to understand, we will put people at the heart of the decisions that are made about them.

Joined up services ready to help... We'll make it easy to access support – we will prevent admissions and reduce the number of people needing to attend A&E, as well as helping them go home from hospital more quickly, as well as helping people who need urgent care to get the right advice in the right place, first time. it's important that we make it as easy as possible for residents to access support when they need it and make them feel like they're being understood. We are already planning to make it easier to see their GP, and there is lots more to come!

HOW CAN YOU GET INVOLVED?

By working with us to decide your best package of care and choices, you and your family can better manage your health and future wellbeing.

We're looking for a diverse group of people and organisations to design a model that will work in Doncaster. If you have expertise in health, social care or community work, we'd love to hear from you. You may also want to simply join a local group, help a relative, friend or neighbour.

If you have young children, pop along to one of our family hubs or children's centres and find out what is on offer. We can also help you to set up parents groups in your area if they don't exist and find ways to support one another in a way that works for you. #1001families

Tell us your ideas, frustrations, compliments - any feedback is helpful. Where can we make our work join up better, and as a result easier for you to understand? By engaging directly with us, you can help shape the services of tomorrow. For more information see back page for contact details



WHAT YOU CAN DO NEXT

Doncaster Growing Together is for everyone who has a stake in Doncaster's future - everyone who wants our borough to be a thriving place to live, learn, care and work.

For our vision for Doncaster to become a reality we need many more people, community groups and organisations of all kinds to get behind it, help shape it and then take hold of, over the coming months.

Tell us what you think

Like what you've read here? Want to comment or react to the plans? However you feel about Doncaster Growing Together, we want to hear it. If we're honest with each other now, we stand a better chance of making the kind of progress that's needed.

Visit our Facebook page to share your reactions, or join the conversation on Twitter by using the hashtag #DoncasterGrowingTogether.

We are also developing new ways to communicate with residents that are online, less formal than traditional consultations, and would allow us to speak to one another more regularly about the issues that matter in Doncaster - watch this space!

Share what you're doing now and kick off new ideas for Doncaster Growing Together

Across Doncaster there are people and organisations already doing their bit to ensure Doncaster is a thriving place to live, learn, care and work.

And, many of you will have new ideas for projects or enterprises that could make a contribution.

We can help you get your ideas off the ground

We are already working with fantastic local organisations to create new ways of capturing ideas and provide small pots of funding to grow new projects locally. This will link into our plans to create a 'SpaceHive' a crowdfunding platform so that local residents can directly support projects that make a difference to them. This would mean that communities can access small pots of cash (£50-100) to incentivise action 'on the ground' where it might not otherwise happen', and take the form of a hub that would have centres or champions in each of the Doncaster towns.

We can help you tell your story

We want to tell the story of Doncaster and the people that live here. We will encourage local filmmakers, storytellers, artists, photographers or anyone to create the story of Doncaster and how public services are encouraging people to take ownership and creating change.

We can help you find your voice

Alongside this, we would love to host the first TEDx Doncaster, which is designed to help communities, organisations and individuals to spark conversation and connection through local 'TED-like' experiences. It's like a mini talking tour of great ideas and what can make the difference to the borough no matter what scale. Great ideas are great ideas.

We'll point you in the right direction

Finally, we will create an online map for residents that shows all of the voluntary, community and faith sector organisations across Doncaster so that you can support or get involved with the causes you care about in your area.





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WING
GETHER





HOW TO GET IN TOUCH WITH US

We want you to get involved in helping Doncaster be a great place in which to live, learn work and care. You can help inspire the choice people make and be part of the bigger Doncaster story by putting your hand up to help.

Here are the details to help you make contact:

DONCASTER LEARNING

Email xx for updates

If you are a parent or a carer, you can complete the short online survey here: <https://www.surveymonkey.com/r/DoncasterUTCPCS>

If you are a local employer, you can complete our short online survey here: <https://www.surveymonkey.com/r/DoncasterUTC>

Share your ideas with us @Mydoncaster using the hashtag #100b411.

DONCASTER WORKING

01302 735555 or email info@businessdoncaster.com

#DonIoT <http://wearedoncaster.co.uk/developments/institute-of-technology/>

DONCASTER LIVING

01302 736000, or email Streetscene@doncaster.gov.uk

01302 736000

<http://www.doncaster.gov.uk/services/environmental/littering> <http://www.doncaster.gov.uk/services/environmental/fly-tipping>

DONCASTER CARING

Develop email xxx

Email xxx to receive updates and start to contribute.

The Your Life Doncaster website sets out the information, advice and guidance that is available for you, for more information visit www.yourlifedoncaster.co.uk





#doncastergrowingtogether



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