

To all Members of the

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

AGENDA

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

VENUE: Council Chamber, Civic Office, Waterdale, Doncaster
DATE: Thursday, 21st April, 2016
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.
- A. Items where the Public and Press may not be excluded.**
4. Public Statements.

[A period not exceeding 20 minutes for statements from up to 5 members of the public on matters within the Committee's remit, proposing action(s) which may be considered or contribute towards the future development of the Committee's work programme.]

5. Transformation Programme. (Pages 1 - 4)
6. Children and Young People Scrutiny Panel - Children with Disabilities Review. (Pages 5 - 32)

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, 13th April, 2016

Scrutiny Officer Caroline Martin
for this meeting: 01302 734941

7. Regeneration and Housing Scrutiny Panel - Place Marketing - Development of the Doncaster Brand. *(Pages 33 - 62)*
8. Overview and Scrutiny Work Plan 2015/16 Update and Progress - April, 2016. *(Pages 63 - 76)*

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

Chair – Councillor John Mounsey
Vice-Chair – Councillor Charlie Hogarth

Councillors John Cooke, Rachel Hodson, Richard A Jones, Jane Kidd and Craig Sahman.

Invitees:

Paul O'Brien (GMB)

Substitutes – Vice Chairs of the Scrutiny Panel

Councillors: Jane Cox, Neil Gethin, Cynthia Ransome and Kevin Rodgers.

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

TRANSFORMATION PROGRAMME

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Pat Knight, Cabinet Member for Public Health and Well-being	All	None

EXECUTIVE SUMMARY

1. The purpose of this report is to provide Members with an overview of the Adult Services Transformation Programme.

EXEMPT REPORT

2. There is no exempt information contained in the report.

RECOMMENDATIONS

3. That the Committee considers the information presented.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy.

BACKGROUND

5. A presentation will be provided to the Committee by Kim Curry, Director of Adults and Communities outlining how the Council looks to transform the way it commissions and delivers services for adult social care, whilst improving outcomes for people. The Council still delivers a traditional model of social care which requires transforming to ensure residents of Doncaster continue to live an independent life at home as long as possible, and being offered maximum choice to help them do so.

OPTIONS CONSIDERED AND REASONS FOR RECOMMENDED OPTION

6. There are no alternative options within this report as the intention is to provide the Committee an opportunity to consider how the Council is approaching the Transformation Programme for adult social care.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

	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 work of Overview a Scrutiny has the potential to have an impact on all the Council's key objective</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>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>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	
	<p>Council services are modern and value for money.</p>	
	<p>Working with our partners we will provide strong leadership and governance.</p>	

RISKS AND ASSUMPTIONS

7. There are no specific risks associated with this report.

LEGAL IMPLICATIONS

8. There are no specific legal implications arising directly from this report.

FINANCIAL IMPLICATIONS

9. There are no specific financial implications arising from the recommendations detailed in this report.

HUMAN RESOURCES IMPLICATIONS

10. There are no specific human resource implications arising directly from this report.

TECHNOLOGY IMPLICATIONS

11. There are no technology implications arising from this report.

EQUALITY IMPLICATIONS

12. There are no significant equality implications associated with this report. Within its programme of work Overview and Scrutiny gives due consideration to the extent to which the Council has complied with its Public Equality Duty and given due regard to the need to eliminate discrimination, promote equality of opportunity and foster good relations between different communities.

CONSULTATION

13. There is no consultation required for this report but it will be undertaken on Transformational Projects when it is required as the programme progresses and will be implemented and registered via the corporate consultation process.

BACKGROUND PAPERS

14. None

REPORT AUTHOR & CONTRIBUTORS

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Kim Curry
Director Adults and Communities

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

CHILDREN AND YOUNG PEOPLE SCRUTINY PANEL – CHILDREN WITH DISABILITIES REVIEW

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly, Cabinet Member /for Children, Young People and Schools	All	None

EXECUTIVE SUMMARY

1. The purpose of this report is to present the findings and recommendations of the Children and Young People Scrutiny Panel review into children with disabilities.

EXEMPT REPORT

2. There is no exempt information contained in the report.

RECOMMENDATIONS

3. It is recommended that the Panel comment on and agree the recommendations in the attached report (Appendix A).

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy.

BACKGROUND

5. The Children and Young People Overview and Scrutiny Panel chose, as a review topic, Children with Disabilities and undertook the work between July and October, 2015. The recommendations included in the review report at Appendix A are based on information and evidence heard during meetings held with parents, children, officers and respite providers.

OPTIONS CONSIDERED AND REASONS FOR RECOMMENDED OPTION

6. There are no alternative options within this report as the intention is to provide the Committee an opportunity to consider the findings and recommendations of the Panel

IMPACT ON THE COUNCIL'S KEY OUTCOMES

	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 work of Overview a Scrutiny has the potential to have an impact on all the Council's key objective</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>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>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	
	<p>Council services are modern and value for money.</p>	
	<p>Working with our partners we will provide strong leadership and governance.</p>	

RISKS AND ASSUMPTIONS

12. There are no specific risks associated with this report. The Panel may wish to consider the extent to which the recommendations should be consistent with and have been developed from the research arising from Members' investigations.

LEGAL IMPLICATIONS

13. There are no specific legal implications arising directly from this report. Any legal implications relating to recommendations made will need to be considered if detailed proposals are brought forward.

FINANCIAL IMPLICATIONS

14. There are no specific financial implications arising from the recommendations detailed in this report. Any financial implications relating to recommendation made will need to be considered if detailed proposals are brought forward.

HUMAN RESOURCES IMPLICATIONS

15. There are no specific human resource implications arising directly from this report.

TECHNOLOGY IMPLICATIONS

16. There are no technology implications arising from this report.

EQUALITY IMPLICATIONS

17. There are no significant equality implications associated with this report. Within its programme of work Overview and Scrutiny gives due consideration to the extent to which the Council has complied with its Public Equality Duty and given due regard to the need to eliminate discrimination, promote equality of opportunity and foster good relations between different communities.

CONSULTATION

18. Information and evidence was heard at the review meetings which were attended by relevant Council officers, parents, children and respite providers.

BACKGROUND PAPERS

19. None

REPORT AUTHOR & CONTRIBUTORS

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CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL

Children with Disabilities

DATE:

Foreword by the Vice Chair of the Children and Young People Overview and Scrutiny Panel

I am delighted to present the findings of this recent Scrutiny review into Children with Disabilities, where the Children and Young People Scrutiny Panel presents its recommendations in response to some key questions raised by Members.

Councillors had the opportunity to meet with young people who have a disability, their parents, officers and providers of respite care. We were able to discuss many issues and learn about how children and young people work to ensure people understand they are individuals.

I would like thank everyone that took time to contribute to the review and look forward to receiving the response to our findings and recommendations.



Councillor Neil Gethin
Vice Chair of the Schools Children and Young People
Overview and Scrutiny Panel

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EXECUTIVE SUMMARY

1. The following recommendations proposed by the Children and Young People Scrutiny Panel (CYP) and approved by the Overview and Scrutiny Management Committee (OSMC) following the group's review into Children with Disabilities. Support and reasons for the recommendations are detailed throughout the report.

RECOMMENDATIONS

2. The Executive is asked to:

Recommendation 1

Consider actively promoting that parents of children with disabilities can contact their local councillors, to assist with directing them to appropriate support within the local authority and provide continued support to ensure they continue to receive the most appropriate cost effective support package.

Recommendation 2

Continue to support the need for an Autistic Spectrum Disorder (ASD) high functioning with sensory need resource and the work being undertaken to provide a pool of, or an increase in respite providers who can be brokered by the Council and parents.

Recommendation 3

Continue to support the work being undertaken to seek appropriate school placements for children and young people with ASD high functioning social communication difficulties (academically mainstream).

Recommendation 4

Ensure mechanisms and statutory guidance are in place to make sure Education Health Care Plans to enable correct interpretation, for example by schools and transport providers.

Recommendation 5

Investigate whether Council transport could be used/hired to take groups of young people out in evenings, using their personal budgets.

Recommendation 6

Support the POET Pilot and an evaluation be provided to a future Scrutiny Panel meeting.

Recommendation 7

Ensure continued work and commitment providing the best deals being procured for children where there is need to be placed out of authority.

Recommendation 8

- A) Consider writing to the Secretary of State for Education asking if thought could be given to the development of interactive examinations and other support aimed at young people with disabilities to help them overcome barriers forced through the formal examination processes.
- B) Support the current project with NEXT and investigate the possibility of such schemes being rolled out through the Borough by the Council and it's partners.

RECOMMENDATIONS AND SUPPORTING DETAIL

3. The Executive is asked to:

Recommendation 1

4. Consider actively promoting that parents of children with disabilities can contact their local councillors, to assist with directing them to appropriate support within the local authority and provide continued support to ensure they continue to receive the most appropriate cost effective support package.

Reason:

5. Parents wished to see more empathy and realisation that a diagnosis is just the beginning of receiving support for their child. It was stressed by parents that it was hard finding the correct help and support and expressed concern that if a child had physical disabilities, then it seemed that services were more easily accessible than for a child where the disability was unseen. Being actively encouraged to contact ward councillors would increase their support network.

Without a respite service provided by the Council or provision being commissioned for families then it could result in parents feeling isolated and unsupported.

Recommendation 2

6. Continue to support the need for an Autistic Spectrum Disorder (ASD) high functioning with sensory need resource and the work being undertaken to provide a pool of, or an increase in respite providers who can be brokered by the Council and parents.

Reason:

7. Members wished for families to see an increase in respite providers particularly those that could be brokered by the Council or parents. It was noted that in the past, the Council had a pool of respite providers which were regularly used. Staff were provided with good will training however, their skills became very attractive to the private sector and they gradually left to work elsewhere.
8. The Council has a Framework and standards that respite providers must meet before they can be commissioned to undertake work for families but there is always a risk that parents could be let down by the service from time to time due to unforeseen circumstances. Members were of the opinion that it would be advantageous to be able to call on a universal bank of staff to work solely for the Council.

9. Members noted that all requests for respite care were assessed individually and brokered on a customised basis and that due to the many variances required by families this can lead to a delay in provision. It was noted that the choice agenda for parents was an excellent idea but sometimes it could be difficult to provide for exact need.
10. Members learnt that there were approximately 100 plus individual packages, and personal brokerage can cause a huge endeavour for the local authority to resource, monitor and administer. Parents are involved in the respite process and meet providers beforehand with risk assessments undertaken.

Recommendation 3

11. Continue to support the work being undertaken to seek appropriate school placements for children and young people with ASD high functioning social communication difficulties (academically mainstream).

Reason:

12. Parents stressed that ensuring their child was in the right school for their ability was difficult to ensure the correct education was being provided. It was identified that some children with disabilities attend main stream schools with the assistance of an LSA (Learning Support Assistant). It was suggested that children with a physical disability could be supported more easily as the disability could be seen, however children with, for example, Autism, the pathways can be much different. It was explained that a child with Autism could be exceptionally intelligent but due to behavioural issues, had to attend a Pupil Referral Unit and in some cases this was inappropriate. It was identified with officers that this was potentially a gap in provision.

Recommendation 4

13. Ensure mechanisms and statutory guidance are in place to make sure Education Health Care Plans to enable correct interpretation, for example by schools and transport providers.

Reason:

14. During discussions there were many references made relating to young people, parents and school staff “wrapping children and young people in cotton wool”. The young people particularly recognised this and wanted to ensure that they were looked at as individuals and wished to live as independently as possible. One young person highlighted that correct interpretation of an Education Health Care Plan was essential. It was

explained that one plan referred to the need for a wheelchair, but it was explained it was not required all the time, but interpreted by school that it was, creating a little tension between the young person and the teaching staff.

Recommendation 5

15. Investigate whether Council transport could be used/hired to groups of young people in evenings, using their personal budgets.

Reason:

16. The young people explained that they had highlighted to local transport companies that it was difficult to use public buses, particularly with there being only one space for wheelchair and pushchair users. They also stressed that only a small number of taxis had facilities to carry wheelchairs.
17. The Ladder group (learning about disabilities, difference, equality and rights) outlined that its main goal was to champion the independent lives of children and young people with a disability. The young people explained it was difficult to attract new members to the group due to their reliance on parents, if they could not make their own way to the meetings with alternative modes of transport being difficult to secure. This was a common obstacle that young people had to regularly face and asked if Councillors could investigate whether local authority transport could be used/hired.

Recommendation 6

18. Support the POET Pilot and an evaluation be provided to a future Scrutiny Panel meeting.

Reason:

19. This pilot will assess if Education, Health and Care Plans (EHC) are improving the personal outcomes for children and young people. SEN statements are slowly and gradually being transferred to EHC Plans with the process due to be completed by 2017. Members expressed a wish to receive an update on the pilot and progress on the transfer of EHC Plans at a future Panel meeting.

Recommendation 7

20. Ensure continued work and commitment providing the best deals being procured for children who need to be placed out of authority.

Reason:

19. Members recalled the piece of work they had undertaken relating to children and young people being placed in care outside the local authority boundary and stressed that they wished to ensure that the best value for money continued to be achieved.
20. Members noted that concerted efforts were made with each child to ensure the correct support and value was being achieved. Sending a child or young person out of authority was the last option and fortunately, due to the hard work undertaken by the SEN team, no cases had gone to tribunal following parental challenge. To achieve this, the EHCP goes out in draft to parents and if feedback shows the Plan is unacceptable then officers meet face to face with parents to ensure provision is correctly designed. This approach was a big change in the EHCP process but had been extremely helpful with agreeing support.
21. It was noted that where a decision has been made that proven specialist need is required for complex cases, it is usually the case that no authority would be able to access service routinely and a decision has been made to move a child out of authority. Members were advised of a recently agreed high cost placement where access to the most appropriate provision could be accessed. It would be for a number of months where the young person would be assessed, receive appropriate care and support in readiness for reintroduction to Doncaster.

Recommendation 8A

22. Consider writing to the Secretary of State for Education asking if thought could be given to the development of interactive examinations and other support aimed at young people with disabilities to help them overcome barriers forced through the formal examination processes.

Recommendation 8B

23. Support the current project with NEXT and investigate the possibility of such schemes being rolled out through the Borough by the Council and it's partners.

Reason:

24. Members met with the Assistant Headteacher from North Ridge School and received a presentation relating to the project provided by NEXT, giving young people with disabilities the opportunity to undertake a 30

week work placement. The placement was based on 3 key elements with 10 weeks work on each area but consideration was currently being given to extending the range of activities.

25. Nine young people from North Ridge, Stonehill Pennine View Schools and Doncaster College had been successful in securing a placement with NEXT this year.
26. Preparation for everyday life was a priority for young people and this was regularly addressed by the school, and more so with the young people who were taking placements with NEXT. Examples of preparation included:
 27. Shopping at the local Aldi store – from discussions Members learnt that some of the young people could undertake this task really well, but if shopping at a different store was introduced then this could create difficulties, as it was not a store that was familiar to them.
 28. Local Café – The young people were providing breakfast for £2.50 to local people each Thursday. To prepare, in school practical lessons were undertaken. Again this was familiar to the young people and their capabilities reached with this task.
 29. What had become apparent to the school whilst ensuring young people were work ready, was that they were unable to complete the Food Hygiene Level 2 qualification. It was explained that they were not finishing the qualification as they were unable to concentrate for such a long time period of time or make progress due to the challenges brought about by their disability. This did not mean they were not capable of achieving the qualification requirements, it was just difficult for them to complete.
30. It was discussed that the development of interactive examinations, for example, Health and Safety and Food Hygiene to give young people with disabilities an opportunity to work in these fields.
31. Members supported the project provided by NEXT and appreciated the hard work that had gone into making arrangements to ensure it continued. There was a strong wish to see the expansion of such schemes across the borough to help young people with disabilities into employment and assisting them in working towards living independently.

BACKGROUND AND ADDITIONAL INFORMATION

FOCUS OF THE REVIEW

32. To consider issues relating to how children with disabilities are supported to live an independent life.

METHOD OF INVESTIGATION

33. Scrutiny Panel Meetings and Visits:-

27 th July, 2015	Overview with officers
27 th August, 2015	Visit to Oaklands Respite Care Facility
3 rd September, 2015	Meeting with parents
9 th September, 2015	Meeting with young people
15 th October, 2015	Visit to North Ridge School
26 th October, 2015	Final evidence gathering meeting with officers

TIMESCALE

34. It was agreed by the Children and Young People Scrutiny Panel that the review would be undertaken through August to October, 2015.

MEMBERSHIP OF THE SCHOOLS CHILDREN AND YOUNG PEOPLE SCRUTINY PANEL

Councillors:- Rachel Hodson (Chair) Neil Gethin (Vice Chair) Nick Allen Nigel Ball Bev Chapman James Hart Alan Jones Sue McGuinness Sue Wilkinson	Co-optees: Mr Damien Thorpe – Diocese of Hallam Roman Catholic Church Mr John Hoare – Diocese of Sheffield Church of England Invitee: Mr J Board - UNISON
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CONTRIBUTORS

Jo Moxon, Assistant Director, Education

Linda Calverley, Head of Service Special Educational Needs

Jane Mountain, Deputy Manager, Oaklands Respite Care Facility

Debbie Osbourne, Ladder Group

Davina Harding, Aiming High Team

Parents

Young People

Young People in Respite Care Facility

BACKGROUND

35. Due to the high demand across the service Members wished to consider the support services and Council respite in place for children with disabilities.

FINDINGS

Landscape

36. Children with Disabilities Social Work Team – provide a service to children with significant and long term disability.

The team includes:

Team Manager

1 Advanced Practitioner

4 Social Workers

1 16+ transitions worker – 4 days

37. At the time of the review the Social work team held case responsibility for 101 children. Of these 8 were subject to a Child Protection Plan and 33 were Looked After Children. Other children were subject to ongoing assessment and or Children In Need (CIN).
38. The Safeguarding and Quality Assurance (Audit and professional development) element of the service was reliant upon the Children's Trust as the Safeguarding function, including Doncaster Safeguarding Trust Board, was now located within Doncaster Children's Trust.

Current Challenges

39. It was recognised that high demand and managing expectations was a continuous theme across all of the services and that finances were precarious to manage. The Service was in budget at the time of the review however emergency situations could escalate budget predictions.
40. Recently improved communications between the service areas has encouraged a joined understanding of families' needs and helps to monitor access and availability of respite provision.
41. The Children with Disabilities Team (CWD) has improved basic social work competency after an independent audit of services, and an improvement plan continues to be in place and monitored.
42. Since the establishment of the Children's Trust, the CWD team are located 'long-arm' from the safeguarding function, and continued emphasis on communication and joint working is required. In the short

43. term this has been difficult to achieve consistently as there has been considerable changes of key staff. This remains a priority which senior officers are negotiating.

Oaklands Respite Care Facility

44. Councillors visited the respite facility, met with children and young people and staff.
45. The facility provides short breaks for children aged 6 to 17 with disabilities in a safe, warm and stable environment. It was refurbished last year providing much improved surroundings. The recent Regulation 44 Assessment was Good, and the last Ofsted inspection was also Good, including positive comments on the level of care and relationships between the staff and the children.
46. The vast majority of children accessing Oaklands will have an EHC (Statement of Special Education Needs) which the Council facilitates through a Person Centred Planning approach.
47. **Length of stay** – This was dependent on the care package agreed through the Council's Aiming High Team. It could be for 2 or 3 nights per week, a weekly day visit, 2 or 3 nights per month or a tea visit. All rooms are single occupancy with the children and young people being assigned the same room on each occasion for familiarity purposes.
48. **Numbers of children and young people** – the home can cater for 10 but tends to take 8, as this is a more manageable number.
49. **Bookings** – are undertaken on a monthly basis so parents are advised in good time. Parent's requests are taken into account as much as possible but sometimes, due to the number of bookings or mixture of children, may not be met exactly. It was noted that 75 nights and over spent in respite care can affect a child or young person's benefits.
50. The respite facility has accommodated children and young people for a longer term whilst awaiting foster care or assistance with preventing family breakdown, however it was noted that this can block a bed for short term respite care.
51. Emergency visits will be catered for if agreed by the Council's Aiming High Team.
52. **Cost of Placements** – The service remains Council run and offers competitive unit costs at £450 per overnight. All placements need to be approved through the Council's Aiming High Team with arrangements through Social Workers.

53. Details of a comparative independent provider were provided at £560 per night with others more expensive up to £1,000, if an emergency.
54. **Direct Payments System** – It was noted that this system had made the booking and use of the respite home for families more flexible.
55. **Premises** – There are two bungalows which have been created to be a home from home, for the children and young people:-
56. Bungalow 1 with 6 bedrooms for ages 6 to 15 years consists of a catering kitchen, which is well fitted and houses all the necessary appliances, a large lounge with television DVD player and music centre, a dining room and a sensory room.
57. Bungalow 2 with 4 bedrooms for ages 16 to 17 years consists of a kitchen where young people can prepare snacks and drinks with the supervision of staff.
58. **Staff** – The centre has a high staff – child ratio having:-
 - 1 Centre Manager
 - 2 Deputy Managers
 - 4 Senior Care staff; and
 - 20 full- time Care workers (approximate as these officers work varied hours)
59. The staff are medically trained to accommodate certain illnesses e.g. to support children with gravity or pump feeds. If a new child/young person attends the home then extra staff are scheduled to work to ensure there is 1-2-1 supervision.
60. Staff training can be accessed through Northridge, Coppice and Heatherwood Schools.
61. Staff have contracts for both 37 hours and 25 hours per week with the latter able to extend their hours up to 37 if additional support is required.
62. Night shifts – staff cover is dependent on the number of children and young people in residence but, for example, weekend is usually 2 waking staff and 1 sleeping.
63. **Activities and Outings** – The respite facility has a mini bus equipped with a rear lift for outings outside the home. It was noted that there was not the money to provide as many trips as has been the case in the past, due to budget reduction, like all local authorities.

Current activities include bowling, sports club, cinema/theatre and trips to the coast.

64. **Toys** – It was noted that the most basic toys were very expensive due to their specialist nature.
65. **Food** – Home cooked, good quality healthy food is provided and planned on a three week cycle. Schools are also contacted to ensure there are no duplicate meals.
66. **EU nationals and migrants** – it was noted that there had not been any additional impact on the service with regard to EU nationals and migrants using the service at this stage, for example, the use of and additional costs for interpreters. However, it was recognised that this could have an impact in future bearing in mind the change in population across the area.
67. **Private Sector Links** – it was noted that the respite home did not have any links with similar private sector facilities and the children and young people tended to either use local authority or private and did not mix respite across the two sectors.

Counsellors meeting with Parents

68. Councillors outlined to parents the purpose of their visit and what the Scrutiny Panel was considering with regard to children with disabilities.
69. **Respite** – the parents who met with Members did not use a respite service, however, concern was raised as to why it took so long to acquire respite care.
70. **Diagnosis** – It was stressed by parents that if their child did not have a visible disability then it was generally difficult to receive a quick diagnosis, particularly for Autism. Parents wished to see more empathy and realisation that a diagnosis is just the beginning of receiving support for their child.
71. **Access to services** – Parents were of the opinion that if a child had physical disabilities then access to services seemed to be more easily accessible.
72. **A child and young person's individuality** – it was felt that children and young people with a disability could be labelled and not treated individually.

73. It was stressed by parents that the Local Authority and Schools, in their opinion, needed to be more understanding of a child or young person's issues so negativity is not common place. It was stressed that A, B and C could be achieved but only if D, E and F had been put in place. Parents stated that they wished for positives with their children to be enhanced, but sometimes they, themselves, were hesitant in case support was removed by the authorities, therefore sometimes they created negativity to ensure continued assistance. In turn this could teach their children to look at themselves in a negative manner.
74. **Transport** – It was reported that on occasions there had been no indication prior to the contract for a child's transport being changed by the Local Authority and in turn could create unease for the child. This was an area where good service and relationships were required.
75. **Transition to adulthood** – Respite packages for a young person's short breaks remain until the Adults team have put measures in place. It was stressed that smooth transitions were essential to ensure they can live independently without support.

Councillors meeting with young people

78. The Young people wished to change the general public's attitude towards them, highlighting that each child or young person with a disability was an individual. They felt there was a lack of willingness to understand this.
79. **Awareness raising** - The Chair of the Ladder Group (Learning About Disabilities, Difference, Equality and Rights) explained to Councillors what the group was trying to achieve, that being championing the independent lives of children and young people with a disability. The young people who were members of the Ladder Group had various disabilities both physical and non physical and were looking to expand to include children who were deaf and blind. It was noted that it was difficult to attract young people to the group due to the reliance on parents to get them to meetings if they cannot make their way there.
80. **Facebook** – the Ladder Group has two Facebook pages to advertise what the young people do and increase awareness.
81. **Anti-bullying campaign** - The young people had made an excellent video, with the help of the college to coincide with the Anti-bullying week. This video gave a very strong message about how children and young people can be bullied and the effects it has on their everyday lives.

82. The young people said that with regard to bullying, “telling a teacher could sometimes only make it worse”.
83. **Learning and Support Assistants (LSA’s)** – the young people’s opinions were that some LSA’s were not as well trained as they could be particularly with understanding that each child or young person is an individual. Whether they understood the child or young person’s need was dependent on how good a school was. It was noted that generally an LSA post was used as a transient job and it was difficult to ensure such a small group of people were trained in detail for each disability.
84. The young people highlighted that the LSA’s at college listened to them carefully and better understood their individual needs.
85. A young person explained that they had to share an LSA at school with other young people and take breaks at different times to the rest of the school, meaning they had to spend the whole day together, rather than being with friends they made naturally. This meant that personalities could clash and cause difficulties with no natural separation throughout the day during both lessons or break time.
86. **Scribes** – Some young people had a Scribe assigned to assist them with mock examinations, however they were not provided for the real examinations. This could therefore put the young person in a worrying position and immediately at a disadvantage.
87. **Education Plans/Statements** – A young person provided an example of misinterpretation of a statement by the school: “it says I need a wheelchair, but it doesn’t mean I need to use it all the time”.
88. **Transport** – the Ladder group had undertaken consultation with First Transport who had taken their issues and concerns away for consideration. The young people had explained their main issue was there was only one disabled space on each bus which was regularly used by parents with buggies. They recognised however that they themselves could not discriminate against mums with buggies.
89. **Education** – An example was provided that a young person wished to attend university but was unable to, due to the specific support they required. However, some young people with disabilities did attend university to continue their education.

Visit to North Ridge School – NEXT Project (Project Search (American concept/company) or Employ Ability (National Grid scheme))

90. Councillors learnt about the project provided by NEXT giving young people with disabilities the opportunity to undertake a 30 week work placement. It had taken 6 months for NEXT arrange for the project to go ahead starting in 2014 and was now in its second year.

91. The placement was based on 3 key areas with 10 weeks work on each area and currently 9 young people were on placement this year.
92. The students who were offered the opportunity had skills that were from the top end of ability and aged 16 to 19, with applications from North Ridge, Stonehill, Pennine View schools and the College.
93. A post had been established, partly funded by the school and Adult Social Care, to help both the young people and staff whilst they were working at NEXT. The physical aspect of working in a warehouse was highlighted by Councillors, stressing that a Member of staff could be expected to walk up to 15 km per shift which could be difficult for a young person with disabilities. However, they were reassured that the young people were coping extremely well with the working environment and excelled in what they were achieving.
94. **Outcomes** – it was acknowledged by parents, young people and school that sometimes young people with disabilities could be wrapped in cotton wool, but highlighted that there comes a point when it needs to be removed and at this point it was noted that young people were surprisingly tough and resilient.

It was explained to Members that no young person from the school had been taken on in a full time position prior to the project being set up. How expectations were address and managed if the young people were not employed at the conclusion of the project, were discussed with the young person, including encouragement to undertake voluntary work.

95. **Evaluation of the young people's placement** – NEXT undertook a weekly rigorous evaluation of the young people to ensure appropriate support be given, if required meeting with parents was an essential part of the process.
96. **What needed addressing prior to a young person undertaking a placement** – all angles were covered, however it was noted that some issues had been raised as a problem, that both staff and parents did not envisage, for example, the inappropriate use of Facebook. Facebook was not allowed in school, but it was noted that students needed to ensure they were aware of its correct use in order to survive in external life. Such issues had now been addressed and resolved. Lessons had been learnt by the school and parents with regards to challenges and practices of social media. Other issues addressed included:
 - How to catch a bus and get to work for an early start;
 - How to tell the time – did the young people need to tell the time, or just recognise when to take a break at work?
 - How to shop;

- How to you teach a young person with disabilities to be safe in a working environment;
- Use of cutters, not knives;
- Working with parents to keep them informed.

97. Preparation for everyday life was addressed by the school regularly with incentives such as:

98. **Café** - In school practical lessons were undertaken preparing for work in a local church hall café each Thursday. The young people were providing breakfast at £2.50 to local people.

99. **Mock work environment** – It was explained that the School was looking for premises to provide their young people with a working environment where they could learn to build pieces of furniture, in preparation for a placement at NEXT or elsewhere, but it was proving to be difficult to find somewhere near to the school.

100 Councillors noted that something unique had been created by the school and NEXT and wished for it to continue and expand across the Doncaster business sector.

Meeting with officers

101 All decisions in a young person's care package are made to ensure the best outcomes are achieved.

102 **Direct Payments** - This was a facility for families to acquire short breaks/respite for their children, for example, from Oaklands, used to employ a personal assistant or broker a service through the Local Authority Aiming High team. The payments must be used for respite only ensuring families get a good nights sleep.

103 **Assessment for assistance** – can take up to a month but if a provider cannot be found immediately it can take some time. There would always be a delay if a broker could not be provided. Parents are kept up to date fortnightly and are offered the facility to broker care themselves. The package could be paid for 50% by the Local Authority and 50% by Health, but it was dependent on need.

104 There are many factors taken into account and outcomes are dependent on the child and family on the day they are assessed Referrals could be received from the family and partners including schools and health.

- 105. Scoring Mechanism for assistance following receipt of an application for support** – Every case is scored on its individuality and determines whether a family receives assistance. 175 points is the current assessment requirement and has been for 2 years but would more than likely be reviewed in the near future. There is always the possibility that the required points may increase. The points system and process is checked with “In Control”, a national organisation to ensure outside scrutiny and ensuring the Council is in keeping with rest of country. Aiming High Teams across the region meet to discuss rates to ensure scoring across local authorities are the same or very similar. There is no statutory prescription and has to be undertaken through negotiation.
106. Each child’s case was looked at individually and if very close to achieving the score but not quite managing it, resilience of the family is taken into account.
- 107. Bank of Personal Assistants** – The Local Authority no longer has a bank of personal assistants but ways of providing this were always investigated and considered.
- 108. Providers** – There is a standard framework that providers have to meet and all requests for a service are created on a customised basis. An improved commissioning and brokering system across the boundaries could improve the service and it was something that neighbouring authorities were considering.
109. Once a provider is chosen a risk assessment meeting is undertaken with parents. Providers are asked as part of their contract to ensure as much as practical the same carer is provided but this cannot be guaranteed.
- 110. EHCP (Education, Health and Care Plans) and RAS Assessments** - These assessments will be moving to the same timeframe with a review undertaken every 3 months. The child is heavily involved with the process ensuring plans are personalised.
- 111. Choice of schools** – Following the discussion with parents where concern was expressed with regard to children with high intelligence but emotionally not capable being education in a Pupil Referral Unit, it was noted that this gap had been identified and various avenues were being considered to try and address the situation. It was stressed that a mainstream school may have an enthusiastic head teacher that would create a teaching environment for young people in this situation, however on the other hand a new headteacher could remove the resource.
- 112. POET** – the Authority has volunteered to take part in this pilot scheme, to ensure that Education, Health and Care Plans (EHCP) are improving personal outcomes. The details of improvements to be made by the children and young people set out in their EHCP and can include targets, for example, how they make eye contact or how they make friends. They

may look like small steps but challenging for a child with disabilities which they will aim to continually build on.

107.Placements/Out of Authority – Members were reminded that 4 years ago the Authority was grossly overspent on placing children in facilities out of area. Stronger and improved commissioning has enabled the Local Authority to keep children within Doncaster and all areas were reviewed to ensure the best package was found for the child. It was stressed that placing a child out of authority was now the very last option, for example, if there is a proven complex specialist need that cannot be met in Doncaster. If this was the case the child or young person is reintroduced as soon as they can be properly supported at home.

ACKNOWLEDGEMENTS

Jo Moxon, Assistant Director, Education
Linda Calverley, Head of Service Special Educational Needs
Jane Mountain, Deputy Manager, Oaklands Respite Care Facility
Debbie Osbourne, Ladder Group
Davina Harding, Aiming High Team
Parents x 3
Meeting with Young People x 2
Young People in Respite Care Facility

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

REGENERATION AND HOUSING OVERVIEW AND SCRUTINY PANEL – PLACE MARKETING - DEVELOPMENT OF THE DONCASTER BRAND

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Portfolio Holder for Regeneration and Transportation	All	None

EXECUTIVE SUMMARY

1. The purpose of this report is to present the findings and recommendations of the Regeneration and Housing Overview and Scrutiny Panel review into Place Marketing - Development of the Doncaster brand.

EXEMPT REPORT

2. There is no exempt information contained in the report.

RECOMMENDATIONS

3. It is recommended that the Panel comment on and agree the recommendations in the attached report (Appendix A).

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy.

BACKGROUND

5. The Regeneration and Housing Overview and Scrutiny Panel chose, as a review topic, Place Marketing - Development of the Doncaster brand and undertook the work between August 2015 and March, 2016. The recommendations included in the review report at Appendix A are based on information and evidence heard during meetings held with Cabinet Members, Councillors, Local Authority officers and representatives from partners and external organisations.

OPTIONS CONSIDERED AND REASONS FOR RECOMMENDED OPTION

6. There are no alternative options within this report as the intention is to provide the Committee an opportunity to consider the findings and recommendations of the Panel

IMPACT ON THE COUNCIL'S KEY OUTCOMES

	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 work of Overview a Scrutiny has the potential to have an impact on all the Council's key objective</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>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>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	
	<p>Council services are modern and value for money.</p>	
	<p>Working with our partners we will provide strong leadership and governance.</p>	

RISKS AND ASSUMPTIONS

12. There are no specific risks associated with this report. The Panel may wish to consider the extent to which the recommendations should be consistent with and have been developed from the research arising from Members' investigations.

LEGAL IMPLICATIONS

13. There are no specific legal implications arising directly from this report. Any legal implications relating to recommendations made will need to be considered if detailed proposals are brought forward.

FINANCIAL IMPLICATIONS

14. There are no specific financial implications arising from the recommendations detailed in this report. Any financial implications relating to recommendation made will need to be considered if detailed proposals are brought forward.

HUMAN RESOURCES IMPLICATIONS

15. There are no specific human resource implications arising directly from this report.

TECHNOLOGY IMPLICATIONS

16. There are no technology implications arising from this report.

EQUALITY IMPLICATIONS

17. There are no significant equality implications associated with this report. Within its programme of work Overview and Scrutiny gives due consideration to the extent to which the Council has complied with its Public Equality Duty and given due regard to the need to eliminate discrimination, promote equality of opportunity and foster good relations between different communities.

CONSULTATION

18. Information and evidence was heard at the review meetings which were attended by relevant Council officers, parents, children and respite providers.

BACKGROUND PAPERS

19. None

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**Regeneration and Housing
Overview and Scrutiny Panel**

**Place Marketing -
Development of the
Doncaster brand**



March 2016

Foreword by the Chair of the Regeneration and Housing Overview and Scrutiny Panel

Between September 2015 and March 2016, the Regeneration and Housing Overview and Scrutiny Panel undertook a review into Place Marketing. The purpose of this review was to look at Place Marketing and the Development of the Doncaster brand and in particular, what could be done to improve the Doncaster's brand regionally and internationally as well as how we could improve our own internal understanding.

This report presents the findings of this recent scrutiny review which includes evidence based recommendations made by the Panel.

We would like to thank everyone who contributed to the review including Cabinet Members, Councillors, Local Authority officers and representatives from partners and external organisations who gave up their time to support the work of this group.

We look forward to receiving the response to our findings and recommendations.



Councillor Craig Sahman
Chair of Regeneration and Housing Overview and Scrutiny Panel

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EXECUTIVE SUMMARY

The following recommendations were made by the Regeneration and Housing Overview and Scrutiny Panel following a review looking at Place Marketing - Development of the Doncaster brand that took place between September 2015 and March 2016. The reasons for the recommendations are detailed at the end in the report within Conclusions and Recommendations on Pages 19 to 23.

The Panel's recommendations are therefore that consideration is given to the following: -

- 1. That a clear plan is produced which will address the recommendations below. The plan will need to set out Officers responsible for taking the work forward, timescales and where appropriate performance measures.**

The plan will need to be available for consideration and agreement with the appropriate Panel at an early meeting of the 2016/17 Overview and Scrutiny workplan. Progress made against the recommendations will be reviewed in approximately 6 months after its agreement.

- 2. That the findings and recommendations from the review are taken forward where appropriate and used for future place marketing work.**
- 3. That a 'pitch pack' is developed and tailored for Members and local property companies (estate agents, consultants, developers etc.) accordingly that aims to promote Doncaster.**
- 4. That the wider use of Familiarisation Tours is broadened incorporating the use of advocates to support and take groups out.**
- 5. For a Borough tourism calendar to be circulated with the annual Council Tax leaflet.**
- 6. That a universal Doncaster ticket is developed to be used for attractions across the Borough.**
- 7. That there is an investigation as to whether the Borough would be better focusing on one key event e.g. cycling festival or Jet Ski event or a number of small quality events to promote the area.**
- 8. That there is encouragement of increased promotion of the Borough generally by the Council and business partners.**
- 9. That a tourism strategy is developed identifying growth and subsequently supporting evidence.**
- 10. To identify opportunities and ways for the Council to engage more with local property companies (estate agents, consultants, developers etc.) to create more effective relationships through increased connectivity and communication, for example, through the established housing forum.**

- 11. To identify how the Council and partners can further promote the A1/A19 area of the Borough and its offer to attract inward investment to these areas.**
- 12. To look at how Doncaster can be further promoted and exploited outside of its own boundaries both nationally and internationally.**
- 13. That the Panel supports appropriate regeneration and improvement of the Town Centre to become a more attractive place for retail to invest in and people from within and outside the Borough to visit.**
- 14. That steps are undertaken to consider how Doncaster's financial sector can be further strengthened.**
- 15. That the Education Commission is made aware of the work being undertaken by Doncaster Chamber Skills Academy, with a view to advocating this to across secondary schools ensuring that there is a minimum standard of job readiness amongst pupils.**
- 16. That the Council look at identifying with Doncaster College and Doncaster Chamber, an affordable finance provider to offer loans to individuals seeking to achieve Level 1 to 3 Courses who are in need of financial assistance.**
- 17. That the Council look at how it could incorporate within contracts commissioned through Adult Social Care, a proviso that providers assess the educational attainment of individuals they engage with and signpost effectively to suitable avenues dependent on their needs**
- 18. That consideration is given to the viability (under the general powers of competency) to establish a function in-house within the Council that will create further apprenticeships specifically for private companies at a chargeable fee.**

FOCUS OF THE REVIEW

1. The remit of the review was to look at Place Marketing and the Development of the Doncaster brand and in particular how we could improve our internal understanding.

METHOD OF INVESTIGATION

2. The Regeneration and Housing Overview and Scrutiny Panel agreed that the review should be undertaken through a series of informal meetings and that where appropriate those meetings should involve an external perspective (please refer to Section 6 – Contributors).

MEMBERSHIP

3. The Members of the Regeneration and Housing Overview and Scrutiny Panel include the following: -
 - Councillor Craig Sahman (Chair)
 - Councillor Kevin Rodgers(Vice Chair)
 - Councillor John Healy
 - Councillor Sue Knowles
 - Councillor Eva Hughes
 - Councillor Ted Kitchen
 - Councillor Alan Smith
 - Councillor Clive Stone
 - Councillor Jonathan Wood

 - Invitees: Paul Smillie, Unite Representative

TIMESCALE

4. It was agreed by the Regeneration and Housing Overview and Scrutiny Panel that the review would be undertaken during a series of meetings between September 2015 and March 2016 and that the final report would be sent to the Executive in April 2016.

MEETINGS

5. The Panel undertook the following meetings as part of the review: -

	Date	Meeting
1.	4 th August 2015	Scoping of Place Marketing/Overview of Housing Action Plan
2.	14 th September 2015	Current Position
3.	1 st December 2015	Evidence Gathering – ‘Work’

4.	18 th December 2015	Evidence Gathering – Play
5.	3 rd February 2016	Evidence Gathering – Learn/Skills
6.	9 th February 2016	Evidence Gathering – Rest
7.	18 th February 2016	Familiarisation Tour of the Borough
8.	9 th March 2016	Recommendations Meeting

CONTRIBUTORS

6. During the review, the following individuals have kindly provided their time and expertise to enable Members to receive a broad range of information: -

DMBC:

Cabinet Members

- Councillor Joe Blackham - Portfolio Holder for Regeneration and Transportation
- Councillor Bill Mordue - Portfolio Holder for Business, Skills, Tourism and Culture
- Councillor Nuala Fennelly - Portfolio Holder for Children, Young People and Schools
- Councillor Jane Nightingale - Portfolio Holder for Housing

Officers:

- Scott Cardwell - Assistant Director of Development
- Adam Goldsmith - Head of Service of Local Investment Planning
- Neil Firth - Head of Service Transport and Accessibility
- Tony Corby - Marketing Manager of Business Doncaster
- Steph Cunningham - Head of Communications
- Richard Young – Business Development of Tourism and Visitor Economy
- Colin Joy – Tourism and Visitor Economy Manager
- Chris Dungworth - Investment Manager
- Andy Maddox – Business Development Officer
- Andy Pattinson - Policy and Partnerships Officer

External:

- Daniel Fell - Chief Executive Officer at Doncaster Chamber
- Vic Holbrey - Director of Operations at Doncaster Chamber
- Tina Slater – Doncaster Chamber for Doncaster Skills Academy
- Jason Barnsdale – MRICS Director (Barnsdales Chartered Surveyors and Property Consultants)
- Chris Lamb – Northern College
- George Trow – Doncaster College
- Sheila Smith - Workers Education Association (WEA)

BACKGROUND

7. Whilst there are many positive developments and assets to the borough of Doncaster, there is still a need to build on our strengths and unique identity to attract both businesses and visitors to the town and to make it a better place to live for our residents. It is our goal to make Doncaster the best town in the North.
8. Doncaster borough has a lot to offer to business, residents and visitors. However there is an identified need to provide stakeholders with the right information to drive forward growth of the town. Moreover, there is a need to harness and develop our civic pride within the town to change perceptions, this is the responsibility of all and begins with work in our school system.
9. To address, the above the engagement of a company to help shape the 'place marketing' of Doncaster and put in to place activities that will deliver to a set of measurable goals has been agreed. With this in mind, it is the intention that the recommendations and findings from the review will be fed into the work taken forward.

EVIDENCE GATHERED – WHAT MEMBERS LEARNT

Work

10. Daniel Fell, Chief Executive Officer at Doncaster Chamber represented the Doncaster Chamber to provide his contribution from an external view. The purpose of the meeting was for the Panel to undertake a discussion about what Doncaster had to offer in terms of work.
- 11 The following areas were raised as part of the Panel's discussion: -
 - Connectivity – which has been enhanced by the development of White Rose Way and FARRRS (Finningley and Rossington Regeneration Route Scheme) link road.
 - Doncaster Airport – Members were updated about the development of a rail link to the Airport which was still being considered for the future although it was added that a sound business case would be required. An explanation was provided that the criteria of ensuring a business case would be based on factors such as guaranteeing enough patronage, growth around the area and also the stability of new flights (such as those now operated by Flybe). Members were informed that there would need to be a GRIP (Guide Rail Investment Process) stage 1 approval which required substantial funding and that a tram system would need to be installed. It was commented that Network Rail should start to consider how their investment would deliver.
 - Members were informed of the growth taking places around the airport such as two new potential international investors, the first spec office being built and industrial units being looked at, all of which were on the back of FARRRS being built as opposed to passenger related growth.
 - International Presence – Members were informed that an advocacy scheme was being undertaken which would help promote Doncaster overseas.
 - Doncaster Waterfront – Members recalled the previous Spatial Strategy, which was developed 'pre-recession' when Yorkshire Forward was on board although now considered out-of-date in line with market changes. It was explained that the Council was still looking at developing a mixed regeneration site but were focusing more on the student cluster around that area, for example, developing student accommodation.
 - Doncaster Station Forecourt – Members were informed of the proposals for changes to the Doncaster Station Forecourt and that a range of options would be considered by Cabinet early 2016. Regarding the proposed development, Members were told that it would be carried out through a programme of incremental changes over the next few years, rather than all at once.

- Reputation of Doncaster Council – In respect of Doncaster Council, Members were informed that the Council was perceived as having a good reputation with strong links continually being forged with the private sector and being more responsive to market needs. It was added that a balanced approach had been demonstrated in terms of permissions on greenbelt and countryside. It was noted that there were challenging times ahead and that with austerity measures these would worsen. It was observed that partnership working was key and that the Council needed to keep the momentum going whilst broadening out in this area. It was shared that being a ‘leader’ was culturally a new concept to Doncaster.
- Comparison to Other Local Authorities – It was recognised that Leeds had been particularly successful because of its mixed economy and willingness to change with the market. It was noted that the Bank of England had their second office in the heart of Leeds Business Quarter which when established had led to other financial institutions relocating there.
- Doncaster’s Economy – It was viewed that Doncaster had a broad economy that had proven to be fairly resilient. Comparisons were made to Doncaster’s economic plan developed 5 years ago which did not feature such sectors as manufacturing, engineering and rail. It was added that Doncaster’s own economy was comparatively weak in terms of its finance sector and that Doncaster needed to find its own ‘catalyst’ to drive that sector forward.
- Members were informed that Doncaster’s challenges during the recession were partially due to the type of jobs it had to offer. It was explained that through the Sheffield City Region there was a commitment to 12,000 jobs across all sectors including digital, finance, etc.
- Members were informed that one of the challenges that Doncaster faced were that many of our buildings were already occupied with little available for new or expanding businesses.
- Doncaster Town Centre – A Member raised concern about the town centre which it was felt might lack appeal to other retail establishments looking to locate. Comparisons were made with some European cities that were more vibrant. There was a brief discussion about the decline of retail and Members were informed that the issue of void shops was being addressed. It was also added that the issue of routes through from the Doncaster Station Forecourt going through the Town Centre would be picked up through the Masterplan. It was recognised that there would be a move away from the more traditional ‘building blocks’ of what once made a town centre.
- It was noted that the biggest regeneration projects at the moment were being delivered out in the communities and not the Town Centre.

12. Members were informed that perceptions about Doncaster from the business community had improved and become much more positive in recent years. It was explained that Doncaster was now viewed as a 'deliverer', taking decisions that had resulted in positive outcomes, for example, ensuring that bids were in at an early stage and utilising different pots of money to deliver on projects. It was outlined that there had been a powerful shift during the last couple of years, that lessons had been learnt and now there was evidence of greater buoyancy. Some of the soft indicators demonstrating this (as well as statistical evidence included a growth in international trade, increased corporate interest at St Leger races and the large turnout figures at the annual Doncaster Business Awards event.
13. It was commented that although a regeneration programme was needed that it should not be overly prescriptive. Members were told how a more reactive and flexible approach to the market was needed.

Play

14. Leisure was something that maybe the Borough as a whole did not push enough, particularly when it has two stand out elements, the Racecourse and Wildlife Park. This discussion needed to focus on how we, as a borough, could better promote what Doncaster has. How could we (the Council, communities and partners) market and better package Doncaster.
15. The following areas were raised as part of the Panel's discussion: -
 - Visitor figures (provided by Visit England) – It was reported that Doncaster's visitor numbers for day trips outperform many areas across the country but needed to be converted to overnight stays. It was noted that when tourism figures had been checked, there was no real difference to three years ago. It was commented that with 14 visitor attractions across Doncaster feeding into the figures, it was difficult for example, to know how many attractions were actually visited in one trip. It was recognised that with the Borough having so many attractions that were not concentrated in the town centre, like York, a strategy was required to improve visitor numbers.

The main visitor attractions in Doncaster included:

- Wildlife centre
- Racecourse
- Dome
- Cusworth Hall
- Conisbrough Castle
- Brodsworth Hall
- Fishing Lakes
- Retail – Market, Frenchgate, Lakeside
- Vulcan Experience
- Museum
- Stadium – Doncaster Rovers
- Bawtry Paintball
- Jet ski competitions

- Proposed PGA Golf Course Rossington
 - Motor park at junction 4
 - Woodworth lakes – Junction 4
- St Leger – This had been revamped although there was still potential to take such improvements further, with the need to encourage people to attend race meetings, stay in Doncaster overnight and visit other venues the following day.
 - Joint Ticketing – It was suggested that a joint ticket could be developed to extend peoples stay with individual events and attractions endorsing each other. For example, it could be used at the Races then the Wildlife Park.
 - Joint Advertising – It was proposed that businesses/attractions needed to promote each other’s venues on their websites, something which had also been acknowledged by the sector itself.
 - Doncaster Rovers - Members discussed the opportunity for football fans to bring their spouse and family into the town during the football season, with strong advertising across attractions. It was seen that this may increase the appetite for an overnight stay, particularly if the visiting football club was from some distance away.
 - Hotels – It was advised that although there had been a few proposals for hotels although nothing had recently been built. It was noted that good rates in hotels were required to get a good return on investment; this was due to building costs in Doncaster being as high as anywhere else in the country. It was also added that the number of beds provided can also dictate the size of possible future events that could be held in the town and surrounding areas.
 - Hotel links – It was questioned whether Doncaster has the desired hotel capacity to meet ambitions and learnt that hotels within Doncaster were fully booked during peak events, for example, during race meetings. It was also questioned how hotels were packaged and linked to visitor websites.
- Tour de Yorkshire - Having the ‘Tour de Yorkshire’ race finishing in Doncaster presented a massive promotion opportunity to impress people to return to the town and surrounding area. Evidence from the Tour de France, although this was a much bigger event, show visitor statistics tend to increase afterwards.

Members expressed the wish to employ “Welcome to Doncaster” advocates, for example at the train station to position Doncaster and show it can facilitate events of this nature;

- Families – Families look for weekends away where they can get the best value for money. It was commented that when a hotel is found, or attraction, they can signpost you direct to other attractions or hotels, to

ensure the best deal and weekend package is found. It was felt that this was something that was required across attractions and hotel websites in Doncaster.

- Business Stays – It was questioned where individuals stay when there was business expansion in the area and around the town. There was a suggestion that cheaper rooms be made available although concern was expressed that quality would be of a lower standard.
- Growth of Monthly Events – There were spikes for tourism when specific events were held in the Borough. It was believed that finding the right event to build on was significant in putting the Borough high on the tourism map. It was commented that growing an event, sporting or otherwise would require a 5 year plan at least. Members questioned the capacity of the town to hold larger events or whether it should focus on a number of small quality events, which would need to be pump primed with a more focused strategic lead.

Events discussed and comments raised;

- Fishing tournaments – would fishermen use facilities in the town centre or surrounding towns/villages?
- Music events - how cost effective were they?
- Trade fair – there were ready made arenas at the Dome and Racecourse.
- Cycle Festival – issues with a regular cycling festival included underwriting the event and finding sponsorship. Riders have taken part from across the country and abroad with crowds of 4,000 to 5,000 attending in the past.
- Tourism support/resources – Sheffield City calls itself the “Outdoor Venue for England” using the peak district on the doorstep, feeding off its natural asset.
- Proposed PGA Golf Course at Rossington – It was suggested that packages for golfers, partners and friends would be essential. There was also a reference to making available a good spa for mini breaks and weekends which could be linked to the Golf club.
- Jet Ski event – this was now recognised as a good venue attracting 5,000 to 10,000 over the event weekend. It was perceived that this was a very insula event with people staying in their own accommodation onsite; however, guests were spending time and money at the Lakeside Shopping Village and local restaurants. It was added that this event was filmed by a drone and made Doncaster look amazing with excellent feedback, attracting people from Europe and worldwide. Reference was also made to the future provision of a beach and launch site, with a building including toilets and changing facilities. It was recognised that this would obviously provide a better facility and attract more people to the event and site.
- Tourism calendar – could be circulated with Council Tax bills.
- Heritage

16. To conclude, it was stressed that the Borough needed to build on what it already had, using one major attraction to promote other attractions and events across the Borough.

Learn/Skills

17. Members were informed that work was being undertaken linking schools with businesses and opportunities. There were a number of organisations represented who explained how they contributed to educating and encouraging 16 to 19 and 19 + to secure a job, whilst addressing the barriers for individuals and businesses in the area.

Doncaster College:

- NEETs (Not in Education Employment and Training) – When discussing NEETs, it was highlighted that some may already have a degree but were not able to find appropriate employment. It was viewed that as a Borough, we need to focus on those that do not hold many qualifications to ensure that they are engaging in positive activities;
- College undertakes work with employers such as Amazon to recruit on site ensuring that the employers, individuals and skills are brought together;
- Many young people undertake A-levels and degrees but do not choose to return to Doncaster to graduate positions;
- Reduction to the adult skills budget, a 27.5% cut which cannot be withstood;
- The majority of colleges were providing skilled trades to an HND level ensuring that young people were receiving good high quality apprenticeships;
- Apprenticeship wage – Calculated that at £3.30 per hour meaning the young person has to work for 2 hours a day just to cover an average daily bus journey. It was commented that Doncaster's Apprentices go on to the £6.20 wage;
- Attainment is measured at 16 – Concerns were raised that if a Level 2 education had not been achieved by this age then level 3 wouldn't be reached at 19. It was added that if young people did not reach their qualification goals then colleges and schools were constantly working a deficit model. It was imperative that young people, at secondary school, were educated to ensure they were in a position to gain an apprenticeship;

- 19 to 24 year olds - 24% claiming Job Seekers Allowance with history showing that they could remain in that position for many years with no prospects or aspiration.

18. Northern College - Is a residential college for adult learners from across northern England from 19 upwards and focused on individuals who were in long unemployment aged in their 40s and 50s. The college works with communities to develop individual's skills as this is being relied upon more often in society;

In addition to education the college addresses drugs and alcohol related addiction through working with a number of agencies in Doncaster. It was stated that as the college offered residential courses, it enabled people to escape the 'chaos' of their daily life. Comments were made that aspiration, confidence and self-esteem was viewed as major factors that impacted adversely on people's lives. It was noted that the Northern College prepared people to apply to Doncaster College to move forward with their aspirations;

Outreach Tutors engaged with communities and other organisation to consider how to get the 30% of working age adults (including 16 to 17 year olds) who do not have qualifications into employment.

19. Workers Education Association (WEA) - WEA was founded in 1903 with limited resources of only two field staff members working across Doncaster;

- The WEA complimented what was happening across Doncaster addressing issues such as basic reading and writing;
- 'Why vote' was a successful course delivered across the Borough which had resulted in a play being developed by local women and a meeting with MP's in London;
- The WEA assisted deaf students with literacy and maths helping them to progress. It was highlighted that the cost of interpreters when students move on to further courses was £90 per half day;
- A Field Worker's role was to meet with people who had never worked or was finding it difficult to secure employment. They would encourage them to address their problems and barriers in their lives and signpost to the right area, to provide opportunities;
- Different venues were identified and used by WEA, for example the Museum for maths classes, a place where users could take their families to see free exhibitions, encouraging positive activities and engagement;

20. Skills Entry Level – The Cabinet Member gave an overview that some people, were only educated to Entry Level 1 which was equivalent to Key Stage 2,

therefore, some adults were educated to the equivalent of what would be the same for 7 to 11 year olds. It was acknowledged that some people only had the basic skills to help them through their lives;

21. Securing a course – It was noted that it was very difficult to be accepted onto a course without English and Maths being obtained. Secondary education needed to ensure children and young people were leaving school with good qualifications and education. The college pinpointed young people who did not have qualifications in Maths and English and put courses in place;
22. GCSE's/Vocational Qualifications – It was questioned whether the same resources were concentrated on young people not achieving 5 grades A-C and not just those that were at 'A'*. Concern was expressed that young people who were not academic were missed and not gaining practical skilled qualifications. Members were worried that children and young people were not reaching levels of expectation. It was advised that some young people were not comfortable within the school environment and needed to be signposted to the right course. It was felt that the importance of grades at both GCSE and 'A' levels needed to be outlined early in a young person's education.
23. In terms of vocational qualifications, it was reported that 60% of students went to university but it was felt that there were not enough young people undertaking old style vocational qualifications, e.g. plumbing, which ultimately lead to very well paid positions and an increase in Doncaster Gross Value Added (GVA) to our local economy. It was felt that there needed to be a more improved positive opinion for such qualifications.
24. Aspiration – Many examples were given of young people from Doncaster whose aspirations to be successful had diminished. It was acknowledged that one of the Borough's biggest issues was to raise their pride for the borough and turn around young people's strong wish to leave. It was noted that many young people stay at school or go to college to undertake 'A' levels simply because of their parent's expectations but not all continue to university;
25. The view from business representatives was that Yorkshire based enterprises were more likely to build a business to a substantial size to be sold once the owner had reach retirement. It was of the opinion that the move to expand businesses beyond the £1 million mark was not a common goal to many local entrepreneurs.
26. Working/Living in Doncaster – It was stressed that it did not feel important to young people to return to Doncaster once qualified. There was concern that schools and parents should emphasise to young people the opportunities that were available in Doncaster. It was added that businesses had to seek applicants for jobs from outside Doncaster, due to the lack of skills in some areas and individuals not being job ready;
27. Well-trained teaching staff – It was raised that well-trained teaching staff would seek to teach 'A' levels, however, if the opportunity disappeared then teachers would move away from the area. It was acknowledged that good schools will ensure good teacher retention;

28. Careers Advice and Guidance - Panel Members were advised how the Cabinet Member had undertaken visits to all schools to address how information and guidance on careers was delivered, highlighting the range of provision varied from basic to excellent. It was noted that some teachers had themselves never worked out of education, going from school, through University straight to employment in a school. As a result of this, some teachers found it difficult to support young people to be job ready;
29. Education Commission – Members were informed that the Authority was looking at creating a Doncaster based curriculum which was expected towards the end of the 2016;
30. Apprenticeships - Opinion was that that there was not the demand for apprenticeship routes with employers queuing to take on young people. It was considered that there were too many apprenticeships where young people had been trained for one year then not retained in employment, with the companies seeking a further apprentice. Concern was expressed that this was not an effective route to employment for young people.
31. Discussion highlighted that larger companies did have a stronger employment structure but were faced with the challenge that young people did not possess core skills initially. It was emphasised, however, that companies were more concerned with the right attitude and work ethic rather than academic qualifications, as these could be obtained in adult life.
32. It was noted that it would be difficult for larger companies to set up their own apprenticeship infrastructure and it was much easier for larger training organisations to undertake this. Additionally, it would be very difficult for small to medium enterprises as they were focused on ensuring the day to day business was running;
33. Ageing Workforce – it was stressed by Doncaster College that they were still employing lecturers who had been employed by the country's traditional large companies, for example, British Steel although it was difficult to assess what the demand would be like in future years.
34. Affordability – Was identified as a key barrier to education for adults and older people and it was noted that to undertake a course at the college, 10 years ago you would pay 8%, but this had increased gradually to 25%, 50% and finally 100% of the real cost. It was added that there was some fee eligibility, but those that could not afford a course will not attend. It was explained that there was the option of taking a loan for education, however, older people did not have the same outlook as those leaving school and did not wish to take on debt.

Rest

35. Quality of Local Schools - It was reported that one of the key influences to attracting people to live in a certain area was the quality and standard of the local schools. Based on this, it was recognised that one of the Borough's key

challenges was addressing the skills gap and raising the performance of schools within Doncaster.

36. Location Location Location - Jason Barnsdale, MRICS Director of Barnsdales told the Panel that in respect of the external view, that when moving, potential buyers tended to look at what came with the housing stock such as quality of schools, what was in the local vicinity e.g. restaurants, (particularly big national chains) hotels and parks etc. It was explained that the lifestyle and leisure side were hugely important factors that were taken into consideration when looking at a house. It was further explained that Estate Agents were asked to consider the individuals budget and look at what the area had to offer. It was supported that people were more focused on what was available for their children's education as well as the surrounding area and that 'location, location, location' was indeed key when moving. It was explained that safety was an important factor for those with young families. People moving from the South of England were surprised that there were less leisure facilities in the North of England but it was acknowledged that you would market other aspects such as the countryside.
37. Connectivity - It was recognised that Doncaster has rural areas and good connectivity and that individuals commuted from Doncaster to Leeds because of this, which was acknowledged as a good selling point. It was suggested that there was a need to compare with other best examples to us and look at how those places are attracting people to live there. It was noted that some of our neighbouring authorities such as Sheffield doesn't have a mixed economy like Leeds and York.

Potential Regeneration Opportunities within the Borough

38. The Panel heard about the regeneration opportunities within Doncaster that could unlock growth in more remote areas, the potential schemes within the Sheffield City Region, more proactive work along junction 5, planning permission granted to link 3100 houses and 41 hectares of employment land and finally, planning permissions for a marina at Stainforth. It was stressed that there was a need to make sure opportunities connected into growth and an infrastructure could be created that would help develop an economic pipeline, for example, FARRRS. Members were assured that bids were being applied for (through the infrastructure bid) plus opportunities maybe presented through the devolution fund.
39. Members were informed of a strategy to make more deprived areas within the Borough more attractive. It was recognised that there was a need to make Doncaster more appealing as a whole. It was remarked that there was a movement towards the formation of dormitory towns, with good quality housing near railway lines.
40. Challenges – It was recognised that educating larger developers on local areas being viable was a challenge. It was explained to Members that the cost of a building conversion was no different in Doncaster or Sheffield. It was advised that there was a move of office buildings being converted to resident

accommodation, for example, Consort House in the town centre was being converted to flats, attracting people to the town centre to increase money spent. It was commented that there were a large number of redundant offices which were not fit for purpose. It was considered that if the town centre economy was to get stronger then there may be a ripple effect onto other areas of Doncaster. It was commented that additional Aldi's and Lidl's stores were being built which might help the Borough although it was recognised that balance was needed with the local retailer.

41. It was questioned what was happening to encourage investment into the communities. Members were informed that lots of work was being undertaken to raise the quality of housing.
42. It was commented that opportunities existed for the Council to work and engage more with local estate agents and property companies which would improve communication and help the Council become more connective. It was recognised that Estate Agents were experts with useful connections who had fostered good relationships with bigger companies in London. It was raised that estate agents did not understand the bigger strategic context of Doncaster and questioned whether local estate agents were equipped with what they needed to make staff aware. It was agreed that having a 'pitch pack' as a marketing tool would prove very useful to give to potential investors.
43. It was questioned what was being done to help smaller developers develop viable sites. It was added that small developers often had a problem obtaining finance from banks whereas larger developers already had a line of finance. Members were informed that the Council had improved how they worked with smaller developers, such as setting up a forum to assist with individuals helped with completing paperwork and general advice, set up advice. It was added that some sites lent themselves better to smaller developers.

CONCLUSIONS AND RECOMMENDATIONS

The Panel's recommendations are therefore that consideration is given to the following: -

- 44. That a clear plan is produced which will address the recommendations below. The plan will need to set out Officers responsible for taking the work forward, timescales and where appropriate performance measures.**

The plan will need to be available for consideration and agreement with the appropriate Panel at an early meeting of the 2016/17 Overview and Scrutiny workplan. Progress made against the recommendations will be reviewed in approximately 6 months after its agreement.

REASON: To ensure that the Panel's accepted recommendations are organised, prioritised and will be taken forward through an agreed action plan. That the action plan will include the timescales and performance measures which progress will be monitored through the appropriate Overview and Scrutiny Panel.

- 45 That the findings and recommendations from the review are taken forward where appropriate and used for future place marketing work.**

- 46. That a 'pitch pack' is developed and tailored for Members and local property companies (estate agents, consultants, developers etc.) accordingly that aims to promote Doncaster.**

REASON: In respect of Members roles, it was seen that they have an essential role and could be advocates in marketing the Borough. It was suggested that Councillors could pitch in an ambassadorial way and it would be useful to establish a local 'pitch' for Councillors.

It was also commented that opportunities existed for the Council to work and engage more with local estate agents and property companies which would improve communication and help the Council become more connective. It was recognised that Estate Agents were experts with useful connections who had fostered good relationships with bigger companies in London. It was raised that estate agents did not understand the bigger strategic context of Doncaster and questioned whether local estate agents were equipped with what they needed to make staff aware. It was agreed that having a 'pitch pack' as a marketing tool would prove very useful to give to potential investors.

- 47. That the wider use of Familiarisation Tours is broadened incorporating the use of advocates to support and take groups out.**

REASON: It was felt that as part of the wider picture of promoting all areas the Borough and the important role of advocates moving forward, that the Familiarisation Tour (which had been reported as being 'excellent' by a Member who had participated on it) could be utilised and expanded in an effective way as a means of achieving this.

- 48. For a Borough tourism calendar to be circulated with the annual Council Tax leaflet.**

REASON: It was felt that it would be useful to promote what was happening in the Borough through other means to compliment the Visit Doncaster website

- 49. That a universal Doncaster ticket is developed to be used for attractions across the Borough.**

REASON: Members suggested that a joint ticket could be developed to extend peoples stay with individual events and attractions endorsing each other. For example, it could be used at the Races then the Wildlife Park. It was seen that this would provide an alternative way to encourage visitors to other attractions across the Borough, which would also provide good value to customers.

- 50. That there is an investigation as to whether the Borough would be better focusing on one key event e.g. cycling festival or Jet Ski event or a number of small quality events to promote the area.**

REASON: This would provide information as to where tourism investment and resources would be most effective and where they should be targeted.

- 51. That there is encouragement of increased promotion of the Borough generally by the Council and business partners.**

REASON: This would help increase promotion across the Borough.

Members also expressed the wish to employ “Welcome to Doncaster” advocates, for example at the train station. when larger events were held to promote the borough in a positive way as soon as people arrive.

- 52. That a tourism strategy is developed identifying growth and subsequently supporting evidence.**

REASON: It was noted that with the Borough having so many attractions that were not concentrated in the town centre, like York, a strategy was required to improve promote the area and in turn increase visitor numbers. There was a discussion whereby Members agreed that we needed to focus on how we, as a borough, could better promote what Doncaster has.

- 53. To identify opportunities and ways for the Council to engage more with local property companies (estate agents, consultants, developers etc.) to create more effective relationships through increased connectivity and communication, for example, through the established housing forum.**

REASON: It was suggested that it would be beneficial for the local authority to develop an ongoing and effective dialogue between stakeholders. It was felt that this could enhance further discussions with local property companies

(including estate agents) and bring them together to find out more about what's happening in the Borough.

- 54. To identify how the Council and partners can further promote the A1/A19 area of the Borough and its offer to attract inward investment to these areas.**

REASON: Reference was made to how the North of the Borough could be further promoted. There was also feedback from the Familiarisation Tour of the Borough that although it was an excellent way of promoting the Borough to potential investors it predominantly focused on regeneration projects in the South of the Borough. It was noted that the biggest regeneration projects at the moment were out in the communities not the Town Centre.

- 55. To look at how Doncaster can be further promoted and exploited outside of its own boundaries both nationally and internationally.**

REASON: Members were informed that in respect of promoting Doncaster's international presence that an advocacy scheme was being undertaken. It was outlined that there had been a powerful shift during the last couple of years, that lessons had been learnt and now there was evidence of greater buoyancy. It was reported that some of the soft indicators demonstrating this (as well as statistical evidence) included a growth in international trade, increased corporate interest at St Leger races and the turnout figures at the annual Doncaster Business Awards event.

- 56. That the Panel supports appropriate regeneration and improvement of the Town Centre to become a more attractive place for retail to invest in and people from within and outside the Borough to visit.**

REASON: Concern was raised about the town centre, which some Members felt lacked appeal in attracting other retail establishments that might be looking to relocate. Members were advised of the move to office buildings being converted to resident accommodation, for example, Consort House in the town centre was being converted to flats, attracting people to the town centre to increase money spent.

Comparisons were made with some European cities that were renowned to be vibrant. There was a brief discussion about the decline of retail and Members were informed that the issue of void shops was being addressed. It was also added that the issue of routes through from the Doncaster Station Forecourt going through the town centre would be picked up through the Masterplan. It was recognised that there would be a move away from the more traditional 'building blocks' of what once made a town centre.

- 57. That steps are undertaken to consider how Doncaster's financial sector can be further strengthened.**

REASON: It was viewed that Doncaster has a broad economy that has proven to be fairly resilient. Comparisons were made to Doncaster's economic plan developed 5 years ago which did not feature such sectors as manufacturing,

engineering and rail. It was added that Doncaster's own economy was comparatively weak in terms of its finance sector and that Doncaster needed to find its own 'catalyst' to drive that sector forward.

It was recognised that Leeds had been particularly successful because of its mixed economy and willingness to change with the market. It was noted that the Bank of England had their second office in the heart of Leeds Business Quarter which when established had led to other financial institutions relocating there.

- 58. That the Education Commission is made aware of the work being undertaken by Doncaster Chamber Skills Academy, with a view to advocating this to across secondary schools ensuring that there is a minimum standard of job readiness amongst pupils.**

REASON: Members were informed that the Authority was looking at creating a Doncaster based curriculum which was expected towards the end of the 2016. It was questioned whether the same resources were being put into those that were failing and not just those that were at 'A'*. Concern was expressed that young people who were not academic were missed and not gaining practical skilled qualifications. Members were worried that children and young people were not reaching levels of expectation. It was added that businesses had to seek applicants for jobs from outside Doncaster, due to the lack of skills in some areas and individuals not being job ready.

- 59. That the Council look at identifying with Doncaster College and Doncaster Chamber, an affordable finance provider to offer loans to individuals seeking to achieve Level 1 to 3 Courses who are in need of financial assistance.**

REASON: Concern was raised that individuals were not able access education because of changes to funding streams. It was reported that the numbers of adults accessing education through Doncaster College had declined dramatically as courses offered were no longer funded in the way they were before. It was noted that there was no formal set up to identify where individuals could currently access finance to support them in taking the first step to acquire a better education.

- 60. That the Council look at how it could incorporate within contracts commissioned through Adult Social Care, a proviso that providers assess the educational attainment of individuals they engage with and signpost effectively to suitable avenues dependent on their needs**

REASON: It was commented that through its commissioning programmes of adult social care, the Council and people employed through contracts may come across individuals who are isolated or experiencing loneliness and looking to develop their skills or qualifications. It was therefore suggested that when commissioning contracts (being delivered through council/partners) that providers consider how those individuals could be signposted in accordance with their needs.

- 61. That consideration is given to the viability (under the general powers of competency) to establish a function in-house within the Council that will create further apprenticeships specifically for private companies at a chargeable fee.**

REASON: It was put forward (under the general powers of competency) that the Council using its own in-house expertise and established mechanisms, provides at a chargeable fee, a service that will support private businesses to establish apprenticeships. Concern was raised that businesses were very busy and this might be something that can be helped with by the Council. Members were made aware of the Skills Made Easy programme and that this could be looked at although funding was very tightly ringfenced.

DRAFT

ACKNOWLEDGEMENTS

The Regeneration and Housing Overview and Scrutiny Panel would like to thank, for their time and information, the following people:

DMBC;

Cabinet Members

- Councillor Joe Blackham - Portfolio Holder for Regeneration and Transportation
- Councillor Bill Mordue - Portfolio Holder for Business, Skills, Tourism and Culture
- Councillor Nuala Fennelly - Portfolio Holder for Children, Young People and Schools
- Councillor Jane Nightingale - Portfolio Holder for Housing

Officers;

- Scott Cardwell - Assistant Director of Development
- Adam Goldsmith - Head of Service of Local Investment Planning
- Neil Firth - Head of Service Transport and Accessibility
- Tony Corby - Marketing Manager of Business Doncaster
- Steph Cunningham - Head of Communications
- Richard Young – Business Development of Tourism and Visitor Economy
- Colin Joy – Tourism and Visitor Economy Manager
- Chris Dungworth - Investment Manager
- Andy Maddox – Business Development Officer
- Andy Pattinson - Policy and Partnerships Officer

External:

- Daniel Fell - Chief Executive Officer at Doncaster Chamber
- Vic Holbrey - Director of Operations at Doncaster Chamber
- Tina Slater – Doncaster Chamber for Doncaster Skills Academy
- Jason Barnsdale – MRICS Director (Barnsdales Chartered Surveyors and Property Consultants)
- Chris Lamb – Northern College
- George Trow – Doncaster College
- Sheila Smith - Workers Education Association (WEA)

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To the Chair and Members of the Overview and Scrutiny Management Committee
OVERVIEW AND SCRUTINY WORK PLAN 2015/16 UPDATE AND PROGRESS –
April, 2016

Relevant Cabinet Member(s)	Wards Affected	Key Decision
The Mayor	All	None

EXECUTIVE SUMMARY

1. The Committee is asked to receive an update on the Overview and Scrutiny work programme for 2015/16 and receive an update on progress.

EXEMPT REPORT

2. This is not an exempt report.

RECOMMENDATIONS

3. The Committee is asked to:
 - Review the updated Overview and Scrutiny work programme attached at Appendix A;
 - Note the progress on key issues set out in the report;
 - Receive a verbal update from the Scrutiny Panel Chairs or Vice Chairs on the work of their Panels.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. Regular review of the Overview and Scrutiny Work Plan enables the Committee to ensure it remains relevant and is responding to important issues for citizens and the Borough. The work plan update helps support openness, transparency and accountability as it summarises outcomes from Overview and Scrutiny activities. Citizens are able to contribute to the work of Overview and Scrutiny by attending meetings or contributing to reviews.

BACKGROUND

5. Overview and Scrutiny has a number of key roles which focus on:
 - Holding decision makers to account;
 - Policy development and review;
 - Monitoring performance (both financial and non-financial); and
 - Considering issues of wider public concern.

6. Following the revised Overview and Scrutiny Structure, the Committee will recall that it now manages the work programmes for itself and the standing Panels except the Health and Adult Social Care Panel which manages its own work programme primarily because it has statutory responsibilities relating to Health Scrutiny.
7. The Overview and Scrutiny Work Plan attached at Appendix A has been updated since the last meeting to reflect changes and progress.

BUDGET

8. Following the 3 informal OSMC budget meetings as below, the Committee formally responded to the Mayor's budget Proposals at its meeting on 11th February and the letter to Cabinet is attached at Appendix B.
 - OSMC – 15th October at 2pm prior to Cabinet on 20th October – medium term financial plan update
 - OSMC – 9th December at 10am – Comprehensive Spending Review update
 - OSMC – 27th January at 2pm – Mayor's budget proposals
 - OSMC - 11th February at 10am – Formal OSMC Budget Response

REASONS FOR RECOMMENDED OPTION

9. This report provides the Committee with an opportunity to review the Scrutiny work plan for 2015/16.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

10.

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 Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy through robust recommendations, monitoring performance of Council and external partners services and reviewing issues outside the remit of the council that have an impact on the residents of the borough. This supports strong governance and leadership.</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>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>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	
<p>Council services are modern and value for money.</p>	
<p>Working with our partners we will provide strong leadership and governance.</p>	

RISKS & ASSUMPTIONS

11. To maximise the effectiveness of the Overview and Scrutiny function it is important that the work plan devised is manageable and that it accurately reflects the broad range of issues within its remit. Failure to achieve this can reduce the overall impact of the function. Ensuring the work plan is developed with a key set of principles in mind e.g. holding to account, undertaking policy review and development and is focused strategically will help support the development of a robust work programme. National research has identified that over ambitious work plans that include too many items are a common cause of frustration for Scrutiny Members as they fail to achieve any outcomes. The work plan will be reviewed at each ordinary meeting and officers will advise on the capacity available to undertake any additional work. This will provide an opportunity to ensure work plans can be regularly monitored and reviewed.

LEGAL IMPLICATIONS

12. The Council's Constitution states that subject to matters being referred to it by the Full Council, or the Executive and any timetables laid down by those references Overview and Scrutiny Management Committee will determine its own Work Programme (Overview and Scrutiny Procedure Rule 6a).
13. Specific legal implications and advice will be given with any reports when Overview and Scrutiny have received them as items for consideration.

FINANCIAL IMPLICATIONS

14. There are no specific financial implications associated with this report.

HUMAN RESOURCES IMPLICATIONS

15. There are no specific human resources issues associated with this report.

EQUALITY IMPLICATIONS

16. There are no specific equality issues associated with this report. Equality issues are considered by Overview and Scrutiny when it considers individual work plan issues.

CONSULTATION

17. Overview and Scrutiny Management Committee and Panels undertook work planning sessions with Directors and Partners to develop the work plan.

BACKGROUND PAPERS

18. None

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Simon Wiles
Director of Finance & Corporate Services

Overview & Scrutiny Management Committee Workplan (OSMC) – Fixed Panel Meetings

Appendix A

<p>10am 25th June 2015 Formal</p> <ul style="list-style-type: none"> Finance and Performance (Qtr 4) 	<p>10am 1st July 2015 Informal</p> <ul style="list-style-type: none"> Informal Workshop – Corporate Plan 	<p>10am 3rd September 2015 Formal</p> <ul style="list-style-type: none"> Youth Justice Plan O&S Workplan 	<p>16th September 2015 Extraordinary Formal</p> <ul style="list-style-type: none"> Finance and Performance (Qtr 1) t 	<p>10am 8th October 2015 Formal</p> <ul style="list-style-type: none"> Stronger Families (Phase 2) Statement of Licensing Policy Review (Licensing Act 2003) /Statement of Licensing Policy Review (Gambling Act 2005) Outline of work of Anti-Poverty Group 	<p>2pm 15th October 2015 Informal</p> <p>Budget – Medium Term Financial Plan Update</p>
<p>10am 16th October 2015 Formal</p> <ul style="list-style-type: none"> Changes to charges of social care Day Centre transport 	<p>10am 9th December 2015 Informal</p> <p>Response to CSR Corporate Plan Refresh (TBA)</p>	<p>11am 10th December 2015 Formal</p> <p>Finance and Performance (Qtr 2)</p>	<p>12:30pm 27th January 2016 Informal</p> <p>Budget (4)</p>	<p>5.30pm 12th January, 2016 Formal</p> <ul style="list-style-type: none"> Devolution 	<p>1pm 11th February 2016 Formal</p> <ul style="list-style-type: none"> OSMC Budget Response
<p>10am 24th March 2016 Formal</p> <ul style="list-style-type: none"> Finance and Performance (Qtr 3) 	<p>10am 21st April 2016 Formal</p> <ul style="list-style-type: none"> R&H O&S Place Marketing Review Children and Young People Disabilities Review 				

OSMC Areas to be programmed

(The programme is flexible to cover call-ins and other issues that might be added during the year)

<p>O&S Management</p> <ul style="list-style-type: none"> Agreeing Panel work programmes Ratifying reviews/recommendations Consider Called In decisions Work Plan Decisions/Updates from Panel Chairs 	<p>Council Wide/Directorate</p> <ul style="list-style-type: none"> Reviewing the Councils arrangements for engagement and consultation – consider wider framework of how this would be undertaken – seminar/briefing? 	<p>Pre-Decision Scrutiny And Review Of Decisions/Consultation Outcomes.</p> <ul style="list-style-type: none"> Statutory Plans/key strategies or policies – to be identified
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<ul style="list-style-type: none"> Peer Review Update and Next Steps Update on any inspections undertaken 		
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Health and Adult Social Care (H&ASC) Overview & Scrutiny Panel Workplan 2015/2016 & 2016/2017 – Fixed Panel Meetings

2pm 29th July 2015 Formal	10am 23rd September 2015 Formal	10am 25th November 2015 Formal	9:30am 26th November 2015 Informal	10am 26th January 2016 Formal	10am 16th March 2016 Formal
Implementation of the Care Act – July 2015 (1st Meeting) – Retrospective and Prospective.	Public Health Self-Assessment/Public Health Commissioning	Healthy High Street (following on from Royal Society of Public Health report)	Sexual Health– Signposting for young people/partnership working (how successful is this) – informal joint meeting with CYP O&S	Implications of ageing population (not just dementia).	Public Health Protection Responsibilities
H&WB Strategy Refresh (incl. inequalities and 'Well North')	Personalisation/Direct Payments – considerations of actions to promote greater personalisation and direct payments	Modernisation and peer review plan – tracking progress and challenge		Children's health early years 0-5 including health visiting and family nurse partnership (jt with CYP)	
Better Care Fund – update/progress including low level prevention service		Adult Safeguarding Annual Report		Review of arrangements to deliver high quality care for people in residential homes/care homes/admissions long term care	

Ongoing Areas

- Update on Regional Joint Health Overview and Scrutiny Committee re: Children and Adults Cardiac review: -
- Mid-September** meeting to look at to understand the outcome/implications of the review

H&ASC O&S Areas (May Change – TBA)

- Quality accounts - review
- Yorkshire Ambulance Service – scrutiny aspect being led on by Wakefield MBC – Meeting 15th January 2016
- Jt Regional Health Scrutiny - Working Together Programme (a collaboration across the health services to consider how to improve health of communities)

Workplan Ideas 2016/17

Children and Young People (CYP) Overview & Scrutiny Panel Workplan – Fixed Panel Meetings/Review Work
Outcomes and Improvements for Children and Young People

10am 2 nd July 2015 Formal	11:30 am 17th Sept– Informal	2pm 17 th September 2015 Formal	9:30am 26 th November 2015 Informal	10am 8 th December 2015 Formal	10am 29 th February 2016 Formal	8:30am 9 th March 2016 Informal
Quarterly Performance Report and update from Children's Services Trust – delivery of agreed budgets	Early Years and Collaborative Strategy update	Quarterly Performance Report and update from Children's Services Trust – delivery of agreed budgets	Sexual Health– Signposting for young people/partnership working (how successful is this) – Joint Meeting with H&ASC O&S	Trust Update a) Quarterly Performance Report and update from Children's Services Trust – delivery of agreed budgets b) Ofsted Action Plan & Main Improvements (maybe to include presentation to highlight main pts)	Trust Update a) Quarterly Performance Report and update from Children's Services Trust – delivery of agreed budgets b) To include update on Ofsted Action Plan	a) Summary of schools causing concern and what is being progressed. b) Outcomes KS2 Strategy – results from mock tests – what are we doing about them? What are we doing differently? c) KS4 Strategy – what are we doing?
School Improvement Inspection Report		Annual Complaints – Children's trust		Exam Results (JM/DA)	DCT Annual Report	
		DSCB – Annual Report		a) Improving education provision	CSE – review – 10 key scrutiny questions	
				b) Update on Educational Attainment Review Recs (needs specific response to 2 nd letter/each rec)	Adoption – annual update/review	
				c) Academy Growth and Development Strategy.	Annual Complaints – update on improvements DSCB Update on Business Plan	

C&YP O&S Review

Review Scope - Disabilities – what is it like being disabled and is provision meeting needs

1. Meeting with parents, Foster Carers and Parents Forum – 3rd September at 5.30pm
2. Meeting with young people – Ladder Group
3. Visit Respite Care Facility – 27th August at 10am
4. North Ridge School to address Transition to adulthood and the Next Project – 15th October 9.30am
5. Meeting with Officers to address Direct Payments, POET pilot, SEN Out of Authority Costs, Good/Poor Practice and gaps, Invitations to Social workers – 26th October at 9am

Other Areas (to be scheduled)

- Children's health early years 0-5 including health visiting and family nurse partnership - 10am, 26th January 2016 (NEW) – H&ASC O&S Meeting
- Careers Advice and Guidance (in particular NEETS and Progression Routes Post 16) – R&H O&S Panel to formally invite CYP O&S Panel to Skills Meeting (part of Place Marketing Review) - 11am, 3rd February 2016 (NEW)

Workplan Ideas 2016/17

- Virtual School /CIC
- Coasting academies
- Career Information Advice and Guidance for children in care

Regeneration & Housing Overview & Scrutiny – Review Work
Regeneration, Economic Development, Strategic Transport and Housing

August 2015	2pm 14 th Sept 2015	11am 1 st December 2015	10am 18 th December 2015	11am 3 rd February 2016	10am 9 th February 2016	February 2016
Place Marketing Scoping Meeting - incl. Additional Housing Action Plan	Place Marketing – General Discussion	Place Marketing - Work (1)	Place Marketing - Play (2)	Place Marketing – Learn/Skills (3)	Place Marketing - Rest (4)	Place Marketing (5) - Recommendations

Place Marketing Review

- Priority
- Place Marketing - Development of the Doncaster brand: -
 - i. improve regionally and internationally
 - ii. improve internal understanding
 - possible work with the Doncaster secondary schools consortium (Pippa Dodgshon) – to highlight opportunities in Doncaster’s students and schools;
 - business leaders not aware of the good news and progress in the borough.

- To include
- Skills – barriers to employment – overview from the Works and Skills Board. To provide an update and challenge on the 4 priorities below with a view to a possible review later in the civic year or 2016/17. – September/October time (Invite CYP O&S Members)
 - i. Graduates
 - ii. Apprenticeships
 - iii. Employability
 - iv. Upskilling
 - Housing Action Plan Update – review of the 10 Action Points –. Second update in Early 2016.

Possible areas for consideration later in the work programme

- Masterplanning for urban centres in the borough e.g. Mexborough and Thorne.
- Hexthorpe scheme – update later in the year.
- Housing Associations - Right to Buy – impact on social housing across the borough.
- Equality of regeneration of across the borough.

Workplan Ideas 2016/17

Communities & Environment Overview & Scrutiny – Fixed Meeting/Review Work
Neighbourhood issues, street scene and Highways, community safety as well as environmental issues

2:00pm 23 rd July 2015 Informal	18 th August 2015 Informal	9:30am 29 th October 2015 Informal	2:00pm 25 th January 2016 Informal	10:00am 15 th February 2016 Formal
Solar Energy - Housing	Voluntary Community and Faith Strategy	Waste Review (1) <ul style="list-style-type: none"> • An outline of the proposed Communication/Consultation Strategy • Options for receptacles (requested to be shown to Members again during last year's work). 	Waste Review (2) <ul style="list-style-type: none"> • To look at outcomes of the consultation and next steps • BDR Waste Strategy 	Crime and Disorder meeting; – <ul style="list-style-type: none"> o Performance and update on priorities o New local policing plan and arrangements – impact 6-8 mths on) o Update on Legal Highs

Other Areas (to be scheduled)

Crime and Disorder

- Refuge service for victims of domestic violence commissioned from a housing association, Riverside.

Environment

- Review of Internal Drainage Boards - holding to account meeting/is VFM being achieved/is the Board supporting the Council's Flood Strategy effectively with its work

programme – one-off meeting (TBA)

- Waste Collection System - How will it be delivered and continuation of strategy – two meetings to looking at 1. Outcome of consultation process/2. check robustness of it (note: OSMC work item on 'Consultation and Engagement') – awaiting timeline

Possible areas for consideration later in the work programme

- Council approach to enforcement – new corporate approach (how effective is this?)
- Quality of Air – performance worsened over the last 2 qtrs (what is behind the increase?)

Workplan Ideas 2016/17

- Role of communities for the future/preparing them for the future
- Vol/Com Strategy – impact of strategy – done but **TO ARRANGE** Following award of contract receive a 6 month review AND Panel have sight of the grants policy;

Appendix B

Mayor Ros Jones
Floor 4
Civic Office
Waterdale
Doncaster
DN1 3BU

Councillor John Mounsey, Adwick and Carcroft Ward

Home Tel: 01302 710814

E-Mail: john.mounsey@doncaster.gov.uk

Date: 15th February 2016

Dear Ros

Overview and Scrutiny's Response to the Mayor's Budget Proposals 2016/17

I am writing to confirm the Committee's support and response to the Mayor's Budget Proposals 2016/17 agreed at its meeting on the 11th February 2016. The Committee's response is attached at Appendix A for your information.

As you are aware following the publication of your proposals, OSMC Members were encouraged to review the proposals by attending an informal meeting on the 27th January 2016.

At the above session the Committee used the following lines of enquiry to help develop its response

The three key areas for consideration are:

1. Do the proposals conflict with the Borough Strategy priorities in any way?
2. Is money being put into the areas that were originally proposed?
3. What Consultation has been undertaken and are proposals deliverable?

By taking account of these three themes, the Committee has sought to provide a commentary on the proposals in their wider context rather than putting forward alternative budget proposals. A number of the recommendations and comments cut across one or more of the themes, I have therefore not attempted to set them out as a response to each of the above questions

I would be grateful if the following key issues and recommendations are referred to and responded to where necessary when presenting to Cabinet on the 16th February 2016 and Council on the 1st March 2016. I would also welcome the opportunity to present these outcomes at the Cabinet and Council meetings myself.

Finally, on behalf of the Committee, I would like to thank Steve Mawson, Assistant Director of Finance and the public for attending our budget review sessions, answering questions and providing clarification on issues raised by OSMC.

Yours sincerely

Councillor John Mounsey
Chair of the Overview and Scrutiny Management Committee

cc OSMC Members
Cabinet Members
Jo Miller, Directors and BAs.
Simon Wiles
Steve Mawson and Roger Harvey

APPENDIX A to LETTER

OVERVIEW AND SCRUTINY BUDGET REVIEW OUTCOMES

OSMC agreed the following comments in respect of the Mayor's budget proposals:

1. That opportunities for growth within the borough arising from Capital investment are maximised particularly promoting job opportunities, upskilling and addressing low wages.
2. That key risks to the delivery of the budget continue to be identified and effectively managed, in particular within Adult Social Care, to make sure they do not adversely impact on the Council's ability to meet its savings target.
3. That subject to the agreement of the proposal to include a further increase to Council Tax through the new 2% Social Care levy, that consideration is given to a review being undertaken to identify what benefits will be passed on to Doncaster residents as a result of the monies raised.
4. It was acknowledged that when developing and agreeing savings targets consideration should be given to how the delivery of services will impact on the most vulnerable residents in the Borough. Members therefore supported a continued and robust approach to meaningful consultation and engagement with the wider public and other stakeholders where major service transformation is taking place, to ensure any decisions are well informed. OSMC recognised that consultation had taken place on a number of key areas such as residential homes, Digital Council, modern workforce and Early Help and should remain a key feature of any decision making process.
5. The Committee recognised the need to ensure effective horizon scanning to ensure the Council can respond appropriately to future changes nationally and locally. In particular Members recognised the uncertainty and risks for the Council from 2020 with 100% Business Rate retention and reduction of central government funding. Members requested they be kept informed of the emerging issues arising from changes to Business Rate retention and the impacts this will have on the Council and its ability to deliver services.
6. It was acknowledged there is a need to ensure effective plans are in place to reduce overspends in Adult Social Care and to control the amount of spend over coming years by redesigning services and modernising.
7. The Committee support the view that where possible those employed within social care contracts will receive the Government's National Living Wage, and influence their employer to use the national living wage following its introduction from 1st April 2016, for those aged 25 and over.

8. The Committee recognise the need to build up and carefully monitor reserves, to support essential transformation of services and address any slippage or key risks that may arise.
9. Concern was raised about the significant loss of funding arising from changes to social rents (a reduction of 1% per year for the next 4 years) and how this would significantly reduce the Council's plans for building social houses by approximately 3000 properties.
10. The Committee recognised that this is year 3 of the original three year budget strategy and plans to meet savings targets have been identified. Members fully appreciate the difficulties in achieving these savings targets whilst delivering services and meeting the Borough's stated priorities. It was acknowledged that significant plans will need to be in place to deliver further substantial savings during the period 2017-2021 and Members identified they should have a key role in helping to inform and contribute to this overall strategy.