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Agenda

To all Members of the

CABINET

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

Venue: Room 007a and b - Civic Office, Waterdale, Doncaster, DN1 3BU

Date: Tuesday, 6th November, 2018

Time: 10.00 am

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. Public Questions and Statements.

(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m. on Thursday 1 November 2018. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to Democratic.Services@doncaster.gov.uk)

Jo Miller
Chief Executive

Issued on: Monday, 29 October 2018

Governance Services Officer for this meeting: Amber Torrington

Tel. 01302 737462

Doncaster Metropolitan Borough Council

www.doncaster.gov.uk

- 4. Declarations of Interest, if any.
- 5. Decision Record Forms from the meeting held on 16 October 2018 for noting (previously circulated).

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

Key Decisions

6.	Statement of Licensing Policy 2019 - Gambling Act 2005.	1 – 54
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Chair

Ros Jones, Mayor of Doncaster

Vice-Chair

Councillor Glyn Jones, Deputy Mayor

Councillor Nigel Ball
Councillor Joe Blackham
Councillor Rachael Blake
Councillor Nuala Fennelly
Councillor Chris McGuinness
Councillor Bill Mordue
Councillor Jane Nightingale

Portfolio Holder for:

Housing and Equalities

Public Health, Leisure and Culture
Highways, Street Scene and Trading Services
Adult Social Care
Children, Young People and Schools
Communities, Voluntary Sector and the Environment
Business, Skills and Economic Development
Customer and Corporate Services



Report

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Date: 06/11/2018

To the Chair and Members of the Cabinet

Statement of Licensing Policy 2019 – Gambling Act 2005

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr C McGuiness	All	Yes

EXECUTIVE SUMMARY

 To request that the members of the Cabinet consider the adoption of the Statement of Licensing Policy 2019 - Gambling Act 2005 following its triennial review. For information, the route and timetable for adoption is attached as Appendix A.

RECOMMENDATIONS

2. It is recommended that the members of the Cabinet consider the reviewed Statement of Policy - Gambling Act 2005 with a view to recommending it to Council for adoption.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

3. Doncaster Council is required by the Gambling Act 2005 to produce a Statement of Licensing Policy and to review its Policy triennially. This is the Statement of Policy produced by Doncaster Council under the Gambling Act 2005, which will set out the basis for all relevant licensing decisions to be taken by the Authority over the next three years.

BACKGROUND

- 4. The Licensing Authority is required, under the Gambling Act 2005 (The Act), to produce a Statement of Licensing Policy and to review the Policy at least every 3 years. The reviewed Policy must be effective by the 31st January 2019. There are three licensing objectives set out in the Act and these must be addressed within the Authority's Statement of Licensing Policy, namely:
 - preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime.

- ensuring that gambling is conducted in a fair and open way.
- protecting children and other vulnerable persons from being harmed or exploited by gambling.
- 5. The Policy sets out, under these three objectives, the steps that need to be taken by applicants to address these issues. It also addresses how the Licensing Committee will conduct hearings for applications that cannot be resolved. The delegation of work to the Licensing Committee is prescribed within the Gambling Act and members of that Committee and any Sub Committee will have to have a detailed knowledge of the Policy and its implications for applicants. Decisions of the relevant committees must state how decisions have been made and how the relevant parts of the Policy have been used to make that decision.
- 6. This is the fifth Statement of Policy produced by Doncaster Council under the Gambling Act 2005, which will set out the basis for all licensing decisions to be taken by the Authority over the next three years. The statement has been produced following public consultation including those bodies and persons set out in section 1.10 of the Policy document.
- 7. The Gambling Act 2005 implemented a comprehensive structure of gambling regulation, which modernised previous gambling regulation and was designed to face the challenges of today and the future.
- 8. The Policy creates a regime of firm but fair regulation, which encourages residents and visitors to enjoy gambling and recognises the contribution of this sector to the economic development of the Borough. It also takes account of the Council's significant duty to protect children, young people and the vulnerable and to reduce the potential risks that gambling can bring.
- 9. The Council, in its role of licensing premises for gambling, recognises the importance of involving all residents and stakeholders in creating and enforcing this Statement of Policy and will seek to balance all the different aspirations and needs of businesses, local residents and the many visitors to the Borough.
- 10. We will continue to encourage the development and use of a Local Area Profile of the Borough in this Policy. We hope that this will bring a clearer understanding of local issues. Unlike alcohol control, where some of the harms are readily apparent, for example anti-social behaviour, gambling harms are usually less visible and insidious in nature. Problem gambling can have devastating impacts on the individual, their family and their relationships with others. These impacts are not confined to debt but also include detrimental effects on an individual's health.
- 11. We expect operators of gambling premises to have regard to the local area when undertaking their own risk assessment on their premises and when they make licence applications.
- 12. Given the range of comorbidities associated with addictions it is likely that some of those presenting with one specific condition may be experiencing gambling related harm as well, for example those with a mental health issue or an addictive behaviour. A notable addition, therefore, to this version of the Policy is that the Licensing Authority, in its capacity as a responsible authority under the Gambling Act 2005 (The Act), will actively seek the views of the Director of Public Health on

- all applications that the Licensing Authority are required to be notified of. Where applicable, these views will be used to make informed decisions regarding any representation the Licensing Authority may be minded to make.
- 13. Furthermore, whilst the Act makes it clear that children are vulnerable it also refers to 'other vulnerable persons' and there is an expectation that steps will be taken to prevent them from being harmed or exploited by gambling. The Act does not define 'other vulnerable persons' however, following, feedback from the Director of Public Health, this Policy now includes details of which persons/groups the Council considers that 'vulnerable person' may include.
- 14. With limited exceptions, the existing law, by way of mandatory licence conditions, does not permit access by children and young persons under 18 to those gambling premises that are considered to be adult only environments. Where access to premises by children and young persons is prohibited this prohibition includes situations where they are accompanied by an adult. For information, the premises to which persons under the age of 18 may not be admitted are summarised in Appendix B.
- 15. This Policy will be reviewed and revised by the Council as and when required.
- 16. The Draft Policy, with revisions that have arisen out of the consultation, is attached as Appendix D.

OPTIONS CONSIDERED

- 17. The Policy has been reviewed and updated to ensure it is relevant to Doncaster in 2019 going forward and to take account of the latest Guidance to Local Authorities produced by the Gambling Commission. If the Policy was to remain in its current form it would be outdated.
- 18. The alterations have arisen out of the review process and consultation albeit they are largely driven by the Licensing Authority seeking to ensure the Policy remains up to date, relevant and in line with the latest guidance.

REASONS FOR RECOMMENDED OPTION

19. The Licensing Authority is required, under the Gambling Act 2005 (The Act), to produce a Statement of Licensing Policy and to review the Policy at least every 3 years. The Policy has been the subject of a full consultation.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

20.

Outcomes	Implications
Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;	It is recognised that gambling premises are, quite often, businesses, places of employment and potential assets to the community. The Council, via its Licensing
 Better access to good fulfilling work Doncaster businesses are supported to flourish 	Committee/Sub-Committee, subject to the general principles set out in the Council's

Inward Investment	Statement of Licensing Policy and the overriding need to promote the 3 licensing objectives, will have regard to this priority when making licensing decisions.
 Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time; The town centres are the beating heart of Doncaster More people can live in a good quality, affordable home Healthy and Vibrant Communities through Physical Activity and Sport Everyone takes responsibility for keeping Doncaster Clean Building on our cultural, artistic and sporting heritage 	It is recognised that gambling premises are, quite often, businesses, places of employment and potential assets to the community. The Council, via its Licensing Committee/Sub-Committee, subject to the general principles set out in the Council's Statement of Licensing Policy and the overriding need to promote the 3 licensing objectives, will have regard to this priority when making licensing decisions.
Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling; Every child has life-changing learning experiences within and beyond school Many more great teachers work in Doncaster Schools that are good or better Learning in Doncaster prepares young people for the world of work	None
Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents; Children have the best start in life Vulnerable families and individuals have support from someone they trust Older people can live well and independently in their own homes	The Council, via its Licensing Committee/Sub-Committee, subject to the general principles set out in the Council's Statement of Licensing Policy and the overriding need to promote the 3 licensing objectives (see above), will have regard to this priority when making licensing decisions.
Connected Council: A modern, efficient and flexible workforce Modern, accessible customer interactions Operating within our resources and delivering value for money	None

- A co-ordinated, whole person, whole life focus on the needs and aspirations of residents
- Building community resilience and self-reliance by connecting community assets and strengths
- Working with our partners and residents to provide effective leadership and governance

RISKS AND ASSUMPTIONS

- 21. Failure to adopt and or review a statement of licensing policy would create a risk by exposing the Council to a legal and financial liability brought about by the Council's inability to discharge its functions under the Gambling Act 2005.
- 22. However, by preparing and publishing a statement of policy, in accordance with the Gambling Act 2005, that has regard to the licensing objectives of the 2005 Act, the Guidance to Licensing Authorities and the Licence Conditions and Codes of Practice (LCCP) issued by the Gambling Commission, and any responses from those consulted on the statement the risk is substantially reduced.

LEGAL IMPLICATIONS [Officer Initials HW Date 16/8/18]

23. Section 349 Gambling Act ('the Act) requires the Licensing Authority (the Authority) to prepare a statement of the principles they propose to apply in exercising their functions and publish it in accordance with the statutory requirements. The Policy must be reviewed at least every 3 years. When reviewing the policy, the Authority is required by the Act to consult the chief officer of police, those who appear to the Authority to represent the interests of persons carrying on gambling businesses in the Authority's area, and those who appear to the Authority to represent the interests of persons who are likely to be affected by the exercise of the Authority's functions under this Act. The Act also requires the Licensing Authority, when reviewing its policy, to take account of guidance issued by the Gambling Commission. Full Council must approve the Policy for adoption.

FINANCIAL IMPLICATIONS [Officer Initials: RT Date: 16.08.2018]

24. There are no financial implications associated with this report. Any costs involved with the preparation, adoption and implementation of the Policy are met by the fees paid by new applicants and existing licence holders.

HUMAN RESOURCES IMPLICATIONS [Officer Initials DK Date: 16/08/2018]

25. There are no direct HR Imps in relation to this report, but if in future staff are affected or additional specialist resources are required then further consultation will need to take place with HR.

TECHNOLOGY IMPLICATIONS [Officer Initials KF Date:15/08/18]

26. There are no anticipated technology implications in relation to this report.

HEALTH IMPLICATIONS [Officer Initials: CT Date: 16/08/2018]

- 27. The inclusion to seek the views of the Director of Public Health on all applications is welcomed; problem gambling is increasingly being cited as a public health issue and the invitation to comment on licensing applications is a significant step forward in ensuring public health considerations are included in the decision making process. This ensures the impact of problem gambling and the proliferation of gambling establishments in Doncaster is minimised.
- 28. Problem (or harmful) gambling is defined as any type of gambling that damages personal, family or recreational pursuits. The impact can be on the individual's physical and mental health, relationships, housing and finances and affects a range of people such as families, colleagues and wider local communities.
- 29. Licensing Objective 3: Protecting children and other vulnerable people/persons from being harmed or exploited by gambling describes vulnerable people as:
 - People who gamble more than they want to,
 - People who gamble beyond their means,
 - People who may not be able to make informed or balanced decisions about gambling due to a mental impairment, or because of the influence of alcohol and drugs.
- 30. Public Health responded to the recent consultation on the draft Statement of Licensing policy and made a request that examples of groups of people that are considered vulnerable are made explicit in the policy; this has been actioned and has been included in this revision.
- 31. Public Health is also working with Licensing and Strategic Performance Unit to update the Local Area Profile. The profile will be an interactive mapping tool that profiles the characteristics of communities along with current provision of gambling/gaming establishments. The map will be used to identify any potential risks associated with the location of any new applications.

EQUALITY IMPLICATIONS [Officer Initials: PJW Date:15.08.2018]

32. Decision makers must consider the Council's duties under the Public Sector Equality Duty at s149 of the Equality Act 2010. The duty requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic. There are no specific equality implications arising from this report. However, any activities arising from this report will need to be the subject of separate 'due regard' assessments.

CONSULTATION

- 33. The Gambling Act 2005 requires formal consultation with:
 - The Chief Officer of Police:
 - Representatives of one or more persons who appear to the authority to represent the interests of persons carrying on gambling businesses in the authority's area
 - one or more persons who appear to the authority to represent the interests of persons who are likely to be affected by the exercise of the authority's functions under the Act.
- 34. In addition to the statutory consultees, the Council has consulted widely on this Policy during the review. Full details of the consultation process and those consulted with can be found in section 1.10 of the Policy.
- 35. All responses received have been acknowledged and given due consideration. The matters arising out of the consultation and the actions taken are summarised at Appendix C.

BACKGROUND PAPERS

36. The Draft Policy, with revisions that have arisen out of the consultation, is available at www.doncaster.gov.uk/gamblingpolicy2019 and attached as Appendix D.

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Appendix A Statement of Licensing Policy 2019 - Gambling Act 2005 Adoption Route and Timetable

Formal Consultation took place from 28th June 2018 to 10th August 2018

Meeting / Committee	Date of Meeting
Directors Meeting	03/09/2018
Exec Board	18/09/2018
Overview and Scrutiny Management Committee	04/10/2018
Licensing Committee	17/10/2018
Cabinet	06/11/2018
Council	22/11/2018
Policy to be published by	03/01/2019
Policy Effective	31/01/2019

Appendix B Summary of the law regarding access to licensed gambling premises by children and young people (under 18s)

Type of Premises	Notes
Casino	Under 18s are prohibited from entering
Bingo	Under 18s may enter the premises but no person under the age of 18 can gamble on the premises. NB: See adult only area provisions below.
Adult gaming Centres	Under 18s are prohibited from entering.
Family Entertainment Centres	No restrictions – subject to adult only area provisions below
Betting Shops	Under 18s are prohibited from entering.
Tracks e.g.Racecourse	Under 18s may enter the premises but no person under the age of 18 is permitted to bet.
Adult only (over 18) area in Family Entertainment Centres and Bingo Halls i.e. area where category B or C gaming machines are made available.	Where provided, under 18s are prohibited from entering adult only areas. These areas must be separated from areas where children and young people are allowed.

Note: Where access to premises by children and young persons is prohibited this prohibition includes situations where they are accompanied by an adult.

Appendix C

Summary of matters arising out of the Consultation on the Draft Policy

1. GamCare (provider of information, advice and support for the prevention of problem gambling)

Not a specific response to Doncaster's Draft Policy but a list of issues or factors which GamCare think would be helpful for licensing authorities to consider.

Response: Draft Policy already includes reference to measure for protecting children and vulnerable persons and, in particular, makes multiple specific references to GamCare.

2. Local Parish Councillor

Requested that gender specific terms, where not specifically required, within the Policy be replaced with a suitable alternative and clarification sought on the meaning of gaming machine categories.

Response: Draft Policy has been suitably amended and a definition of gaming machines added.

3. Racecourse Association

Clarification sought on matters relating to Racecourses.

Response: Following discussion, responder confirmed that they were satisfied that these were already addressed within the Draft Policy.

4. Director of Public Heath

Welcomed proposal that the Director of Public Health's views be sought by the Licensing Authority when performing its responsible authority role.

Recommendation that a wider definition of what the Council considers a vulnerable person to be is included in the Policy.

Response: Draft Policy has been amended to identify groups for whom, based on research, there is evidence to support suggestions that they are more vulnerable.

5. Trade Comments made on behalf of a nationwide operator

 Suggestion that the Draft Policy should make reference to the Regulators' Code's wider application to the Council's activities under the Act.

Response: Further acknowledgement of the Regulators' Code's application has been added to the Draft Policy (para 1.7)

ii. Suggestion that the reference to seeking the views of the Director of Public Health (para 1.8) on all applications would be inappropriate and recommendation that this new paragraph should be removed from the Draft Policy.

Response: The Council and Draft Policy recognise that the Director of Public Health is not a responsible authority under the Gambling Act but are aware that the Licensing Authority is a responsible authority in its own right. The Licensing Authority can legitimately make representations in respect of relevant applications and feel it is appropriate to seek the views or gather intelligence, in so far as they relate to the licensing objectives, of any person or body who may hold information that affords them the opportunity to make informed decisions about any relevant representation it may choose to make. The Draft Policy is clear that any such representation would be made by the Licensing Authority.

iii. Suggestion that Draft Policy be amended (paras 2.1 & 2.2) to remove any possible ambiguity that a building must be finished before an application can be made.

Response: Draft Policy (2.1 & 2.2) amended to remove reference to finished buildings.

iv. Suggestion that the Draft Policy is not consistent with regard to the wording used regarding the protection of children in respect of Adult Gaming Centres, Betting Premises and Bingo Premises.

Response: Draft Policy amended (4.8 Bingo Premises) to provide consistency

v. Request that third bullet point of 9.1 concerning the exchange of information about "gaming trends" is too vague, runs the risk of breaching (General Data Protection Regulations) GDPR and should be removed from the Draft Policy.

Response: Draft Policy amended (9.1) to clarify that gaming trends relates to increased levels of gambling activity which, for example, correspond with pay days or benefit payments. There is no suggestion in the Draft Policy that operators should do anything that contravenes any data protection requirements.

vi. Suggestion that the location of places of worship does not have any relevance to the Local Risk Assessment (9.2 and 9.5) and that these references be removed from the Draft Policy.

Response: The Gambling Commission's guidance to licensing authorities states, at Part 6.21, that it is expected that the types of organisations that may be considered to have business interests will be interpreted broadly to include, for example, partnerships, charities, faith groups and medical practices. On this basis that faith groups are considered to have business interests and, thereby, fall within the definition of interested party it is appropriate that the location of such premises are considered in local risk assessments. Furthermore, we have taken the opportunity to add a new paragraph to 1.9 to reflect the Gambling Commission guidance regarding organisations that may be considered to have business interests.

vii. Respondent does not understand why the Council considers the fact that children and young people might be able to see gambling taking place is of relevance (Para 9.4).

Response: The Gambling Commission's guidance to licensing authorities states, at Part 7.29, that licensees should not only be able to supervise their premises but also mitigate the risks to under 18s being attracted to enter premises by the products available within them. Where a licensing authority has concerns that such products are visible, they could for example, require the licensee to re-site the products out of view. The wording we have used in (para 9.4) bullet point 3 is such that this would not be an absolute requirement but something that should be considered on a risk basis.



www.doncaster.gov.uk

Consultative Document Statement of Licensing Policy 2019

Gambling Act 2005

Further advice and guidance can be obtained from:

Business Safety & Licensing Doncaster Council Civic Office Waterdale Doncaster DN1 3BU

Tel: 01302 737590

Email: licensing@doncaster.gov.uk Web: www.doncaster.gov.uk/licensing

This Statement of Licensing Principles is scheduled to be approved by Doncaster Council on 22nd November 2018 and is to be effective from 31st January 2019 Page 13

FOREWORD

This is the fifth Statement of Policy produced by Doncaster Council under the Gambling Act 2005, which will set out the basis for all licensing decisions to be taken by the Authority over the next three years. The statement has been produced following consultation with those bodies and persons set out in section 1.10.

The Gambling Act 2005 implemented a comprehensive structure of gambling regulation, which modernised previous gambling regulation and was designed to face the challenges of today and the future.

The Policy creates a regime of firm but fair regulation, which encourages residents and visitors to enjoy gambling and recognises the contribution of this sector to the economic development of the Borough. It also takes account of the Council's significant duty to protect children, young people and the vulnerable and to reduce the potential risks that gambling can bring.

The Council, in its role of licensing premises for gambling, recognises the importance of involving all residents and stakeholders in creating and enforcing this Statement of Policy and will seek to balance all the different aspirations and needs of businesses, local residents and the many visitors to the Borough.

We will continue to encourage the development and use of a Local Area Profile of the Borough in this Policy. We hope that this will bring a clearer understanding of local issues. Unlike alcohol control, where some of the harms are readily apparent, for example anti-social behaviour, gambling harms are usually less visible and insidious in nature. Problem gambling can have devastating impacts on the individual, their family and their relationships with others. These impacts are not confined to debt but also include detrimental effects on an individual's health.

We expect operators of gambling premises to have regard to the local area when undertaking their own risk assessment on their premises and when they make licence applications.

A notable addition to this version of the Policy is that the Licensing Authority, in its capacity as a responsible authority under the Gambling Act 2005 (The Act), will actively seek the views of the Director of Public Health on all applications that the Licensing Authority are required to be notified of. Where applicable, these views will be used to make informed decisions regarding any representation the Licensing Authority may be minded to make.

This Policy will be reviewed and revised by the Council as and when required.

The Council will seek, through the licensing process and the decisions it takes, to make Doncaster a safe and welcoming place for both residents and visitors to enjoy.

Doncaster Council

Statement of Licensing Policy (Gambling Act 2005)

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1 Statement of Licensing Policy

1.1 Introduction

Doncaster Metropolitan Borough Council is the Licensing Authority under the Gambling Act 2005 and is responsible for granting premises licences and receiving notifications in the Borough of Doncaster in respect of:-

- Casino Premises
- Bingo Premises
- Betting Premises, including Tracks
- Adult Gaming Centres
- Family Entertainment Centres
- Travelling Fairs
- Club Gaming Permits
- Prize Gaming and Prize Gaming Permits
- Temporary Use Notices
- Occasional Use Notices
- Registration of Small Society Lotteries

Unless stated otherwise, any reference, in this policy, to the Council is to the Licensing Authority and vice versa.

The Gambling Act 2005 requires the Licensing Authority to prepare and publish a Statement of Licensing Policy that sets out the policies that the Licensing Authority will generally apply to promote the licensing objectives when making decisions on applications made under the Act.

In producing this statement, the Licensing Authority declares that it has had regard to the licensing objectives of the Gambling Act 2005, the Guidance to Licensing Authorities and the Licence Conditions and Codes of Practice (LCCP) issued by the Gambling Commission, and any responses from those consulted on the statement.

It should be noted that this statement of licensing principles will not override the right of any person to make an application, make representations about an application, or apply for a review of a licence, as each will be considered on its own merits and according to the statutory requirements of the Gambling Act 2005.

The Policy is scheduled to be approved at a meeting of the Council on 22nd November 2018 and will be published via our website on or before 3rd January 2019. Notice of the Policy and a copy of the Policy will be posted at the Civic Office, Doncaster and Doncaster Central Library for inspection on or before 3rd January 2019. This Policy is due to take effect on the 31st January 2019 and will be further reviewed / revised as necessary. Statute currently requires this Policy to be reviewed every three years.

1.2 The Borough of Doncaster

The Doncaster Metropolitan Borough, extends over 224 square miles, has a population of 302400 (taken from the 2011 census) and is the largest metropolitan borough by area. A plan of the Borough is attached as Appendix A.

The Borough consists of the Doncaster town centre and the urban areas that surround it, the more rural villages and includes the towns of Mexborough, Consibrough, Thorne, Bawtry and Tickhill. Around 80% of the Borough is classed as green space, with a significant proportion being agricultural land.

Due to its geographical location and excellent rail, road and air links, Doncaster attracts many visitors attending local, regional and national events and activities.

Since 1776 Doncaster has been home of the 'St Leger', the oldest classic horse race.

Doncaster has seen significant developments in recent years with the opening of Robin Hood Airport, FARRS scheme, Transport Interchange, Doncaster College's Waterfront campus, the Keepmoat Stadium, Lakeside, redevelopment of Doncaster racecourse and the creation of a Civic and Cultural Quarter in the town centre which is home to the Doncaster Council Civic Office and the Cast theatre.

Doncaster has diverse leisure and entertainment facilities which provide facilities for residents and visitors. It is regarded as an important provider of leisure and entertainment within South Yorkshire.

Team Doncaster is ambitious for the Borough and its people, business and communities. Together we have pulled together collective thinking, experience skills and resources to develop Doncaster Growing Together (DGT). DGT is a set of concrete plans for now and big ideas for the future. Further details can be found in section 2.4 of this policy and on our website www.doncaster.gov.uk.

Each area of the Borough has its own character and challenges. The Council has provided general advice in this policy to assist applicants in preparing applications. Applicants are also expected to demonstrate knowledge of their local area when describing the steps they propose to take to promote the licensing objectives (see section 9). Applicants may consult with the Licensing Officer to ensure they have as much information as possible before making their application.

1.3 Glossary of Terms

Within this Statement of Policy, the following words and terms are defined as stated:

Act: The Gambling Act 2005

Application: Applications for licences and permits as defined in section 1.5

Borough: The area of South Yorkshire administered by Doncaster

Metropolitan Borough Council (Map appended at Appendix A)

Code of Any relevant code of practice under section 24 of the

Practice: Gambling Act 2005

Default Means a specified condition provided by regulations to be attached to a licence, unless excluded by Doncaster

Metropolitan Borough Council

Gaming Machine:

A gaming machine is defined by the Gambling Act 2005 as a machine that is defined or adapted for use by individuals to gamble. Gaming machines fall into categories depending on the maximum stake and prize available. Details of the categories, stakes and prizes are available on the Gambling Commission website www.gamblingcommission.gov.uk

Interested Party:

For the purposes of this Act, a person is an interested party in relation to a premises licence if, in the opinion of the Licensing Authority which issues the licence or to which the application is made, the person:-

- a) Lives sufficiently close to the premises to be likely to be affected by the authorised activities:
- b) Has business interests that might be affected by the authorised activities;
- c) Represents persons who satisfy a) or b) above.

Licences: As defined in section 1.5

Licensing Authority:

Doncaster Metropolitan Borough Council

Licensing Objectives:

As defined in section 1.4

Mandatory

A specified condition provided by regulations to be attached

Condition: to a licence

Notification: Notification of temporary and occasional use notices

Premises: Any place, including a vehicle, vessel or moveable structure

Regulations: Regulations made under the Gambling Act 2005

Responsible For the purposes of this Act, the following are Responsible Authority: Authorities in relation to premises:

- 1. The Licensing Authority Doncaster Council;
- 2. The Gambling Commission;
- 3. South Yorkshire Police:
- 4. South Yorkshire Fire and Rescue Service;
- 5. Planning Authority Doncaster Council;
- 6. Enforcement Team (Environmental Health) Doncaster Council:
- 7. Doncaster Safeguarding Children Board;
- 8. HM Customs and Excise:
- 9. Any other person prescribed by regulation made by the Secretary of State;
- 10. In the case of vessels:
 - the Environment Agency,
 - the British Waterways Board, and
 - the Secretary of State for Transport.

1.4 Licensing Objectives

In accordance with the Gambling Act 2005, Doncaster Council will carry out its licensing functions with a view to promoting the following three licensing objectives: -

- 1. Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime;
- 2. Ensuring that gambling is carried out in a fair and open way;
- 3. Protecting children and other vulnerable persons from being harmed or exploited by gambling.

1.5 Types of Licence

This document sets out the policies that the Licensing Authority will apply when making decisions upon applications or notifications made for:

- 1. Premises Licences;
- 2. Temporary Use Notices;
- 3. Permits as required under the Act;
- 4. Registrations as required under the Act.

1.6 Licensable Premises and Permits

The Licensing Authority is required under the Act to:

- Be responsible for the licensing of premises where gambling activities are to take place by issuing *Premises Licences*
- Issue Provisional Statements
- Regulate members' clubs and miners' welfare institutes who wish to undertake certain gaming activities via issuing Club Gaming Permits and/or Club Machine Permits
- Issue Club Machine Permits to Commercial Clubs
- Grant permits for the use of certain lower stake gaming machines at unlicensed Family Entertainment Centres
- Receive notifications from alcohol licensed premises (under the Licensing Act 2003) for the use of two or fewer gaming machines
- Issue Licensed Premises Gaming Machine Permits for premises licensed to sell/supply alcohol for consumption on the licensed premises, under the Licensing Act 2003, where there are more than two machines
- Register small society lotteries below prescribed thresholds
- Issue Prize Gaming Permits
- Receive and Endorse *Temporary Use Notices*
- Receive Occasional Use Notices
- Provide information to the Gambling Commission regarding details of licences issued
- Maintain registers of the permits and licences that are issued under these functions

It should be noted the Licensing Authority is not responsible for the licensing of remote gambling this is regulated by the Gambling Commission.

1.7 General Principles

Nothing in this Statement of Policy will:-

- 1. Undermine the rights of any person to apply, under the Act, for a variety of permissions and have the application considered on its individual merits; or
- 2. Override the right of any person to make representations on any application or seek a review of a licence or permit where they are permitted to do so under the Act.

The Council is aware, as per Section 153 of the Act, that in exercising its functions it must aim to permit the use of premises for gambling in so far as the Authority thinks it is:

- (a) in accordance with any relevant code of practice issued by the Gambling Commission;
- (b) in accordance with any relevant guidance issued by the Gambling Commission;
- (c) reasonably consistent with the licensing objectives; and
- (d) in accordance with the Council's Statement of Licensing Policy.

The starting point in determining applications will be to grant the application without additional conditions. Conditions will only be considered where they are needed to meet the requirements of the licensing objectives, and any conditions applied will not be overly onerous and will be proportionate to the scale of the application and the risks involved. Conditions will generally be considered unnecessary if they are already adequately covered by other legislation.

All applicants for Premises Licences will be required to set out how they will promote the licensing objectives, as specified in section 1.4, and what measures they intend to employ to ensure compliance with them. The Licensing Authority will also expect to receive a copy of the applicant's local risk assessment in accordance with the LCCP and Social Responsibility Code. When determining an application to grant a Premises Licence or review a Premises Licence, regard will be taken to the proximity of the premises to schools, vulnerable adult centres or residential areas where there may be a high concentration of families with children. The proximity of premises taken into consideration will vary depending on the size and scope of the gambling premises concerned. Each case will, however, be determined on its individual merits. Therefore, if an applicant can effectively demonstrate how they might overcome licensing objective concerns, this will be taken into account.

Licensing is concerned with the control of licensed premises, temporary use notices or occasional use notices within the terms of the Act. Conditions may be attached to licences that will cover matters that are within the control of individual operators.

When considering any conditions to be attached to licences, the Licensing Authority will primarily focus on the direct impact of the activities taking place at licensed premises on members of the public living, working or engaged in normal activity in the area concerned. The Secretary of State may, by regulation, provide for specified conditions to be attached to a premises licence as either "mandatory" or "default" conditions. In determining an application, the Licensing Authority may not have regard to the expected demand for the facilities, which it is proposed to provide.

The Licensing Authority recognises that, apart from the licensing function, there are a number of other mechanisms available for addressing issues of unruly behaviour that can occur away from licensed premises, including:-

- 1. Planning controls;
- On-going measures to create a safe and clean environment in these areas in partnership with local businesses, transport operators and other Council departments;
- 3. Regular liaison with the Police on law enforcement issues regarding disorder and anti-social behaviour;
- 4. The power of the Police, other responsible authorities or local residents and businesses to seek a review of the licence.

Any person making a representation in respect of a licence application will be required to relate their representation to one or more of the Licensing Objectives,

as specified in section 1.4, before the Licensing Authority will be able to consider it.

The Licensing Authority, in undertaking its licensing function, will have due regard to the need to eliminate unlawful discrimination and to promote equality and good relations between persons of different ethnic and minority groups (see section 1.12).

The Licensing Authority, in undertaking its licensing function, will have full regard to the Regulators' Code.

1.8 Responsible Authorities

The responsible authorities are identified in Section 1.3. The contact details for the responsible authorities are published on the Licensing Authority's website www.doncaster.gov.uk/licensing

The Licensing Authority is required to designate in writing a body that is competent to advise it about the protection of children from harm. In making this designation the following principles have been applied:

- the competency of the body to advise the Licensing Authority,
- the need for the body to be responsible for an area covering the whole of the Licensing Authority's area, and
- the need for the body to be answerable to democratically elected persons rather than particular invested interest group etc.

In accordance with the Gambling Commissions Guidance to Local Authorities the Council designates the Doncaster Safeguarding Children Board for this purpose.

Another body which, whilst not listed as a responsible authority, can also help to inform the strategic picture and approach as well as inform the local area profile, is Public Health. Given the range of comorbidities associated with addictions it is likely that some of those presenting with one specific condition may be experiencing gambling related harm as well, for example those with a mental health issue or an addictive behaviour. The Licensing Authority, when acting in its role as a responsible authority, will actively seek the views of the Director of Public Health on all applications that the Licensing Authority are required to be notified of. In so far as they relate to the licensing objectives, these views will be used to make informed decisions regarding any representation the Licensing Authority may be minded to make.

1.9 Interested Parties

See definition of Interested Parties in Section 1.3

Interested parties can be persons who are democratically elected, such as Councillors and MPs. Where appropriate this will include parish and town councillors.

Other than persons mentioned above, the Licensing Authority will require some form of confirmation that a person, representing an interested party, is authorised to represent that party.

The Licensing Authority considers that trade associations, trade unions and resident and tenant associations qualify as 'Interested Parties' where they can demonstrate that they represent persons listed in a) or b) of section 1.3 of this policy (Interested Party).

The Licensing Authority deems that the types of organisations that may be considered to have business interests will be interpreted broadly to include, for example, partnerships, charities, faith groups and medical practices.

In determining if a person lives or has business interests sufficiently close to the premises that they are likely to be affected by the authorised activities, the Licensing Authority will consider the following factors:

- The size of the premises
- The nature of the premises
- The distance of the premises from the location of the person making the representation
- The potential impact of the premises (e.g. number of customers, routes likely to be taken by those visiting the establishment)
- The circumstances of the complaint. This does not mean the personal characteristics of the complainant but the interest of the complainant, which may be relevant to the distance from the premises.
- The catchment area of the premises (i.e. how far people travel to visit)
- Whether the person making the representation has business interests in that catchment area that might be affected.

1.10 Consultation

This Statement of Policy was subject to formal consultation with:-

- 1. The Chief Officer of Police for the Doncaster District.
- 2. Representatives of persons who appear to the Authority to represent the interests of persons carrying on gambling businesses within the Borough.
- Persons/bodies that appear to the Authority to represent the interests of persons likely to be affected by the exercise of Authority's functions under the Act.

Doncaster Council has consulted widely upon this policy statement and the list of some of those consulted is provided below:

- The Gambling Commission
- Local Elected Members
- South Yorkshire Police
- South Yorkshire Fire and Rescue Service
- HM Customs and Excise

- Doncaster Council Development Control
- Doncaster Council Public Health
- Doncaster Council Environmental Health Department
- Doncaster Safeguarding Children Board
- Local Tenants' and Residents' Association groups
- Rotherham, Doncaster and South Humber NHS Foundation Trust
- Doncaster Chamber
- British Beer and Pub Association
- Association of British Bookmakers
- Bingo Association
- The Racecourse Association
- Gamcare
- Local Licensing Solicitors
- Trade Unions
- Gamblers Anonymous
- Samaritans
- Doncaster Advice Services Partnership
- The Environment Agency
- British Waterways Canal and River Trust

The consultation commenced on the 29th June 2018 and, as far as practicable, the Council followed the Consultation Principles issued by central government in 2018. The consultative document was also published on the Council's website for public comment.

1.11 Information Exchange

In fulfilling its functions and obligations under the Act, the Licensing Authority will exchange relevant information with other regulatory bodies and will establish protocols in this respect. In exchanging such information, the Licensing Authority will conform to the requirements of data protection and freedom of information legislation in accordance with the Licensing Authority's existing policies.

Details of those persons making representations will be made available to applicants to allow for negotiation and, in the event of a hearing being required, will form part of a public document. Anyone making representations or applying for the review of a premises licence will be informed that their details will be disclosed.

1.12 Promotion of Equality

The Council recognise that the Equality Act 2010 places a legal obligation on public authorities to have regard to the need to eliminate unlawful discrimination, harassment and victimisation; to advance equality of opportunity; and foster good relations, between persons with different protected characteristics. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

At Doncaster Council we use a range of data and information when we develop policies, set strategies, design and deliver our services. By using equality information we can make sure we have thought about opportunities to promote equality, eliminate discrimination and foster good relations across all the protected groups when making decision. Equality information is used when we develop our corporate plans and it gives us an understanding of what our equality objectives should be.

We continuously review and provide equalities information in line with our commitment to the Equality Act and Transparency Code of Practice

Equality data and information is published on the Council website www.doncaster.gov.uk. The Doncaster Data Observatory aims to provide information and intelligence that:

- informs the development of policies and plans across Doncaster;
- increases understanding to support the main population based needs assessment reports;
- improves the sharing of research, best practice, data and intelligence among partners and minimises duplication;
- improves the commissioning of Public Services.

2. Legislation, Policies and Strategies

2.1 Legislation - Duplication with other Regulatory Regimes

This Licensing Authority seeks to avoid duplication with other statutory / regulatory systems wherever possible, including planning controls. This Authority will not consider whether a licence application is likely to be awarded planning permission or building regulations approval, in its consideration of it. It will, however, listen to and consider carefully any concerns about conditions which are not able to be met by licensees due to planning restrictions, should the situation arise.

When dealing with a premises licence application, the Authority will not take into account whether those buildings have to comply with the necessary planning or building consents (see section 2.2). Fire or health and safety risks will not be taken into account, as these matters are dealt with under other relevant legislation and must not form part of the consideration for the premises licence.

It should be noted that, unlike the Licensing Act 2003, the Gambling Act does not include as a specific licensing objective relating to the prevention of public nuisance. Any nuisance associated with gambling premises should be tackled under other relevant legislation.

Non-compliance with other statutory requirements may be taken into account in reaching a decision about whether to grant a licence, but only if relevant representations are received.

2.2 Relationship with Planning Policies

When determining an application, the Licensing Authority has a duty to take into consideration all relevant matters and not to take into consideration any irrelevant matters, i.e. those not related to gambling and the licensing objectives. One example of an irrelevant matter would be the likelihood of the applicant obtaining planning permission or building regulations approval for their proposal.

When dealing with a premises licence application, the Licensing Authority will not take into account whether those buildings have or comply with the necessary planning or building consents. Those matters should be dealt with under the relevant planning and building regulation powers. Section 210 of the 2005 Act prevents licensing authorities taking into account the likelihood of the proposal by the applicant obtaining planning or building consent when considering a premises licence application. Equally the grant of a gambling premises licence does not prejudice or prevent any action that may be appropriate under the law to planning or development.

An applicant can apply for a provisional statement in respect of premises that he or she expects to be constructed, expects to be altered or expects to acquire a right to occupy. Such an application is again a separate and distinct process to the granting of planning permission or building regulation approval.

2.3 National Strategies

The Licensing Authority will also seek to discharge its responsibilities identified by other Government Strategies, in so far as they impact on the objectives of the licensing function.

2.4 Local Strategies and Policies

Where appropriate, the Licensing Authority will consider applications with reference to other relevant local strategies and policies. In particular it will have regard to Doncaster Growing Together (DGT), available on the Council's website www.doncaster.gov.uk.

2.5 Integrating Strategies

The Licensing Authority recognises there are many stakeholders involved in the leisure industry and many are involved in the promotion of the licensing objectives. Where the Licensing Authority is aware of stakeholders' plans and strategies linked to matters related to the licensing objectives it will aim to consider them.

Whilst the Licensing Authority recognises the importance of the co-ordination and integration of this policy with other policies and strategies, applicants will not be required to demonstrate a requirement to fulfil criteria not in keeping with the licensing objectives of the Gambling Act 2005.

3. Decision Making

3.1 Licensing Committee

The Council appoints a licensing committee and licensing functions will often be delegated to a licensing sub-committee or, in appropriate cases to officers of the Council. Further details on the administration, exercise and delegation of functions can be found in section 3.2 of this policy.

When required, a Licensing Sub-Committee of not less than three Councillors will sit to hear applications where representations have been received from interested parties and/or responsible authorities.

Committee members will have regard to the Council Code of Conduct for Members. Where a Councillor, who is a member of the Licensing Committee or Sub-Committee, discloses a pecuniary interest in the application before them, in the interests of good governance, they will disqualify themselves from any involvement in the decision making process in respect of that application.

Where a Councillor who is a member of the Licensing Committee is making or has made representations regarding a licence on behalf of an interested party, in the interests of good governance, they will disqualify themselves from any involvement in the decision making process affecting the licence in question.

The Licensing Sub-Committee will also refer to the Licensing Committee any matter it is unable to deal with because of the number of its members who are unable to take part in the consideration or discussion of any matter or vote on any question with respect to it.

The Licensing Committee will refer to the Council any matter it is unable to deal with because of the number of its members who are unable to take part in the consideration or discussion of any matter or vote on any question with respect to it.

Subject to the prevailing scheme of delegation, the Council's licensing officers will deal with all other licensing applications where either no representation has been received, or where representations have been received and subsequently withdrawn.

Decisions as to whether representations are irrelevant, frivolous or vexatious will be made by Council officers, in consultation with the Chair of the Licensing Committee, who will make the decisions on whether representations or applications for licence reviews should be referred to the Licensing Committee or Sub-Committee. Where representations are rejected, the person making that representation will be given a written reason as to why that is the case. There is no right of appeal against a determination that representations are not admissible.

3.2 Administration, Exercise and Delegation of Functions

The Licensing Authority is involved in a wide range of licensing decisions and functions and has established a Licensing Committee to administer them.

The 2005 Act provides that the functions of a licensing authority (including its determinations) are to be carried out by its licensing committee (except those relating to the making of its Statement of Licensing Policy). The licensing committee may delegate these functions to sub-committees or in appropriate cases, to officers of the Licensing Authority. It is recognised that many of the decisions and functions will be purely administrative in nature and it is, therefore, Council policy that the delegation of functions will be determined in the interests of speed, efficiency and cost effectiveness.

In general, where, under the provisions of the 2005 Act, there are no relevant representations on an application for the grant of a premises licence, these matters will be dealt with by officers. This form of delegation is without prejudice to officers referring an application to a Sub-Committee or Committee if considered appropriate in the circumstances of any particular case.

Membership and the terms of reference for the Licensing Committee will be established at the Annual General Meeting of the Council.

The Licensing Committee will agree the appointment of a Licensing Sub-Committee and the delegation of functions annually at its inaugural meeting. The prevailing scheme of delegation will be attached to this Policy as Appendix B

Details of all committee meetings, agendas and minutes including the delegation of functions will be published on the Council's website.

3.3 Giving Reasons for Decisions

Every determination of a licensing decision by the Licensing Committee or a Licensing Sub-Committee shall be accompanied by clear and relevant reasons for the decision. The decision and the reasons for that decision will be sent to the applicant and those who have made relevant representations as soon as practicable and, in all cases, within the statutory time frames. A summary of the decision shall also be posted on the Council's website as soon as practicable after the decision has been confirmed.

3.4 Licensing Reviews

The Licensing Authority will carry out a review of a premises licence either of its own volition or following receipt of an application for review in accordance with the Act that is relevant to one or more or the licensing objectives. It is for the Licensing Authority to decide whether the review is to be carried out. This will be on the basis of whether the request for the review is relevant to the matters listed below;

- in accordance with any relevant code of practice issued by the Gambling Commission;
- in accordance with any relevant guidance issued by the Gambling Commission;
- reasonably consistent with the licensing objectives; and
- in accordance with the Authority's statement of licensing policy.

Due consideration will be given to all relevant representations unless they fit the following:

- a) The grounds are frivolous;
- b) The grounds are vexatious;
- c) The grounds are irrelevant;
- d) The grounds will not cause the Licensing Authority to revoke or suspend a licence or to remove, amend or attach conditions on the premises licence;
- e) The grounds are substantially the same as the grounds cited in a previous application relating to the same premises; or
- f) The grounds are substantially the same as representations made at the time the application for a premises licence was considered.

The Licensing Authority can also initiate a review of a particular premises licence, or a particular class of premises licence on the basis of any reason which it thinks appropriate.

In particular, the licensing authority may also initiate a review of a premises licence on the grounds that a premises licence holder has not provided facilities for gambling at the premises. This is to prevent applications for licences in a speculative manner without intending to use them.

4 Local Standards

4.1 Applications

An application for a premises licence can only be made by a person who either holds an operating licence authorising him to carry on the activity in respect of which a premises licence is sought, or has made an application for an operating licence which has not yet been determined. (Note: Race Tracks do not require an operating licence in order to apply for a premises licence.)

Applications for the grant, transfer or variation of a premises licence must be accompanied by an assessment that demonstrates how the applicant will promote all the licensing objectives in the form of a written operating schedule and a local risk assessment in accordance with the Social Responsibility code (LCCP). The applicant may ask the Licensing Authority for advice as to the scope of information to be provided. (See section 9)

The level of detail to be provided will be advised by the Licensing Officer and will be proportional to the scale and nature of the application made.

Definitions of "Responsible Authorities" and "Interested Parties" who are able to make representations under this Act can be found in sections 1.3, 1.8 & 1.9.

4.2 Assessment of Need

In accordance with Section 153 of the 2005 Act, when deciding whether or not to grant a licence, the Licensing Authority will not have regard to the expected demand for gambling premises that are the subject of the application.

4.3 Conditions

Conditions will be applied to licences that are proportionate and appropriate to the business, organisation or individual concerned. The Licensing Authority will draw upon the advice issued by the Gambling Commission and attach conditions relative to the given circumstances of each individual case.

Any conditions attached to licences will be proportionate and will be:

- Relevant to the need to make the proposed building suitable as a gambling facility;
- Directly related to the premises and the type of licence applied for;
- Fairly and reasonably related to the scale and type of premises; and
- Reasonable in all other respects.

The Licensing Authority expects applicants to offer their own suggestions as to ways in which the licensing objectives can be effectively met. In order to inform such suggestions, applicants will be expected to prepare risk assessments based on the location and range of clientele of the premises, and to take account of any local area profile produced by the Council. For further details see section 9.

Decisions upon individual conditions will be made on a case by case basis, although there will be a number of measures this Licensing Authority will consider utilising should there be a perceived need, such as the use of supervisors, appropriate signage for adult only areas etc. (See section 7)

The Council will also consider specific measures, which may be required for buildings, which are subject to multiple premises licences. Such measures may include the supervision of entrances; segregation of gambling from non-gambling areas frequented by children; and the supervision of gaming machines in non-adult gambling specific premises in order to pursue the licensing objectives. These matters are in accordance with the Gambling Commission's Guidance.

Conditions attached to Premises Licences will, so far as possible, reflect local crime prevention strategies. For example, closed circuit television (CCTV) may be appropriate in certain premises.

In order to avoid duplication with other statutory regimes, the Licensing Authority will not attach conditions to a licence unless they are considered necessary for the promotion of the licensing objectives. Conditions will generally be considered unnecessary if they are already adequately covered by other legislation.

It is noted that there are conditions, which the Council cannot attach to premises licences, which are:

- Any condition on the premises licence which makes it impossible to comply with an operating licence condition;
- Conditions relating to gaming machine categories, numbers, or method of operation;
- Conditions which provide that membership of a club or body be required (the Gambling Act 2005 specifically removes the membership requirement for casino and bingo clubs and this provision prevents it being reinstated); and
- Conditions in relation to stakes, fees, winning or prizes.

4.4 Enforcement

The Licensing Authority is committed to the principles and approach to enforcement set out in the Regulators' Code, and will be guided by the Gambling Commission's Guidance to Licensing Authorities and will endeavour to be:

- Proportionate: regulators should only intervene when necessary: remedies should be appropriate to the risk posed, and costs identified and minimised;
- Accountable: regulators must be able to justify decisions, and be subject to public scrutiny;
- Consistent: rules and standards must be joined up and implemented fairly;
- Transparent: regulators should be open, and keep regulations simple and user friendly; and
- Targeted: regulation should be focused on the problem, and minimise side effects.

As per the Gambling Commission's Guidance to Licensing Authorities, the Licensing Authority will endeavour to avoid duplication with other regulatory regimes as far as possible.

The Licensing Authority will adopt and implement a risk-based inspection programme, based on;

- The licensing objectives
- Relevant codes of practice
- Guidance issued by the Gambling Commission
- The principles set out in this statement of licensing policy

The main enforcement and compliance role for the Licensing Authority in terms of the Gambling Act 2005 is to ensure compliance with the premises licences and other permissions which it authorises. The Gambling Commission is the enforcement body for the operating and personal licences. It is also worth noting that concerns about manufacture, supply or repair of gaming machines are not dealt with by the Licensing Authority but should be notified to the Gambling Commission.

This Licensing Authority also keeps itself informed of developments as regards the work of the Better Regulation Executive in its consideration of the regulatory functions of local authorities.

The Licensing Authority intends to use appropriate enforcement to promote the licensing objectives. Once licensed, it is essential that premises are monitored to ensure that they are run in accordance with their operating schedules, in compliance with the specific requirements of the Act and in compliance with any licence conditions. It will also be important to monitor the Borough for unlicensed premises.

The Licensing Authority will seek to work actively with the Police in enforcing licensing legislation and facilitates programmed liaison with South Yorkshire Police and South Yorkshire's Fire and Rescue Service on enforcement issues to ensure the efficient deployment of resources.

4.5 Casinos

The Gambling Act states that a casino is an arrangement whereby people are given the opportunity to participate in one or more casino games, whereby casino games are defined as a game of chance, which is not equal gaming. This means that casino games offer the chance for multiple participants to take part in a game competing against the house at different odds to their fellow players.

Casinos are specifically limited, by national regulations, as to their number, size and geographical location. Doncaster Council, under the existing law, cannot issue a casino licence due to it not being one of specified locations.

Notwithstanding the above, the Licensing Authority has not passed a 'no casino' resolution under the Gambling Act 2005, but is aware that it has the power to do

so. Should the Licensing Authority decide in future to pass such a resolution, it will update this policy statement with details of that resolution. Any such decision will be taken by the Full Council.

4.6 Adult Gaming Centres

Adult Gaming Centres are a category of premises introduced by the Act. They are allowed to have limited numbers of Category B and any number of Category C & D gaming machines and are not allowed to admit under-18s.

The Licensing Authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the Authority that there will be sufficient measures to, for example, ensure that under 18 year olds do not have access to the premises. (See section 7)

4.7 (Licensed) Family Entertainment Centres

Licensed Family Entertainment Centres are permitted to provide both Category C & D gaming machines and must ensure that under 18s have no access to Category C machines.

The Licensing Authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the Authority, for example, that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only gaming machine areas. (See section 7)

4.8 Bingo Premises

The Act does not define Bingo, but previous legislation divided this category into Cash Bingo, played in commercial Bingo Halls and Prize Bingo, traditionally played in arcades or travelling funfairs. As Bingo premises can provide Category B, C & D Gaming machines, under 18s must not be allowed access to Category B & C machines, if provided.

The Licensing Authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the Authority, for example, that there will be sufficient measures to ensure that under 18 year olds do not have access to any adult only gaming machine areas. (See section 7)

4.9 Betting Premises

Betting premises are premises such high street betting shops where various types of gambling are allowed to take place. The Council will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the Authority that there will be

sufficient measures to, for example, ensure that under 18 year olds do not have access to the premises. (See section 7)

Betting machines - The Licensing Authority will, as per the Gambling Commission's Guidance, take into account the size of the premises, the number of counter positions available for person-to-person transactions, and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people, when considering the number/nature/circumstances of betting machines an operator wants to offer. (See section 7)

4.10 Tracks

Tracks are sites (including racecourses and dog tracks) where races or other sporting events take place. Betting is a major gambling activity on tracks, both in the form of pool betting (often known as the 'tote'), and also general betting, known as 'fixed-odds' betting.

These premises may be subject to one or more premises licence. The Licensing Authority will expect applicants to demonstrate suitable measures to ensure that persons under 18 do not have access to adult only gaming facilities and will take into account any guidance issued by the Gambling Commission in relation to these premises. (See section 7)

It is noted that children and young persons will be permitted to enter track areas where facilities for betting are provided on days when dog-racing and/or horse racing takes place, but that they are still prevented from entering areas where gaming machines (other than category D machines) are provided. (See section 7)

Gaming machines - Where the applicant holds a pool betting operating licence and is going to use the entitlement to four gaming machines, machines (other than category D machines) should be located in areas from which persons under 18 are excluded. (See section 7)

Betting machines - This Licensing Authority will, as per the Gambling Commission's Guidance, take into account the size of the premises and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people, when considering the number/nature/circumstances of betting machines an operator proposes to offer. (See section 7)

4.11 Travelling Fairs

Travelling fairs have traditionally been able to provide various types of low stake gambling without the need for a licence or permit, provided that certain conditions are met. Travelling fairs have the right to provide an unlimited number of category D gaming machines and / or equal chance prize gaming (without the need for a permit) as long as the gambling amounts to no more than an ancillary amusement at the fair.

The Licensing Authority, through its enforcement activities, will endeavour to ensure that any fair complies with the requirements of the regulations.

4.12 Prize Gaming Permits

The Gambling Act 2005 states that a licensing authority may 'prepare a statement of principles that they propose to apply in exercising their functions under this Schedule' which 'may, in particular, specify matters that the licensing authority proposes to consider in determining the suitability of the applicant for a permit'.

The Licensing Authority requires the applicant to (a) set out the types of gaming that they are intending to offer, (b) submit a plan of the building indicating the location of the gaming and (c) be able to demonstrate:

- That they understand the limits to stakes and prizes that are set out in Regulations;
- That the gaming offered is within the law;
- Clear policies that outline the steps to be taken to protect children from harm.

In making its decision on an application for this permit the Licensing Authority does not need to, but may, have regard to the licensing objectives but must have regard to any Gambling Commission guidance.

It should be noted that there are conditions in the Gambling Act 2005 by which the permit holder must comply, but that the Licensing Authority cannot attach conditions. The conditions in the Act are:

- the limits on participation fees, as set out in regulations, must be complied with:
- all chances to participate in the gaming must be allocated on the premises on which the gaming is taking place and on one day; the game must be played and completed on the day the chances are allocated; and the result of the game must be made public in the premises on the day that it is played:
- the prize for which the game is played must not exceed the amount set out in regulations (if a money prize), or the prescribed value (if non-monetary prize); and
- participation in the gaming must not entitle the player to take part in any other gambling.

4.13 Unlicensed Family Entertainment Centres (FEC)

Unlicensed Family Entertainment Centres will cater for families, including unaccompanied children and young persons. As they operate on a permit they will only be allowed to have Category D Gaming machines, which can be played by young people.

It should be noted that the applicant must show that the premises will be wholly or mainly used for making gaming machines available for use and would, therefore,

exclude any premises primarily used for any other purposes, e.g. canteens, fast food takeaways, garages and petrol filling stations, taxi offices or non-arcade premises.

The Licensing Authority will, in relation to applications for unlicensed family entertainment centres, take into account the following statement of principles when determining the suitability of the applicant:

The Licensing Authority will expect the applicant to submit a plan of the building and show that there are policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations. The efficiency of such policies and procedures will each be considered on their merits, however, they may include appropriate measures / training for staff as regards suspected truant school children on the premises, measures / training covering how staff would deal with unsupervised very young children being on the premises, or children causing perceived problems on / around the premises. (See section 7)

This Licensing Authority will also expect, as per Gambling Commission Guidance, that applicants demonstrate a full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed FECs; that the applicant has no relevant convictions (those that are set out in Schedule 7 of the Act); and that staff are trained to have a full understanding of the maximum stakes and prizes.

4.14 (Alcohol) Licensed Premises

Premises licensed to sell alcohol for consumption on the premises have an automatic right to have two machines of categories C and/or D. Any increase on these limits will require a permit. These applications will be considered on a case by case basis but generally there will be regard to the need to protect children and vulnerable persons from harm or being exploited. The applicant will be expected to ensure that under 18s do not have access to the adult only gaming machines. This could include being in sight of the bar or in sight of the staff who monitor that such machines are not used by those under 18. In relation to vulnerable persons the applicant could consider the provision of information for support services that offer advice. (See section 7)

4.15 Club Gaming and Club Machine Permits

Members Clubs are defined as having more than 25 members and being established for purposes other than gambling and Miner's Welfare Institutes are defined as associations established for recreational or social purposes.

Members Clubs and Miners' Welfare Institutes may apply for these. A Club Gaming Permit will enable premises to provide three machines of either categories B, C or D and equal chance and other forms of gaming, as set out in regulations. A club gaming machine permit if applied for will enable premises to provide three machines of categories B, C or D only.

4.16 Temporary Use Notices

Temporary Use Notices allow the use of premises for gambling where there is no premises licence but where a gambling operator wishes to use the premises temporarily for providing facilities for gambling. Premises that might be suitable for a Temporary Use Notice, according the Gambling Commission, would include hotels, conference centres and sporting venues

These notices should not be used to permit regular gambling in a place that could be described as one set of premises. The Licensing Authority expects to object to notices where it appears that their effect would be to permit regular gambling in a place that could be described as one set of premises, as recommended in the Gambling Commission's Guidance to Licensing Authorities.

4.17 Occasional Use Notices

The Licensing Authority has very little discretion with regard to these notices aside from ensuring that the statutory limit of eight days in a calendar year is not exceeded. The Licensing Authority will though consider the definition of 'track' and whether the applicant is permitted to avail him/herself of the notice.

4.18 Small Society Lotteries

The Council will adopt a risk based approach towards its enforcement responsibilities for small society lotteries. The Council considers that the following list, although not exclusive, could affect the risk status of the operator:

- submission of late returns (returns must be submitted no later than three months after the date on which the lottery draw was held)
- submission of incomplete or incorrect returns
- breaches of the limits for small society lotteries

Non-commercial gaming is permitted if it takes place at a non-commercial event, either as an incidental or principal activity at the event. Events are non-commercial if no part of the proceeds is for private profit or gain. The proceeds of such events may benefit one or more individuals if the activity is organised:

- by, or on behalf of, a charity or for charitable purposes
- to enable participation in, or support of, sporting, athletic or cultural activities.

5. Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime

The Licensing Authority places a considerable importance on the prevention of crime and disorder, and will do all it reasonably can to prevent crime and disorder in the Borough. A high standard of control is therefore expected to be exercised over licensed premises.

The Licensing Authority will, when determining applications, consider whether the grant of a Premises Licence will result in an increase in crime and disorder.

Applicants are encouraged to discuss the crime prevention procedures in their premises with the Council's Licensing Officer and South Yorkshire Police before making a formal application.

In considering licence applications, the Licensing Authority will particularly take into account the following:-

- The design and layout of the premises;
- The training given to staff in crime prevention measures appropriate to those premises;
- Physical security features installed in the premises. This may include matters such as the position of cash registers or the standard of CCTV that is installed;
- Where premises are subject to age restrictions, the procedures in place to conduct age verification checks;
- The likelihood of any violence, public order or policing problem if the licence is granted.

The Licensing Authority is aware of the distinction between disorder and nuisance and will consider factors, for example whether police assistance was required and how threatening the behaviour was to those who could see it, so as to make that distinction.

6. Ensuring that gambling is conducted in a fair and open way

The Licensing Authority has noted the Gambling Commission states that it generally does not expect licensing authorities to become concerned with ensuring that gambling is conducted in a fair and open way as this will be a matter for either the management of the gambling business (and therefore relevant to the Operating Licence), or will be in relation to the suitability and actions of an individual (and therefore relevant to the Personal Licence). Both of these options fall under the control of the Gambling Commission.

However, the Licensing Authority will familiarise itself with operator licence conditions and will communicate any concerns to the Gambling Commission about misleading advertising or any absence of required game rules or other matters as set out in the Commission's Code of Practice.

The Licensing Authority is also aware of the differences between track premises licences and most other premises licences. In Essence, tracks admit third-party operators to provide betting facilities, whereas other premises licence holders e.g. betting shops, bingo clubs etc. provide gambling facilities themselves and are subject to the conditions of the operating licence as well as the premises licences.

7. Protecting children and other vulnerable persons from being harmed or exploited by gambling

7.1 Access to Licensed Premises

With limited exceptions, the access of children and young persons under 18 to those gambling premises, which are adult only environments, will not be permitted.

The Licensing Authority will seek to limit the advertising for premises so that gambling products are not aimed at children or advertised in such a way that makes them particularly attractive to children.

The Licensing Authority will consult with the Doncaster Safeguarding Children Board and with other relevant bodies, on any application that indicates there may be concerns over access for children or vulnerable persons.

The Licensing Authority will judge the merits of each separate application before deciding whether to impose conditions to protect children on particular categories of premises. This may include such requirements as:-

- Supervision of entrances;
- Segregation of gambling areas from areas frequented by children;
- Supervision of gaming machines in non-adult gambling specific premises.

The Licensing Authority will work closely with the Police to ensure the appropriate enforcement of the law.

7.2 Vulnerable Persons

The Licensing Authority does not seek to prohibit particular groups of adults from gambling in the same way that it seeks to prohibit children, but it will assume for regulatory purposes, that "vulnerable persons" include:

- 1. People who gamble more than they want to:
- 2. People who gamble beyond their means:
- People who may not be able to make an informed or balanced decision about gambling due to impaired capacity resulting from mental health or disability problems, alcohol or drugs.

The Licensing Authority is aware of the Local Government Association and Public Health England publication 'Tackling gambling related harm – A whole council approach' published July 2018 and the research which found evidence to support suggestions that the following groups are more vulnerable:

- children, adolescents and young adults (including students)
- people with mental health issues, including those experiencing substance abuse issues (problem gambling is often 'co-morbid' with these substance addictions)

- individuals from certain minority ethnic groups, such as Asian/Asian British, Black/Black British and Chinese/other ethnicity
- the unemployed
- the homeless
- those with low intellectual functioning
- problem gamblers seeking treatment
- people with financially constrained circumstances
- those living in deprived areas.

The Licensing Authority will consider this licensing objective on a case by case basis having regard to any guidance issued by the Gambling Commission. Whilst the Licensing Authority acknowledges that it may be difficult for gambling premises staff to identify vulnerable persons, (especially in the case of persons who may have a mental illness) in the first instance the Licensing Authority would expect staff members to try and maintain an awareness of how much (e.g. how long) customers are gambling. If it is perceived that any particular persons may be gambling excessively or are showing other obvious signs of being unwell then further investigation should follow to try and identify if the person may fall within the category of vulnerable.

7.3 Measures for Protecting Children and Vulnerable Persons from being harmed or exploited by gambling

This Licensing Authority will also expect the licence applicant to offer their own suggestions as to ways in which the licensing objectives can be met effectively.

Applicants may consider measures to meet the licensing objective for protecting and supporting children and other vulnerable persons such as:

- Operators should demonstrate their understanding of best practice issued by organisations that represent the interests of vulnerable people.
- Proof of age schemes.
- CCTV.
- Supervision of entrances/machine areas.
- Physical separation of areas.
- Location of entry to premises: Windows, entrances and advertisements to be positioned or designed not to entice passers-by.
- Specific opening hours.
- Self-exclusion schemes.
- Notices/signage:
 - stickers or notices on gaming machines to identify the stakes/prizes
 - Fixed Odds Betting Terminals should clearly display the odds
- Provision of information leaflets/helpline numbers for organisations such as GamCare.
- ATMs and cash terminals located separately from gaming machines and displaying GamCare Helpline information.

- Training for staff which develops their ability to maintain a sense of awareness of how much customers are gambling, as part of measures to detect persons who may be vulnerable.
- Training for staff for the purpose of identifying and providing support to vulnerable persons
- Measures/training for staff on how to deal with children on the premises, for example suspected truancy from school.

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

The Licensing Authority may consider any of the above or similar measures as licence conditions should these not be adequately addressed by any mandatory conditions, default conditions or suggestions proposed by the applicant.

Any conditions attached to licences will be proportionate and follow the principles set out in Section 4.3

This Authority will also ensure that where category C or above machines are on offer in premises to which children are admitted:

- all such machines are located in an area of the premises which is separated from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance;
- only adults are admitted to the area where these machines are located;
- access to the area where the machines are located is supervised;
- the area where these machines are located is arranged so that it can be observed by the staff or the licence holder; and
- at the entrance to and inside any such areas there are prominently displayed notices indicating that access to the area is prohibited to persons under 18.

This Licensing Authority is aware that tracks may be subject to one or more than one premises licence, provided each licence relates to a specified area of the track. As per the Gambling Commission's Guidance, this Licensing Authority will consider the impact upon the third licensing objective and the need to ensure that entrances to each type of premises are distinct and that children are excluded from gambling areas where they are not permitted to enter.

The Licensing Authority will seek to ensure that operators are following conditions laid down by the Gambling Commission to provide information on how to gamble responsibly and how to access information about problem gambling. Information should be made available in accessible form e.g. large print.

7.4 Door Supervisors

The Gambling Commission advises in its Guidance to Licensing Authorities that if a licensing authority is concerned that a premises may attract disorder or be subject to attempts at unauthorised access (for example by children and young persons) then it may require that the entrances to the premises are controlled by a door supervisor, and is entitled to impose a premises licence condition to this effect.

Where it is decided that supervision of entrances/machines is appropriate for particular cases, a consideration of whether these need to be SIA licensed or not will be necessary. It will not be automatically assumed that they need to be licensed, as the statutory requirements for different types of premises vary.

8. Complaints against Licensed Premises

The Licensing Authority will investigate complaints against licensed premises in relation to matters relating to the licensing objectives for which it has responsibility. In the first instance, complainants are encouraged to raise the complaint directly with the licence holder or business concerned to seek a local resolution.

Where an interested party has made either a valid representation about licensed premises or a valid application for a licence to be reviewed, the Licensing Authority may initially mediate to address and clarify the issues of concern.

This process will not override the right of any interested party to ask that the Licensing Committee consider their valid representation or application.

Due consideration will be given to all relevant representations unless they fit the exceptions detailed in section 3.4 of this policy.

The Local Risk Profile and Risk Assessments by Operators –Licensing Conditions and Codes of Practice (LCCP)

The Gambling Commission publishes the general licence conditions and codes of practise which apply to licensed gambling operators in Licensing Conditions and Codes of Practice (LCCP) which is revised from time to time. The code strengthened the social responsibility code (SR) requirements. Details regarding the LCCP and SR code can be accessed via the Gambling Commission website at www.gamblingcommission.gov.uk.

The code requires operators:

- To supervise customers effectively on gambling premises and identify customers who are at risk of gambling related harm.
- To have in place schemes to allow customers to self-exclude themselves from all operators of a similar type in the area where they live and work.
- To have a range of measures with regard to marketing to ensure social responsibility that are transparent and not misleading.
- To produce a risk assessment on individual premises, and have policies and procedures and control measures in place to mitigate local risks to the licensing objectives.

9.1 Risk Assessments

Such risk assessments are required from new applicants, and from existing premises licence holders seeking to vary a licence. The LCCP strongly encourages all operators of Casino's, Adult Gaming Centres, Bingo Premises, Family Entertainment Centres, Betting shops and remote betting intermediaries to assess local risks to the licensing objectives, and to have policies, procedures and control measures in place to mitigate those risks.

Operators are expected by the SR code to make the risk assessment available to licensing authorities when an application is submitted either for a new premises licence or variation of a premises licence, or otherwise on request, and this will form part of the council's inspection regime and may be requested when officers are investigating complaints.

Any failure to provide a competent risk assessment will be taken into account by the Council in determining the application, and such inferences will be made about potential harm to the licensing objectives as appear appropriate.

The Council considers that these local risk assessments are a key component of the overall assessment and management of the local risks. The code requires the Council to set out matters they expect the operator to take account of in the risk assessment in its statement of policy and the Council expects the Local Area Risk Profile and the following matters to be considered by operators when making their risk assessment:

- Information held by the licensee regarding self-exclusions and incidences of underage gambling;
- Gaming trends such as increased levels of gambling activity which, for example, correspond with pay days or benefits payments;
- Arrangement for localised exchange of information regarding selfexclusions and gaming trends;
- Urban setting such as proximity to schools, commercial environment, factors affecting footfall;
- Range of facilities in proximity to the licensed premises such as other gambling outlets, banks, post offices, refreshment and entertainment type facilities;
- Known problems in the area such as problems arising from street drinkers, youths participating in anti-social behaviour, drug dealing activities, etc.;
- The ethnicity, age, economic makeup of the local community.

The risk assessment should cover the risks and character of the local area, the gambling operation and the design of the premises.

9.2 The Local Area

The Council expects the following matters to be considered by operators when making their risk assessment.

Matters relating to children and young persons, including:

- The footfall in the local area, for example, does it predominately comprise residents, workers or visitors, is it a family orientated area, popular with children and young people;
- Significant presence of young children;
- Institutions, places or areas where the presence of children and young persons should be expected such as schools, youth clubs, parks, playgrounds and entertainment venues such as bowling alleys, cinemas etc.;
- Any premises where children congregate including bus stops, cafés, shops, and any other place where children are attracted;
- Areas that are prone to issues of youths participating in anti-social behaviour, including such activities as graffiti/tagging, underage drinking, etc.;
- · Recorded incidents of attempted underage gambling;
- Transport links and parking facilities;
- Community centres;
- High crime area;
- Other gambling premises in the vicinity.

Matters relating to vulnerable adults, including:

- Information held by the licensee regarding self-exclusions and incidences of underage gambling;
- Gaming trends that may mirror days for financial payments such as pay days or benefit payments;
- Arrangement for localised exchange of information regarding selfexclusions and gaming trends;
- Proximity of premises which may be frequented by vulnerable people such as hospitals, mental health providers, residential care homes, medical facilities, doctor's surgeries, council housing offices, addiction clinics or help centres, places where alcohol or drug dependant people may congregate, etc.;
- Homeless or rough sleeper shelters, hostels and support services;
- Transport links and parking facilities;
- Community centres;
- High crime area;
- High unemployment area;
- Pawn broker/pay day loan businesses in the vicinity;
- Other gambling premises in the vicinity.

Other issues that may be considered could include:

 Matters of faith, including all religious or faith denominations including proximity to churches, mosques, temples or any other place of worship.

9.3 The Gambling Operation

In assessing the risk factors associated with a gambling operation the assessor should take into account the local risks which are commonly accepted by broader stakeholders and how that gambling operation may affect that risk.

The assessor may wish to consider:

- How the gambling operation will relate to how the operator conducts its business:
- What gambling products it provides in the premises;
- The facilities to enable gambling within the premises;
- The staffing levels within the premises;
- The level and requirement for staff training:
- Whether loyalty or account cards are used or not;
- The policies and procedures it has in place in relation to regulatory requirements of the Act or to comply with the LCCP;
- The security and crime prevention arrangements it has in place;
- How it advertises locally and on the premises;
- The marketing material within the premises;
- The display and provision of information, etc.

9.4 The Design of Premises

The design and layout of the premises is a key consideration as this could have a significant impact on the risk to the licensing objectives. In assessing the risk factors associated with the premises design and layout reference is needed to the local area risks factors already identified to ensure the design doesn't add to that risk. The design, both internal and external should be considered and specific risk factors identified and noted. For example:

- The premises may have a number of support pillars which the assessor identifies as obstructing the view of the gaming machines from the cashier counter.
- The assessor may identify that the design of the entrance to the premises is not sufficiently covered by CCTV to enable the identification of offenders.
- Premises which are located within an area which has a high number of children and young people present throughout the day may identify that their standard external design means that children and young people can see into the premises and see gambling taking place.
- If the premises have a large amount of glass frontage in an area prone to criminal damage, the assessor may consider the risk of damage to the standard toughened glass to be high.

These would be identified risk factors that would need to be documented.

This list is not exhaustive and other factors not in this list that are identified may also be taken into consideration.

9.5 Local Area Risk Profile

The Gambling Commission guidance advises that licensing authorities provide a risk profile of their borough. This will assist operators undertaking the risk assessments of their premises, and will also be taken into account when considering applications for new and variations to licences and reviews of licences.

The Licensing Authority will endeavour to ensure an up to date Local Area Risk Profile for the Doncaster Borough is published and readily available.

Whilst not forming part of this policy, the Local Area Risk Profile for the Doncaster Borough should aim to include data and maps which show the distribution of gambling premises and sensitive locations and vulnerable communities. For example:

- Educational establishments;
- Relevant leisure facilities:
- Medical facilities, care homes, and temporary accommodation etc.;
- Places of worship;

- Hot spot areas combining the educational establishments/leisure facilities/medical facilities
- · Areas of deprivation;
- · Areas of unemployment;
- Areas where residents claim working age benefits;
- · Areas of poor mental health;
- Violence hot spots;
- · Drug and alcohol hot spots.

If an application for a new licence or variation is submitted that is within 400 metres of a sensitive building or vulnerable community, operators are encouraged to provide details of the measures to be implemented that would overcome any risks relating to one or more of the licensing objectives, namely:

- Protecting children and other vulnerable persons from being harmed or exploited by gambling.
- being a source of crime or disorder, being associated with crime or disorder or being used to support crime;
- Ensuring that gambling is conducted in a fair and open way.

10. Further information

Further information about the Gambling Act 2005, this Statement of Licensing Policy or the application process can be obtained from:-

Business Safety & Licensing Doncaster Council Civic Office Waterdale Doncaster DN1 3BU

Tel: 01302 737590

E-mail: <u>licensing@doncaster.gov.uk</u>
Website: <u>www.doncaster.gov.uk/licensing</u>

Information is also available from:-

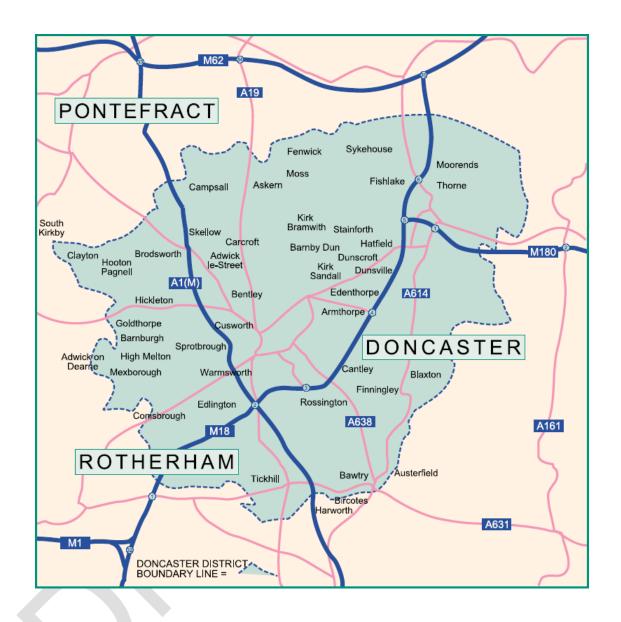
Gambling Commission Victoria Square House Victoria Square Birmingham B2 4BP

Tel: 0121 230 6666

Email: info@gamblingcommission.gov.uk
Website: www.gamblingcommission.gov.uk

APPENDIX A

The area of South Yorkshire administered by Doncaster Council



APPENDIX B

Delegation of Functions - Gambling Act 2005 Determined by the Licensing Committee on 14th June 2018

Matters to be dealt with	Sub-Committee	Officers
Application for premises licences	Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Application for a variation to a licence	Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Application for a transfer of a licence	Where representations have been received from the Commission	Where no representations received from the Commission
Application for a provisional statement	Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Review of a premises licence	All cases	
Application for club gaming /club machine permits	Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Cancellation of club gaming/ club machine permits	All cases	
Applications for other permits		All cases
Cancellation of licensed premises gaming machine permits		All cases
Consideration of temporary use notice		All cases
Decision to give a counter notice to a temporary use notice	All cases	



Report

Date: 6 November 2018

To the Chair and Members of Cabinet

INCLUSIVE GROWTH STRATEGY

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Bill Mordue	All	Yes
Portfolio Holder for Business, Skills		
and Economic Development		

EXECUTIVE SUMMARY

- 1. Achieving inclusive growth is a fundamental priority in the Doncaster Growing Together (DGT) Plan. The objective of the Inclusive Growth Strategy (IGS), attached as Annex 1, is to sharpen the focus on this priority. At the core of the IGS are 3 key elements which need to combine to create inclusive growth: participation, productivity and prosperity. These are captured in the Mission:
 - 'To enable Doncaster people, places and businesses to enjoy improved prosperity by participating in a growing and productive economy'.
- 2. The IGS proposes that delivery should focus on six drivers of Inclusive Growth:
 - Quality of Place
 - Industry Specialisms
 - Education & Skills
 - Better Work & Jobs
 - Social Value & Community Wealth Building
 - Reaching Vulnerable People & Places

EXEMPT REPORT

3. This report is not an exempt item.

RECOMMENDATIONS

- 4. It is recommended that Cabinet:
 - Considers and approves the Inclusive Growth Strategy for implementation.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. This is captured in the IGS Mission: 'To enable Doncaster people, places and businesses to enjoy improved prosperity by participating in a growing and productive economy'. In practical terms, this means, for example, a focus on living standards, earnings, in-work progression, tackling long term unemployment, residents having the skills to access and local jobs and helping local businesses to thrive.

BACKGROUND

6. Achieving inclusive growth is a fundamental priority in the Doncaster Growing Together Plan. The objective of the IGS is to sharpen the focus on this priority.

INCLUSIVE GROWTH STRATEGY

7. The IGS is attached as Annex 1. At the core of the IGS are 3 critical elements which need to combine to create inclusive growth - the '3 P's' of inclusive growth:



- 8. These are captured in the Mission:
 - To enable Doncaster people, places and businesses to enjoy improved prosperity by participating in a growing and productive economy.
- 9. The IGS proposes that delivery should focus on these six drivers of Inclusive Growth:
 - Quality of Place
 - Industry Specialisms
 - Education & Skills for Growth
 - Better Work & Jobs
 - Social Value & Community Wealth Building
 - Reaching Vulnerable People & Places

- 10. Each driver is accompanied by a small number of objectives and key actions. These are summarised in the 'Plan on Page' in the IGS's Executive Summary.
- 11. The Council and its partners in Team Doncaster are already focused on many of the priorities needed to drive inclusive growth, for example improving education and skills, investing in infrastructure and improving support for vulnerable people. The IGS captures these, but also elevates other opportunities, for example to create social value and to grow our industry specialisms. The implementation stage of the IGS will require these to developed further as part of putting a comprehensive action plan in place.

OPTIONS CONSIDERED

12. Two options were considered:

Option 1: Do nothing

This option is not recommended as it would limit Team Doncaster's ability to sharpen its focus on delivering inclusive growth within a wider regional and national policy context.

Option 2: Develop an Inclusive Growth Strategy

This is the recommended option.

REASONS FOR RECOMMENDED OPTION

- 13. The recommended option enables Team Doncaster to sharpen its focus on delivering inclusive growth, and in addition position Doncaster to:
 - Seize opportunities for funding and support flowing from the Government's Industrial Strategy which has a focus on raising productivity.
 - Influence the Sheffield City Region's Local Industrial Strategy which will be produced next year, as required by the Government.
 - Influence One Yorkshire strategy to create more inclusive growth.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

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Outcomes	Implications
Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future; Better access to good fulfilling work Doncaster businesses are supported to flourish Inward Investment	Inclusive Growth Drivers 1, 2 and 4 directly support this vision
Doncaster Living: Our vision is for Doncaster's people to live in a	Inclusive Growth Driver 1 is 'Quality of Place' and reflects

borough that is vibrant and full of the importance of achieving opportunity, where people enjoy this vision for delivering inclusive growth. Inclusive spending time; Growth Drivers 5 and 6 also The town centres are the beating directly support this vision. heart of Doncaster More people can live in a good quality, affordable home Healthy and Vibrant Communities through Physical Activity and Sport Everyone takes responsibility for keeping Doncaster Clean Building on our cultural, artistic and sporting heritage **Doncaster Learning:** Our vision is for Inclusive Growth Driver 3 is learning that prepares all children, 'Education & Skills' and fully young people and adults for a life that supports this vision. is fulfilling; Every child has life-changing learning experiences within and beyond school Many more great teachers work in Doncaster Schools that are good or better Learning in Doncaster prepares young people for the world of work Doncaster Caring: Our vision is for a Inclusive Growth Driver 6 is borough that cares together for its 'Reaching Vulnerable People and Places' and fully supports most vulnerable residents: this vision. Children have the best start in life Vulnerable families and individuals have support from someone they trust Older people can live well and independently in their own homes **Connected Council:** A key feature of the delivery of the IGS is the role of A modern, efficient and flexible Doncaster's Anchor Institutions workforce (e.g. the Council) in creating Modern, accessible customer inclusive growth, for example interactions by: using their purchasing Operating within our resources and power to drive growth at a delivering value for money community level; providing A co-ordinated, whole person, strong, whole-place leadership; whole life focus on the needs and

 aspirations of residents
 Building community resilience and self-reliance by connecting community assets and strengths

 Working with our partners and residents to provide effective leadership and governance utilising their land, property and assets to support inclusive growth; and enabling communities to help themselves (e.g. through programmes to address health inequalities).

RISKS AND ASSUMPTIONS

- 15. There is a risk that the priorities in the IGS are not owned and delivered by the Team Doncaster partnership. This will be mitigated by:
 - Fully consulting the partnership on the development of the IGS;
 - Making it clear within the IGS that a substantial part of the IGS's Mission is dependent upon achieving the ambitions already established within Doncaster Growing Together; and
 - Embedding the IGS's priorities within the DGT governance and performance management arrangements.

FINANCIAL IMPLICATIONS [DR 08/08/2018]

- 16. The cost of producing the IGS has been allowed for from revenue budgets within the Strategy & Performance Unit and Business Doncaster. This includes Council staff time, £20k consultant's costs and £2k estimated cost of the proposed consultation exercise for September 2018.
- 17. The IGS also outlines a number of projects and actions required for it to be achieved. Not all the financial implications of these will fall to the Council. However, a significant proportion of the infrastructure projects have already been included in the Council's capital programme and at budget setting 2018/19 the Council provided £0.7m to £0.8m of additional revenue budget per annum for 2018/19 to 2020/21 financial years for inclusive growth activities in excess of those achievable by the existing budget. Any activities intended beyond these allowances will need to be the subject of separate decisions and resource allocations.

LEGAL IMPLICATIONS [HP 2/10/18]

- 18. The consultation responses must be taken into account in finalising the decision. The process should comply with the established consultation principles:
 - Consultation should occur when proposals are at a formative stage;
 - Consultations should give sufficient reasons for any proposal to permit intelligent consideration; and
 - Consultations should allow adequate time for consideration and response.
- 19. The decision maker must demonstrate that it has considered the consultation responses (or a summary of them) before taking its decision.

HUMAN RESOURCES IMPLICATIONS [AC 06/08/2018]

20. While there are no immediate workforce implications, HR endorse the inclusive growth strategy and continue to support the organisation to ensure a modern, efficient and flexible workforce. In depth and effective engagement with employees and communities will be essential to delivering a successful strategy.

TECHNOLOGY IMPLICATIONS [TB 08/08/18]

21. There are no anticipated technology implications in relation to the decision. Where any future technology requirements are required to delivery on key themes, ICT and Digital colleagues should be consulted and a Business Case must be submitted for consideration by the Technology Governance Board. Colleagues within the DIPs programme should also be consulted to ensure that the social care system integration dependency is delivered on.

HEALTH IMPLICATIONS [CEH 06.08.18]

- 22. The health of a population is not just a product of a successful economy, but also one of the key determinants of inclusive economic development. One of the key issues impacting on our residents' ability to contribute and benefit from economic growth is their health. Therefore, health has a critical part to play in building an inclusive economy. Individuals with long-term health conditions or disabilities can suffer economic disadvantage. Without a healthy workforce productivity will be low and consumers will also spend less locally if they are unable to work because of their health.
- 23. Therefore it is recommended that Doncaster's Inclusive Growth Strategy is more explicit in acknowledging the relationship between health and Doncaster's economy in particular in the emerging challenges of the changing nature of work, the 'gig economy' and the number of residents of working age with long term conditions.

EQUALITY IMPLICATIONS [AP 17.10.18]

- 24. Decision makers must consider the Council's duties under the Public Sector Equality Duty at s149 of the Equality Act 2010. The duty requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic.
- 25. The IGS sharpens Team Doncaster's focus on the key actions that will have the biggest impact on inclusive growth. The development of new interventions and improvements to service delivery processes that are made as result of these priorities may require a due regard statement to be completed and reported as and when appropriate.

CONSULTATION

- 26. Consultation on the content of the IGS has been undertaken with a range of stakeholders, including:
 - Doncaster businesses
 - Team Doncaster Strategic Partnership Board
 - DGT Portfolio Group
 - DGT Inclusive Growth Board
 - Business Doncaster Team
 - Regeneration & Housing Scrutiny Panel
 - Accountable Care Partnership Leadership Team
 - Council Executive Board
 - Sheffield City Region
 - Council Local Plans Team
- 27. The Team Doncaster summit on the 12th November will include a dedicated session on inclusive growth. Consultation with a wider group of stakeholders, including the general public will be undertaken as part of developing a more detailed Action Plan for implementing the IGS.

BACKGROUND PAPERS

28. None.

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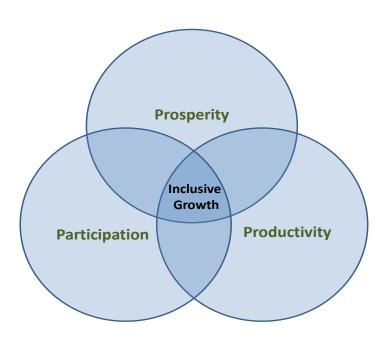
Peter Dale
Director of Regeneration & Environment





Doncaster Inclusive Growth Strategy

2018-2021



Enabling Doncaster people, places and businesses to enjoy improved prosperity by participating in a growing and productive economy

Dago I O

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Foreword

I am delighted to be able to present here a strategy to ensure that Doncaster's economy thrives and achieves its full potential, and that all of Doncaster's people, places and businesses benefit from economic growth.

For me, my colleagues in the Cabinet and all of the Team Doncaster Strategic Partnership, the intent, approach and specific actions this strategy sets out are a top priority. They are, quite simply, crucial to Doncaster's future prospects.

We have worked together in Doncaster to deliver a recovery in its economic fortunes and in the confidence and work of its public services and communities. This strategy makes clear that our economy has great potential to grow and thrive, despite challenging and uncertain times. It sets out the next stage of that journey - the discovery of a new chapter and future for our economy and for the skills and prosperity of the whole borough.

Delivery of the strategy will focus on six key drivers of inclusive growth and 'game - changing' actions which show the balanced approach that Doncaster needs – economy, people and communities growing together.

This includes a balanced combination of actions to deliver infrastructure, connectivity, major investment projects and targeted support to raise the productivity of our key growth industries. Work is already well under way to gear our education system up to prepare and to connect our young people to future labour markets.

Alongside this we will focus on making sure that more work in Doncaster is good, fulfilling, and more stable so people can plan and move on in their careers and lives – this is vital in today's changing labour market. We will also drive as much local social value as we can through procurement and the work of local anchor institutions and we will change the way public services work together so we reach and connect the most disadvantaged people and places to opportunity.

This is an ambitious but deliverable strategy to achieve our goal. As a partnership across the public, private, voluntary and community sector and in local communities we must grip and drive these priorities and actions relentlessly. As Mayor I will champion them everywhere I go, in Doncaster and beyond, and I want to encourage you to play your part and bring your ideas and energy to this vital mission for our whole borough.

Our time is now - let's deliver on this exciting prospect together.

Ros Jones Mayor of Doncaster

Executive Summary

Growth...for all

Driving economic growth, and making sure that growth can directly benefit all of Doncaster's businesses, residents, and communities is a major priority for the Team Doncaster Strategic Partnership.

This document sets out a 15 year vision for inclusive growth in Doncaster. It explains the main focus of our work, and the actions we aim to deliver over the next three years (to 2021) that will propel the whole borough's economic prospects and boost the life chances and well-being of its people and communities.

Delivery of this strategy is 'everybody's business' – a shared mission across private, public, and community, voluntary and faith sectors. It is a crucial part of the Doncaster Growing Together Borough Strategy, calling for co-ordinated action across all policy areas to achieve inclusive growth.

Together we have delivered a real platform for further growth

Over recent years Doncaster businesses have led jobs growth – driving our economy forward, building confidence. This, combined with record levels of business investment and house building has contributed to the achievement of a £5.2b economy. We have innovative businesses across a range of sectors, hard-working employees, an expanding skills sector, world class connectivity and a growing cultural scene. The investments being made at iPort, the Airport, DN7 Unity, in our town centre and rail industry, combined with our University City aspirations and plans for a major film and TV production hub are building a more innovation and outward looking economy.

Employment levels have hit record highs, providing more residents with a stake in our economy, higher incomes and greater self-esteem. We have many major developments in progress and in the pipeline which can take Doncaster's economy to the next level.

Alongside this, our public services have improved and we are joining up efforts to deliver support for the most vulnerable people. We understand that prevention is better than cure, and that we need as many people as possible to contribute economically and benefit from this as individuals, families and communities.

This has all been delivered in challenging, uncertain economic times in a true partnership effort between the public and private sector, working towards one goal. We have a great platform of success to build upon, and we are ready to go further and faster.

We can, and must, become more productive

Productivity levels, the amount of value created for every hour somebody works, have been poor for the UK since the financial crisis and Doncaster has particularly struggled - productivity per worker is some 80% of the UK average. This strategy recognises that improving productivity is essential to keep our economy growing, increase wage levels, safeguard jobs and provide more money for public services. A more inclusive economy with better quality work will also be a more productive economy.

The benefits of growth are not yet reaching all people and places

There are too many "just about managing" families and individuals who have seen income levels stagnate, or even go backwards. Levels of unemployment and deprivation vary significantly across the borough and we have pockets of disadvantage that have 'locked people in' to a cycle of poor outcomes, sometimes across generations.

There are also groups of people within Doncaster (e.g. BME communities and care leavers), who have experienced a greater disadvantage than others in terms of access to economic opportunity.

'The times they are a changing'...

Major changes in how we live, work and how businesses trade are reshaping our economy and transforming communities. A technological revolution is underway making it easier to access services, support greener travel and enable firms to remain competitive in a global economy.

We must seize the opportunities presented by this revolution, for example to create new products and services, reach new markets and to prepare people for adjustments in the nature of the economy and work.

Alongside this, in-work poverty and job insecurity is a growing concern for local people. The growth of low paid, zero hours contracts and unstable jobs, with limited opportunities for in-work progression can cause vulnerability, health challenges and present disincentives to work.

The size of the prize - achieving full employment, breaking the cycle of poverty and disadvantage

Doncaster is set to create 13,000 net new jobs over the next 15 years which makes full employment a realistic goal. This is based on 'business as usual' growth rate. However, given the full package of actions in this strategy, our ambition is to double this to 26,000 and achieve full employment sooner. This growth would also add an estimated £2.6b in GVA to our economy. Achieving this is dependent upon retaining and attracting talented workers and supporting more residents into work.

At the same time, this strategy will also provide a greater local focus on the quality of jobs, creating pathways from lower paid, lower skilled work towards fulfilling and more secure jobs and careers.

By having a quality job, residents are more likely to be happier and enjoy better health for longer. We will also focus on connecting all of Doncaster's people and places to opportunity, both in terms of transport connections and supporting people to gain the skills they need to prosper.

Our mission is clear...Participation, Productivity and Prosperity

To build on our success, maximise our growth potential and ensure that all Doncaster businesses, people and places benefit from growth, we need to deliver a whole system approach. Work to drive economic growth must work hand in glove with efforts to tackle in-work poverty, support people in unstable work and to connect all people and places to opportunity. It's about, for example:

- Wage rates and in-work progression
- Living standards
- Businesses prospering and creating quality jobs
- Businesses accessing new supply chains
- Residents accessing local opportunities
- Tackling long term unemployment and social exclusion
- Reaching the furthest away from opportunities
- No place in the borough being left behind

Our Mission:

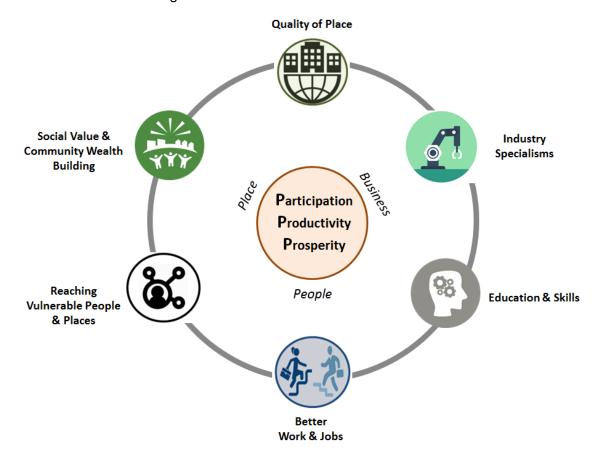
To enable Doncaster people, places and businesses to enjoy improved **prosperity** by **participating** in a growing and **productive** economy

Our six drivers of Inclusive Growth

We have set out a balanced package of actions to achieve our Mission. This combines a boroughwide push for growth, a focus on creating social value and targeted support for the most vulnerable residents and places. Delivery will focus on these **six drivers** of inclusive growth:

- 1. Quality of Place improving Doncaster as a place to live, work, visit and invest. This includes developing civic pride by investing in culture, housing, infrastructure, multi-modal connectivity and the environment. Attracting more inward investment is also a key part of this driver.
- 2. Industry Specialisms a focus on the higher-skilled jobs, productivity, and export potential of: Engineering and Technology; Digital and Creative; Future Mobility (via rail, road and air); and Advanced Materials (for manufacturing and construction). In addition, we will give a greater focus to a fifth, non-specialist industry growth 'platform', Supporting Services.
- **3.** Education & Skills reforming our education and skills system to equip residents with the skills, ambition and attributes that employers need. This includes offering more diverse learning packages for vocational or technical based education and a focus on social mobility.
- **4. Better Work & Jobs** ensuring more Doncaster work is good work, supporting people in unstable temporary work to progress, and ensuring more jobs offer quality, fairness, flexibility and equality with key anchor institutions leading the way.
- 5. Social Value & Community Wealth Building by increasing the impact of local investment and economic growth on social and environmental well-being, civic pride and opportunities for local people. This includes channelling more and more of the 'Doncaster pound' spent by anchor institutions directly into our local economy and growing the social economy.
- 6. Reaching Vulnerable People & Places through work to reform our public services so they are increasingly joined up, targeted, focused on prevention and working alongside local communities. This will include specific work in our most disadvantaged places, people and groups to ensure we connect even the most disconnected people, families and places to economic and social inclusion.

These are illustrated in the diagram below:



Game-changing Actions

For each of the growth drivers, we have identified a series of actions that we believe can have a transformational impact on growth and inclusion. In some cases these actions are well under way, driven through private sector efforts and the Doncaster Growing Together programme. Others need further development.

To deliver this strategy, we will build on the national and local initiatives that are already supporting inclusive growth, for example anti-poverty work to ensure unemployed residents access all available out of work benefits.

Anchor Institutions - leading the way

A key feature of the delivery of this strategy will be the role of Doncaster's anchor institutions. These are our large and influential private and public sector employers, sports and other institutions which can, in each of the key drivers, play a lead role in creating growth that is more inclusive. This could involve using their purchasing power to drive growth at a local level and providing employees with opportunities for in-work progression.

Delivery - reaching out, reaching in

The inclusive growth drivers and actions, summarised in the 'plan on a page' at the end of this Executive Summary, will be used as priorities across all of the Team Doncaster Strategic Partnership and the Doncaster Growing Together Borough Strategy, which is also the Mayor's delivery programme for Doncaster.

In delivering this strategy, we will not be constrained by place boundaries and will actively pursue partnerships and collaborations across Yorkshire, the north of England and beyond. Within Doncaster, there is a role for many organisations across all sectors, particularly anchor institutions, who can lead the way in creating a more inclusive economy. Crucially, we will also work closely alongside local communities to ensure they can participate fully.

What will success look like?

The impact of this strategy will be kept under regular review, judged by the effect on the specific inclusive growth outcomes and indicators in our Borough Strategy and annual State of the Borough assessment, as well as feedback from Doncaster's businesses, residents and communities.

Our commitment to delivering inclusive growth is in the end geared towards improving quality of life in Doncaster. This will take time, particularly as many of the challenges are long-standing. However, by delivering the actions and milestones in this Inclusive Growth Strategy over the next 3 years we will make clear progress towards Doncaster being a more prosperous, inclusive place to live, work, visit and do business.

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Doncaster's Inclusive Growth Strategy – Plan on a page

IG Drivers	Challenges & Opportunities	Objectives	Game-changing Projects & Actions
Quality of Place	 Improving the overall liveability of the borough for residents, visitors, workers and investors Large borough with dispersed industry sites, but a weaker town centre as a work destination Excellent road, rail and air network to exploit A need to better connect the borough Strong pipeline of economic developments Emerging creative/digital sector 	Deliver 'Doncaster Growing Together' Programmes to improve the quality and liveability of Doncaster Maximise investment into the borough Enhance, connect and promote our key assets to create quality growth and prosperity Ensure the town centre is a driver for growth, including by attracting more exporting firms Improve access to work and connect communities	 ✓ Deliver projects to improve access to arts and culture, including Culture 2020 ✓ Deliver the Urban Centre Master Plan, including investing in quality office, student and residential accommodation and improving the overall attractiveness of the town ✓ Support airport growth, including more quality businesses and jobs and improving multi-modal connectivity – particularly by securing a link to the East Coast Main Line ✓ DN7 Unity and the wider northern growth corridor (e.g. A1-A19 link) ✓ Deliver planned new homes with a focus on quality and affordability ✓ Integrated transport and active travel ensuring better access to work and leisure ✓ Improving digital connectivity across the borough
Industry Specialisms	 A need to improve productivity Doncaster has relatively low number of exports More investment is required to create quality jobs A need for more knowledge-based businesses A relatively low number of businesses and jobs for the size of population 	 Significantly increase the number of quality, productive, export jobs in our distinctive industries Build a stronger service economy Support businesses with good quality advice and support 	 ✓ Targeted programmes to grow our industry specialisms: Engineering & Technology Future Mobility (rail, road, air) Digital & Creative Advanced Materials ✓ Targeted programme to boost the growth of Supporting Services ✓ Directing business support resources to growth opportunities and challenges, including innovation, accessing new export markets and supply chains post Brexit
Education & Skills	 Doncaster has a relatively low proportion of 16-64 year olds with a Level 3 or above qualification Doncaster has a relatively low proportion of young people with a Level 3 or above qualification Doncaster is a social mobility 'cold spot' STEAM qualifications are in greater demand There is increased demand for transferrable skills There is a need to raise local ambitions 	 Ensure the education and skills system meets the needs employers Strengthen vocational routes into higher education and work, including supporting apprenticeships Support residents to gain the transferable skills, attributes and experience to work in many roles Improve careers information, advice and guidance 	 ✓ University City ✓ University Technology College (UTC) ✓ National College for High Speed Rail ✓ Further developing the skills provider network for young people and adults ✓ Implement the post 16 review ✓ Social Mobility Opportunity Area Programme ✓ Big Picture Learning
Better Work & Jobs	 Average wage levels are relatively low Zero-hour contracts and unstable jobs are now more common In-work poverty is a growing concern Poor flexible working in some industries 	Support people in unstable work to progress Engage local employers to increase the number of quality, flexible jobs in our economy Reduce in-work poverty in Doncaster Reduce inequalities in job opportunities, progression and pay Improve access to in-work training	 ✓ 'Advance' – supporting residents to thrive in their chosen profession and employers to attract and develop skilled employees including: Apprenticeships In-work training & Support for self-employment progression Recruitment advice ✓ Better Work Initiative (exploratory only) ✓ Doncaster employability framework (exploratory only)
Social Value & Community Wealth Building	 Ensuring growth supports community well-being The spend by anchor institutions into the local economy could be increased further The social economy has untapped potential More collaborative, innovative private, public and social sector provision is possible 	Increase opportunities for local organisations to bid for contracts that create social value Grow Doncaster's social economy Maximise social value from inward investment Increase entrepreneurship by developing and connecting our innovation know-how and assets	 ✓ Public procurement Social Value initiative ✓ Social economy development project ✓ Community Wealth Hubs – to develop innovative approaches to address locally identified challenges ✓ Leveraging social value from inward investment initiative
Reaching Vulnerable People & Places	 Significant deprivation in parts of the borough An ageing population Health & Social Care resource gap and the social care market has difficulty recruiting and retaining staff In-work poverty and job insecurity can cause vulnerability and health challenges 	Integrate Health and Social Care systems Deliver joined up prevention and support for Doncaster's most vulnerable people A specific focus on disadvantaged and marginalised groups (e.g. BME, disabled people and care leavers)	 ✓ Place Plan delivery to integrate Health & Social Care systems and provide a focus on: First 1001 Days Complex Lives Vulnerable Adolescents Intermediate Care Urgent & Emergency care In addition, ensuring the health & social care sector has the workforce it needs ✓ Get Doncaster Moving ✓ Early Intervention Employment Support Pilot ✓ Working Win - Health-Led Employment Trial

1. Place & Population

The quality and characteristics of Doncaster as a place to live, work and visit has a huge bearing on our inclusive growth aspirations and overall quality of life. Central to this is how well we use, improve, protect and connect our many strengths and assets.

Location & Connectivity

Doncaster is a metropolitan borough located in the heart of England in the county of South Yorkshire and the Yorkshire and Humber region, 20 miles from Sheffield, 26 miles from Leeds and 47 miles from Hull. Key transport routes converge here and Doncaster's multi-modal transport connectivity offers excellent access to major conurbations, coastal ports and other parts of the UK and beyond, linking east to west and north to south:

- Air: Doncaster Sheffield Airport is located some 5 miles from the centre of Doncaster and offers flights to destinations across the UK, Europe and now into the USA.
- Road and motorways: connected to the A1, M18 and M180, with links to the M1 and M62 motorways; over 6 million people live within a 45-minute drive of the borough.
- Rail: Doncaster train station is on the East Coast Mainline, providing fast direct trains between London and Edinburgh and serves the largest number of rail operators in the UK.
- **Ports**: with excellent links to the M1 and M62 motorways and international ports, particularly the Humber ports.
- Waterways: the South Yorkshire Canal runs through the centre of the borough

Doncaster has a fantastic opportunity to leverage and exploit its location and relationships as it has done for hundreds of years.

This is a key strength which this strategy promotes.



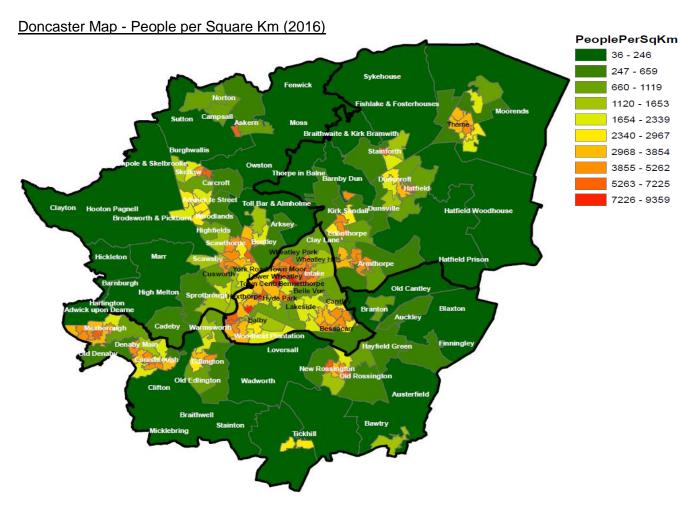
Population Size & Distribution

Doncaster has a growing population which currently stands at 308,900, which is larger than several cities including Newcastle, Derby and Southampton. Residents are spread across the largest metropolitan borough in the country which covers over 220 square miles and includes a diverse local landscape.

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Doncaster town centre is a major sub-regional centre. Mexborough and Thorne are the largest centres outside of Doncaster and provide a wide range of services (e.g. shops, banks, building societies, libraries and restaurants serving a wide catchment area). The other centres within the borough (i.e. Bawtry, Armthorpe and Askern) serve more day-to-day needs.

The map below show where the greatest concentration of people are:



This population distribution, which is rooted in Doncaster's industrial past presents a significant challenge in connecting people, places and businesses to economic and social opportunities. Bus patronage in Doncaster is lower than the national average and there is a need to improve public transport access to outlying communities in order to better link residents to job opportunities.

Countryside & Environment

Most neighbourhoods have excellent access to the countryside (often within a 10 minute walk of people's homes) and we have many quality parks and open spaces. This has a significant impact on quality of life. The natural environment provides resources needed to produce food and materials (e.g. stone) and absorbs and processes the unwanted by-products in the form of pollution and waste. Poor environmental quality affects economic growth and well-being, for example by lowering the quantity and quality of resources or impacting on people's health through poor air quality. Climate change through increases in CO2 levels presents a significant global threat to economic growth and well-being, with food production and prices being just one example of this.

Economic and environmental performance must go hand in hand. A new Environmental Strategy for Doncaster will be developed in 2019 to guide how we manage the provision and use of environmental resources in a way that supports improvements in prosperity and wellbeing, for current and future generations.

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The move to cleaner economic growth, through low carbon technologies and the efficient use of resources, presents a significant economic opportunity which Doncaster will seek to exploit, for example through its 'Future Mobility' and 'Engineering and Technology' industry specialisms. The huge growth in green energy production in the Humber estuary demonstrates the scale of the opportunity to benefit from this growing industry.

Cultural Assets

Doncaster's Creative and Culture Strategy 2016-2021 highlights the positive impact that culture has on the economy, education, health, well-being and local communities. Doncaster has a range of cultural assets which include, for example theatres, art galleries, museums, historic buildings, sports clubs, artists and arts organisations, a growing events programme. A rich heritage still resonates today through for example horse racing and a thriving railway industry.

One of the aims of the strategy is 'to use culture, creatives and creativity to drive inclusive growth in Doncaster, reflecting the diversity of its people'. This inclusive growth strategy will support this aspiration, particularly through its focus on building a digital and creative industry specialism.

Investing in Our Future

A significant and successful range of investments have already been made in Doncaster and this is bearing fruit, supporting thousands of jobs, houses and improving Doncaster as a place. The opening of phase two of the Great Yorkshire Way in June 2018 exemplifies this.

We have a wide portfolio of development projects on-going and in the pipeline, including:



The scale, variety and borough-wide coverage of the economic development underway is positive for inclusive growth, but also presents challenges in creating a unified investment vision and a critical mass of growth. Masterplans for the Town Centre and the Airport provide examples of what more can be done to grow and connect our economy.

Improving Quality of Place is a key inclusive growth driver for the borough

2. Looking Outwards

Overview

For this strategy to be a success, it is essential that we recognise and where we can, respond to the wider global, national and regional changes – including connecting with other economic development, growth and strategic opportunities.

Advances in transportation and communication technology means that we live in an increasingly inter-connected world, which supports economic growth but also presents challenges in terms of environmental sustainability, trade policy and inequalities. The economic uncertainty and impact of the UK leaving the European Union only adds to a complex mix of challenges and opportunities.

Fourth Industrial Revolution - changing the world of work

A fourth industrial revolution is underway. The way we live our lives as workers, citizens and consumers is being revolutionised by digital technology, from online shopping to how we manage our finances. It is automating routine processes, creating smart homes, intelligent transportation and smart cities.

New technologies such as artificial intelligence and robotics have raised anxieties that increasing automation will destroy large numbers of jobs. However, past experience of automation is that while many jobs change, many others are created as productivity and incomes rise. The World Economic Forum predicts that robots will displace 75 million jobs globally by 2022 but create 133 million new ones. It is anticipated that automation will not be limited to 'manual' occupations, but also affect professions such as law, banking and accountancy. Conversely, work that involves creativity and a human touch, for example software designers, teachers, engineers, cooks and carers, will be in evergreater demand.

To benefit from the fourth industrial revolution, we need to:

- Ensure Doncaster has an enterprising economy, built on creativity and innovation.
- Manage the impact of automation where we can, supporting workers to develop the new skills needed to work in new industries, or in the same industries applying by new processes.
- Help to raise local aspirations given the borough's significant growth potential.

Industrial Strategy - a focus on raising productivity

In November, 2017 the Government published its Industrial Strategy which is based on the central premise that 'by improving productivity while keeping employment high, we can earn more – raising living standards'. It has five Foundations for improving productivity and four Grand Challenges:



The term productivity primarily refers to labour productivity or how much is produced for a given input (such as an hour's work). At a regional and local level Gross Value Added (GVA) is used to measure economic output and productivity levels. The current way of measuring productivity is far from perfect, but it is the best we have at the moment.

Doncaster's Inclusive Growth Strategy will address the Foundations for Productivity and the opportunities presented by the Grand Challenges.

The Regional Economy - devolved powers & funding

Whilst we hold many powers to influence our future within the borough, we must recognise that Doncaster is part of a much broader economic and political environment which influences our prosperity and future prospects.

Sheffield City Region

Doncaster is part of the Sheffield City Region (SCR) which in 2018 elected its first City Region Mayor, Dan Jarvis MP. The map below shows where Doncaster is positioned within the SCR and the potential footprint of a Yorkshire-wide Devolution Deal:



Inclusive growth will be a central theme in Sheffield City Region forthcoming economic strategy.

We will continue to utilise devolved powers, decision-making and resources to support delivery of our inclusive growth strategy and provide more targeted funding to meet local/regional needs. We have a strong track record of delivery and we have benefitted from devolution through investment in both place (e.g. infrastructure) and people (e.g. employment programmes). Going forward, we are working with other Yorkshire Leaders to pursue truly game-changing Devolution for Yorkshire.

One Yorkshire

A Yorkshire-wide Devolution Deal would provide Doncaster with the opportunity to play a significant role in increasing Yorkshire's contribution to improving productivity, rebalancing the national economy and spreading wealth and prosperity. It would provide resources and powers to support our inclusive growth ambitions, for example:

- Better bus services that can meet the needs of people, business and place
- Investment across Yorkshire to drive inclusive growth
- Funding to improve the skills offer for adults aged over 19
- Funding to improve careers and enterprise in education and promote STEAM choices
- Funding to tackle unemployment, in-work poverty and health barriers to work
- Services and budgets for employer skills investment and to increase apprenticeships
- Powers to enable more homes, commercial space and infrastructure to be built

Northern Powerhouse - rejuvenating the north of England

At an even broader scale, Doncaster is emerging as an important player in the Government's strategy to rejuvenate the north of England, for example through important infrastructure projects such as the Great Yorkshire Way and key developments like iPort, DN7 Unity Project and the Airport Masterplan. The Northern Powerhouse was established in 2014 to address the imbalance between economies in the north and south of England. A central objective, in conjunction with Transport for the North, is to improve rail and road connections between major economic areas within the north.

People's Powerhouse – a focus on the lives of people & communities

The first ever meeting of the People's Powerhouse forum was held in Doncaster in July 2017 to help ensure that people and communities are at the heart of the future debate around the Northern Powerhouse. Its main aim is to capture feedback and opinions, as well as knowledge and expertise from all sectors of society, with a particular focus on how people can drive meaningful development in their local area/region. The forums will be central to our strategy. They will discuss how we can ensure economic growth improves life chances of everyone and that northern devolution genuinely includes local people.

3. Doncaster's Economy

The Doncaster economy currently supports 8,800 businesses, 122,500 jobs and an employment rate which is at a record high of 72.7%. Economic output has grown steadily and it currently stands at £5.2bn per annum. There are many positive characteristics of our economy, including industries that trade across the world, signs of increasing levels of enterprise and a growing business stock.

However, there are at least as many challenges. In summary, we need to expand our economy, increase productivity and improve the quality of the jobs on offer, alongside building the skills base to ensure local people are ready to take up future job opportunities.

We do not underestimate the significance of this challenge, as many of the weaknesses in our economy are deeply entrenched. But we believe that there are exciting opportunities ahead and through co-ordinated partnership working, they can be seized to the benefit of all.

Economic Output - a growing economy, but lower productivity

Doncaster makes an important contribution to the UK's economy in terms of economic output, equating to 0.32% of the Gross Value Added (GVA). Over the past decade Doncaster has added £705m to its economic output, growth which has been driven by a range of sectors, particularly Distribution and Transport, Accommodation and Food and the Public Sector.

UK wide productivity growth has flattened out significantly in the decade since the 2008 recession. This has been termed the "productivity puzzle", and addressing this is the focus of the Government's Industrial Strategy.

In relation to output per hour worked (a standard measure of productivity)
Doncaster is disadvantaged relative to the UK. Productivity per worker in the borough is some 80% of the UK average. The City Region and Yorkshire & Humber also lag behind the UK.

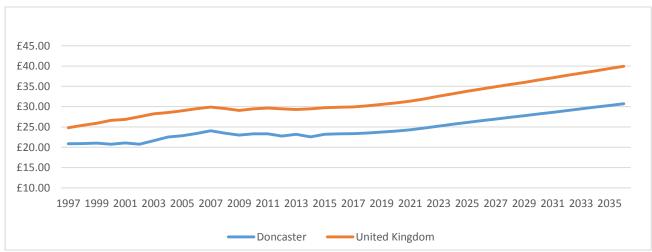
Output per hour worked

Area	Output (£) per hour worked
Doncaster	£23.31
Sheffield City Region	£24.00
Yorkshire & Humber	£24.73
UK	£29.85

Source: Regional Econometric Model (REM), 2016 data at 2013 prices

This relative position has not changed in the past, as productivity in the borough has grown at a very similar rate to the UK. The baseline forecast is for Doncaster's productivity to grow in parallel with the UK at about 1.4% per annum, as shown below:

Chart: Productivity in Doncaster and the UK, history and baseline forecast



Source: Regional Econometric Model, 2016 data at 2013 prices

To understand why Doncaster's productivity is lower than the UK's, these questions can be asked:

- Is Doncaster's industrial structure biased towards lower-productivity sectors?
- Is the productivity of individual sectors lower on balance than the UK?
- Or both?

The evidence suggests that both factors apply to Doncaster¹.

Firstly, Doncaster tends to have relatively few jobs in those sectors that show the highest productivity in the UK as a whole, such as Real Estate, Telecoms and Finance. It has more jobs in sectors which show the lowest productivity in the UK as a whole, for example Health, Retail, Land Transport, Storage and Post and Residential Care and Social Work. However, Doncaster is relatively well represented in the more productive sectors of Civil Engineering and Construction.

Secondly, most sectors have lower productivity in Doncaster than the UK. This includes, for example Transport Equipment (41% of the UK's productivity), Finance (55%), Administration and Support Services (72%) and Telecoms (77%). Sectors which exceed the UK's already high productivity levels include Real Estate (133%), Media Activities (117%) and Metal Products (115%).

This suggests that much of Doncaster's productivity deficit is due to the fine-grained mix of activity within individual sectors, rather than the distribution of activity between those sectors – i.e. within most sectors, Doncaster's jobs are weighted towards lower-value activities. Within this headline analysis, there are many other factors that influence productivity, including the use of technology, business investment, innovation, levels of exporting and the skills of workers.

To start to bridge the productivity gap with the UK, we need to increase demand for higher skilled employees, and develop the skills and capabilities amongst our residents to take up those jobs, whilst ensuring there are sufficient opportunities for people of all skill levels.

Enterprise - a growing business base, but relatively small overall

Doncaster's business stock has grown significantly in the last decade and currently stands at 8,800 businesses. Despite this positive trend, the density of businesses remains below the national average. A low business stock limits the competitiveness of the economy, constrains job creation, reduces demand for local products and services and means fewer spin-off opportunities.

Start-up rates in Doncaster are comparatively high, but to some extent this is undermined by a low business survival rate, meaning a high proportion of new businesses are closed within three years (44% of new businesses started in 2013 had closed within 3 years, compared with 39% nationally).

Business density - Enterprises per 1,000 population

Doncaster	28
Similar authorities	30
Yorkshire & Humber	34
England	42

Source: Business Demography 2016

Like the rest of England, Doncaster's economy is weighted towards micro-enterprises (1-9 employees), which account for 89% of all enterprises. Enterprises employing more than 50 people account for 2.1% of all enterprises.

Number of Jobs – a growing jobs base, but relatively small overall

The numbers of jobs in Doncaster's economy has increased in recent years and currently stands at 122,500. Doncaster has successfully replaced those jobs lost during the recession.

However, the density of jobs in Doncaster is comparatively low (0.72 of a job for every resident aged 16-64, compared to 0.85 nationally).

Jobs density - Jobs per resident aged 16-64

Doncaster	0.72
Similar authorities	0.70
Yorkshire & Humber	0.80
England	0.85

Source: Annual Population Survey 2016

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¹ 'Economic Forecasts and Housing Needs Assessment' report, Peter Brett Associates, June 2018

Industrial Structure - an economy which is relatively inward facing

Doncaster's economy is relatively reliant on lower skilled sectors that are more sensitive to changes in local demand (e.g. local spending in the retail sector). Building an economy with a sectoral mix that contains a higher proportion of high value activities and jobs is key to building prosperity.

As the chart below shows, compared to Yorkshire and Humber, our economy is more reliant on health, retail, transport and storage, construction and public administration.

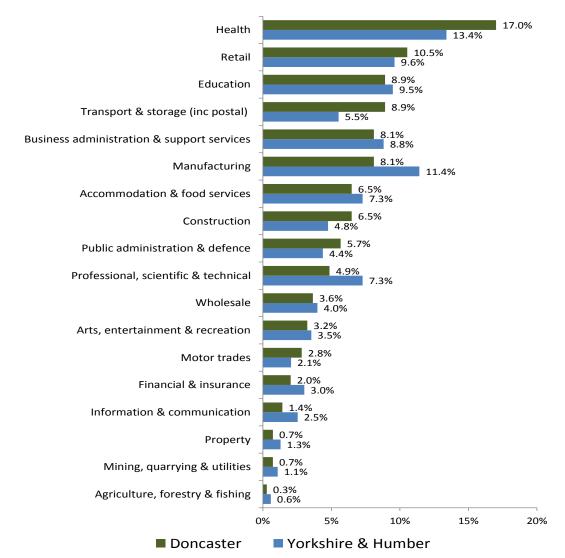


Chart: Employment by sector (%) - Doncaster compared to Yorkshire & Humber

Source: Business Register and Employment Survey 2017 (provisional data)

Doncaster is strong in the following tradeable sectors, where goods and services are (or may be) traded internationally:

- Transport & Storage (11,500 jobs)
- Manufacturing, including advanced engineering (10,500 jobs)
- Financial & Professional services (8,800 jobs)
- Construction, including civil engineering (7,500 jobs)
- Wholesale (4,500 jobs)

It is also strong in a number of local sectors which serve a more localised market and meet everyday needs:

- Health & Social Care (20,500 jobs)
- Education (11,000 jobs)
- Retail (12,000 jobs)

- Business Administration (10,000 jobs)
- Public Administration (6,500 jobs)

The public sector is a significant and important employer in Doncaster. In total, 23.5% of all jobs are in the public sector which is higher than England (16.3%) and the Yorkshire and Humber (18.5%). There is therefore a significant opportunity to rebalance our economy through an increase in the number of private sector jobs, providing opportunities for local people across different occupational and skills levels.

Exports - lower levels of international trade

Exporting is important because it generally linked to employment growth, higher value goods and services (and therefore jobs) and improved productivity. An economy with a high level of exporting is also not constrained by the performance of the local, everyday economy.

The number of local businesses that export and jobs that rely on overseas demand has increased over recent years, but Doncaster is still underperforming in this respect.

Doncaster Exports per job

Measure	Doncaster	National Ranking
Exports per job (£)	5,410	(61/62)
Goods exports per job (£)	3,570	(57/62)
Services exports per job (£)	1,840	(61/62)

Source: Centre for Cities, 2014 data

Analysis by the Centre for Cities shows that Doncaster has one of the UK's lowest share of high-skilled exporting jobs, particularly in its town centre.² Current uncertainties regarding our future relationship with the EU presents significant challenges, but also opportunities to capitalise on new trading opportunities.

Specialisms - distinctive strengths we need to develop

By looking horizontally across our whole economy, rather than just vertically into individual sectors it is possible to identify specialisms which bring together multiple related sectors. This 'platforms' approach helps to identify the niche products/services, skills, techniques, tools and business models that an economy is founded on. Analysis led by Ortus Economic Research with the support of Sheffield University suggests Doncaster has four main specialisms with significant growth potential:

- Engineering & Technology (an established platform): Engineering and technology products and services (e.g. civil engineering) and those that rely on engineering and technology skills, tools and inputs.
- **Future Mobility** (an established platform): Transporting people and goods across all modes including the products and services that support road, rail and air transport and infrastructure.
- Advanced Materials (an opportunity platform): The production, supply of plastics, glass, metals, stone, rubber and related products and the technologies required to create them.
- **Digital & Creative** (an opportunity platform): Industries which trade on individual and organisational creativity, generate and distribute digital content, utilise digital platforms as the basis for the delivery of their products or create/exploit digital technology. The main basis for this platform being chosen is the prospect of the High Melton investment by 360 Media.

In addition the study recommends a fifth, non-specialist platform - Supporting Services, based on its fundamental importance to a modern, growing economy.

Our 4 Industry specialisms together with the Supporting Services platform are key growth drivers for the borough

In developing our economy, we need to create the right balance of jobs, opportunities and demand to deliver inclusive growth. There are a number of considerations in developing our strategy, including:

Supporting the everyday economy: This part of our economy (also termed the 'Foundational Economy') refers to services and goods that meet our everyday needs like retail, health, social care, education and food production. . It's a major part of our economy in Doncaster, employing over 40%

-

² Centre for Cities 2018 [add name of the report]

of our workforce and contributes significantly to the well-being of residents. The Good Food Doncaster partnership is a great example of how the everyday economy can help to address social. economic and environmental challenges. We need to improve the quality, pay and productivity of jobs in the everyday economy. This includes harnessing the benefits of technology to increase efficiency and value for money.

Building a stronger service economy: A key economic trend of the UK economy over recent decades, which is set to continue, is the transition from a manufacturing-led to a service-led economy. This shift is not only reflected in the industrial mix but also the nature of business models. with manufacturers also now increasingly offering services to support, deliver and maintain their products.

Stimulating growth in the knowledge economy: Doncaster has a smaller knowledge economy (which includes both manufacturing and services) than in comparable areas.

These types of jobs tend to require higher skills. attract higher wages and offer more stability.

% Jobs in Knowledge intensive business services

Doncaster	7.5%
Similar authorities	8.8%
Yorkshire & Humber	13.0%
England	15.7%

Source: Business Register & Employment Survey, 2017,

They are particularly prevalent in sectors like Financial Services, Information Technology, Architectural and Engineering activities. Increasing the number of knowledge-intensive jobs is crucial for improving prosperity in Doncaster. A key part of this is to upskill the workforce and tailor the education and skills system to match the needs of the knowledge economy.

Building our tourism/recreation offer: Doncaster has invested significantly in its visitor economy in the past 10 years, adding to the range and quality of an already strong visitor offer and contributing to raising the profile of the borough as a location to visit and for the community to live in and enjoy. Examples include the significant expansion of the Yorkshire Wildlife Park and the new 150 bed Hilton Garden Inn Hotel at Doncaster Racecourse. Supporting the jobs and growth created by this part of our economy remains a key part of our Inclusive Growth Strategy.

Skills & Occupations – a lower skilled workforce

The proportion of working age population with level 3 qualifications or above in Doncaster is 40.8% which is lower than both regional and national comparators (52.3% and 57.1% respectively). The proportion of the working age population with a level 4 qualification or above is 23.6% in Doncaster which is lower than both the regional and national comparators.

If the gap between Doncaster and comparators is not reduced, this will limit productivity, earnings growth and investment in the creation of the higher skilled jobs that residents could Source: Annual Population Survey Jan-Dec 2017, Nomis benefit from.

% of people who are qualified to level 4 or above (16-64)

Doncaster	23.6%
Yorkshire & Humber	33.0%
Great Britain	38.6%

Developing the skills of the workforce is a key inclusive growth driver for the borough

Within Doncaster there are 47.700 highly skilled jobs (34.2% of all jobs). This is 12.1 percentage points below the national figure, and lower than other comparators.

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

Doncaster	34.2%
Similar authorities	37.9%
Yorkshire & Humber	40.6%
England	46.3%

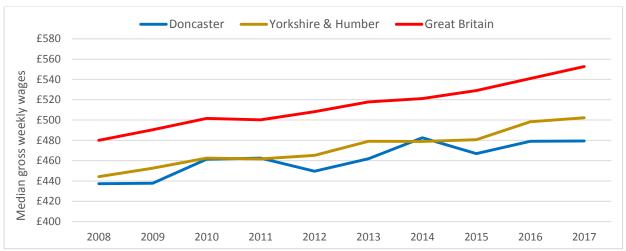
Data source: Annual Population Survey April 2017-March 2018

The key reason for this is the industrial structure of the Doncaster economy. The sectors that provide the largest numbers of jobs are those that require fewer senior/high skilled jobs, meaning that the occupational profile for Doncaster is skewed towards lower skilled jobs.

Building an economy that is more focused on knowledge intensive activities will create new opportunities for local people in higher occupational levels, providing attractive career development opportunities and increasing the general prosperity of the area.

Wages & Prosperity - relatively low wage rates & limited growth

The incomes of local people are of crucial interest to this strategy as they are directly linked to prosperity. Doncaster's economy can be typified as comparatively low skill and low wage. The median gross weekly wage in Doncaster is £479 which is below the region (£502) and Great Britain (£553) and has only increased by £35 since 2008.



Data source: Annual Survey of Hours & Earnings, Nomis

To raise prosperity we need to build an economy which contains a higher proportion of higher paid jobs, whilst protecting the pay levels of workers throughout the economy. Nationally, there is a strong correlation between the density of knowledge-intensive jobs and higher levels of income, and we have seen that Doncaster has a low proportion of its economy based around knowledge-intensive activities.

National data³ suggests that high employment growth and poor earnings growth has meant that household income inequality has actually fallen in the UK over the past decade. However, living standards of young people have not done as well than those of older people. The after housing costs incomes of those in their 20s are still below where they were in 2008, whereas for those over 60 they are almost 10% higher.

There are too many "just about managing" families and individuals who have seen income levels stagnate, or even go backwards.

Labour Market - record employment, but more insecure work

The employment base in Doncaster is relatively strong, with a high proportion of economically active people in work. Our employment rate (72.7%) continues to improve since the low of 64.4% in 2011, although it remains lower than the Yorkshire and Humber and England.

% of working age population employed

Doncaster	72.7%
Similar authorities	72.5%
Yorkshire & Humber	73.5%
England	75.2%

Data source: Annual Population Survey April-March 2018, Nomis

³ Institute for Fiscal Studies 2018, analysis for the BBC. https://www.bbc.co.uk/news/business-45487695

In Doncaster 11% of working age population are claiming out of work benefits (e.g. Job Seekers Allowance or Employment Support Allowance - which are being replaced by Universal Credit), which is on a par with similar authorities, but higher than the Yorkshire and Humber (9.7%) and England (8.3%).

In Doncaster 41,300 of the working age population are economically inactive - this is 22.4% which is marginally less than the Yorkshire and Humber (22.7%), but slightly higher than England (21.4%). Residents who are long-term sick account for the largest single economically inactive group in Doncaster (33.5%) in contrast to the above comparators where it is students.

Self-employment rates are low by regional and national standards (8% in Doncaster compared to 9.4% for Yorkshire and Humber and 10.9% for England).

The workplace is changing. For example, flexible working is now more prevalent in what is now commonly called the "gig" economy. Alongside this, in-work poverty and insecurity is a growing concern. The growth of low paid, temporary or unstable jobs with limited flexibility and opportunities for in-work progression can cause vulnerability, health challenges and present disincentives to work.

Better work and jobs is a key inclusive growth driver for the borough

Future Growth - achieving full employment & higher productivity

Independent forecasts estimate that Doncaster is set to create 13,000 net new jobs over the next 15 years – which makes full employment a realistic goal. This is based on 'business as usual' estimates and an average annual growth rate of 0.6%.

However, given the full package of action in this strategy, our ambition is to achieve an average annual jobs growth rate of 1% - which will add a further 13,000 jobs – and enable us to achieve full employment sooner. This would also add an additional £2.6b to our economy.

Achieving this is dependent upon reducing local economic inactivity rates and attracting and retaining skilled workers, particularly as according to the State of the Borough assessment:

- Doncaster, in common with the rest of England has an ageing population.
- Doncaster has a relatively low proportion of residents in the 20-24 age group and more in the 55-64 age group
- Doncaster's projected population growth is lower than comparators.

At the same time, this strategy will also provide a greater local focus on the quality of jobs, creating pathways from lower paid, lower skilled work towards fulfilling and more secure jobs and careers.

We will also focus on connecting all of Doncaster's people and places to opportunity, both in terms of transport connections and supporting people to gain the skills to access employment opportunities. The impact of this extra participation for the economy, families, individuals and communities and for public services can be transformational.

Whilst the focus will be on achieving the broadest growth possible across our economy, we believe growing our industry specialisms is essential for achieving this ambition for growth in businesses, jobs, productivity and earnings.

Collectively, the six drivers for inclusive growth in this strategy are intended to bring this ambition to fruition.

4. Quality of Life

Improving Quality of Life - a key focus for inclusive growth

Our commitment to delivering inclusive growth is in the end geared towards improving quality of life for residents, businesses and visitors. Economic growth and access to opportunity is key to this, but our success in improving quality of life is not assessed in economic terms alone. This is a cross policy, whole of Team Doncaster priority.

The baseline position for quality of life in Doncaster is expressed in an annual <u>State of the Borough</u> Assessment. Beyond the economic factors, the assessment sets out the evidence to support reasons to be positive about quality of life in Doncaster, as well as remaining challenges. Some of the key data sets to illustrate this are shown below, with further detail available in the full document.

Health & Well-being

The health and well-being of the Doncaster population is central to the question of whether local people can live rewarding, fulfilling lives. Doncaster has a number of long standing health challenges, for example relating to adult excess weight.

There was a slight reduction in healthy life expectancy for males between 2013-15, following encouraging increases of over 2 additional years between 2012-14. Healthy life expectancy for females in Doncaster is much better, performing slightly above similar authorities and the regional average, but still 2 years below the national figure.

Housing

There were 1,173 net additional homes built in Doncaster during 2017/18; this is 3.4 per 1,000 population which is higher than similar authorities and Yorkshire and the Humber. For each of the past three years we have delivered above 1,000 additional homes. Housing affordability is currently relatively less of an issue for Doncaster; however there are variations across the borough.

Educational Attainment

Doncaster's average GCSE attainment score (attainment 8) is lower than similar authorities and the national average, but overall it is an improving picture.

Quality of Environment

We must be ever mindful of the impact of development and growth on the environment. CO2 emissions are continuing to fall from 9.4 tonnes per capita in 2005 to 6.7 tonnes in 2016. We currently perform better than our regional neighbours and similar sized authorities, but we are still higher than the England average.

Healthy life expectancy at birth

	Male	Female
Doncaster	59.6	61.9
Similar authorities	60.0	60.2
Yorkshire & Humber	61.3	61.5
England	63.3	63.9

Data source: Public Health Outcomes Framework 2014-16, Public Health England

Number of net additional homes built (per 1,000 population)

Doncaster	3.4
Similar authorities	2.9
Yorkshire & Humber	3.2
England	3.9

Data source: Housing supply: net additional dwellings 2016/17, Ministry of Housing, Communities & Local Government

Our average attainment 8 score

Doncaster	43.6
Similar authorities	45.0
Yorkshire & Humber	45.4
England	46.4

Data source: GCSE and equivalent results 2016/17, DfE

CO2 emissions per capita (tonnes)

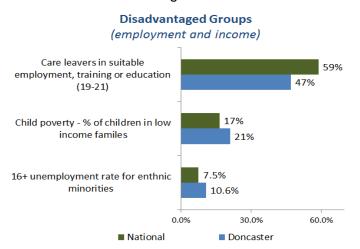
Doncaster	6.7
Similar authorities	8.6
Yorkshire & Humber	6.9
England	5.3

Data source: Local Authority Carbon Dioxide figures 2016, Department of Energy and Climate Change

Disadvantaged Groups

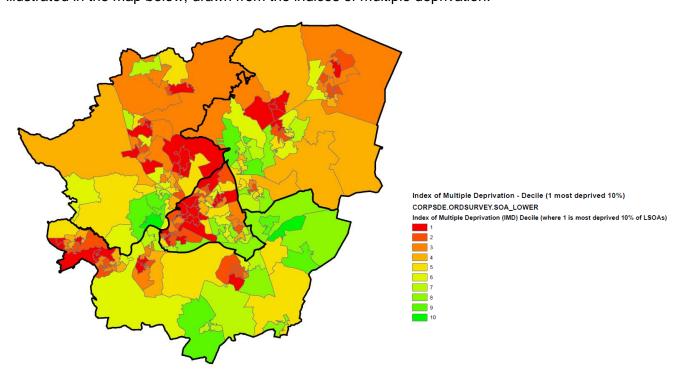
Doncaster has a number of vulnerable or disadvantaged groups performing comparatively poorly against the national average, or between the most and least deprived areas of the borough. Here are a few notable examples which indicate some of the challenges we face:

- Care leavers in suitable employment, training or education (aged 19-21), which is currently 12 percentage points below the national average.
- Child poverty and children in need 21% of children live in low income households. The proportion of children subject of a Child Protection Plan is also relatively high in Doncaster.
- The 16+ unemployment rate for ethnic minorities in Doncaster is 3 percentage points higher than the national rate.



Disadvantaged Places

Doncaster is one of the 20% most deprived areas in England and about 24% of children live in low income families. Levels of poverty and disadvantage vary significantly across the borough as illustrated in the map below, drawn from the indices of multiple deprivation:



This indicates that our work on ensuring all people can enjoy the benefits of growth should be focused in part on specific areas where our people can be more disconnected from economic opportunity than others.

Reaching vulnerable people and places is a key inclusive growth driver for the borough

5. Summary of Challenges & Opportunities

The context and analysis set out in the preceding sections have identified a series of challenges and opportunities that Doncaster's approach to inclusive growth and our specific plans will need to consider and address. These are summarised in headline form here:-



Overall, we have good reason to be positive about Doncaster's potential to deliver growth that is increasingly inclusive, benefitting all residents, families, communities and businesses. We have the key conditions to achieve this, alongside a strong political and cross sector commitment to reform public services to ensure that even the most disconnected people and places can enjoy the benefits of growth.

The remainder of this strategy sets out our approach to achieving inclusive growth, which responds to Doncaster's context and seeks to address the challenges and maximise the opportunities available to us.

6. Our Approach to Inclusive Growth

Driving Growth, Connecting People & Communities - a whole system task

We are clear that to build on our success, maximise growth potential and ensure that all Doncaster businesses, residents and places benefit from growth we need to deliver a whole system approach. This must provide the drive to go further and faster, but also ensure balance in our focus to ensure that no people or places are left behind, disenfranchised and unable to share the benefits of economic and social opportunity.

So our strategy must provide the correct focus and specific actions that can drive economic growth that work hand in glove with efforts to tackle in-work poverty, support people in precarious work and to connect all people and places to opportunity. This must be a coherent and deliberate approach, planned, designed and delivered to achieve maximum impact. It involves the private sector, public sector and also Doncaster's social enterprises and community, voluntary and faith sector organisations. Not least, we also need to engage Doncaster's residents and communities directly in this work, ensuring everybody is clear that there are opportunities to take, and that our commitment is to ensure these are shared by all.

This is reflected in our Mission:

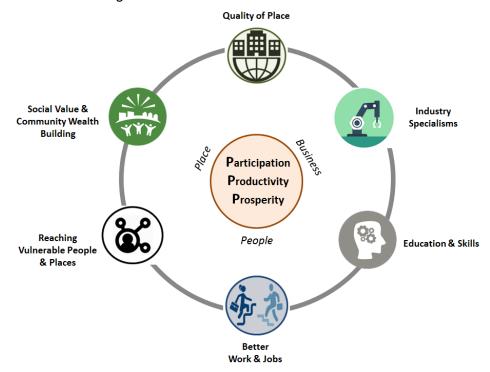
For Doncaster people, places and businesses to **participate** in a growing and **productive** economy and enjoy improved **prosperity**

Six Drivers of Inclusive Growth – our focus for delivery

The drive and balance we need will be provided by a focus on **six drivers of inclusive growth**. This combines a borough-wide push for growth, a focus on ensuring we retain and recirculate as much wealth as possible in our local economy and communities, and targeted support to ensure the most vulnerable residents and places can share and contribute in economic and social growth:

- Quality of Place improving Doncaster as a place to live, work, visit and invest. This includes
 developing civic pride by investing in culture, housing, infrastructure, multi-modal connectivity
 and the environment. Attracting more inward investment is a key part of this driver.
- 2. Industry Specialisms a focus on the higher-skilled jobs, productivity, and export potential of: Engineering and Technology; Digital and Creative; Future Mobility (via rail, road and air); and Advanced Materials (for manufacturing and construction). In addition, we will give a greater focus to a fifth, non-specialist industry growth 'platform', Supporting Services.
- 3. Education & Skills reforming our education and skills system to equip residents with the skills, ambition and attributes that employers need. This includes offering more diverse learning packages for vocational or technical based education and a focus on social mobility.
- 4. Better Work & Jobs ensuring more Doncaster work is good work, supporting people in unstable temporary work to progress, and ensuring more jobs offer quality, fairness, flexibility and equality with key anchor institutions leading the way by creating fulfilling jobs and improving skills and careers, for example in the growing health and care sector.
- 5. Social Value & Community Wealth Building by increasing the impact of local investment and economic growth on social and environmental well-being, civic pride and opportunities for local people. This includes channelling more and more of the 'Doncaster pound' spent by anchor institutions directly into our local economy and growing the social economy.
- 6. Reaching Vulnerable People & Places through work to reform our public services so they are increasingly joined up, targeted, focused on prevention and working alongside local communities. This will include specific work in our most disadvantaged places, people and groups to ensure we connect even the most disconnected people, families and places to economic and social inclusion.

These are illustrated in the diagram below:



These represent the areas of focus for our work and together they will foster a wide-ranging and coherent package of action to achieve our Mission.

Game-Changing Actions – with a transformational impact

For each of the growth drivers, we have identified a series of major actions that we believe can have, individually and collectively, a transformational impact on growth and inclusion. In some cases these actions are well under way, driven through private sector efforts and the Doncaster Growing Together programme, and in others they are to be developed. These are set out in the next section of the strategy.

Local Plan - releasing the sites we need for jobs and growth

A new Local Plan will be agreed in 2019 to ensure the new businesses, jobs, houses, infrastructure and other investment needed over the next 15 years are in the right places whilst protecting and improving the environment and overall quality of life. It is therefore an essential Plan for realising the ambitions in this Strategy, and crucially ensuring the delivery of them is sustainable – from an economic, social and environmental point of view.

Despite being a metropolitan borough, large areas are rural in character and the largest land use (67%) is agriculture. The countryside in the western 'half' of the borough is statutory Green Belt and there are also long standing polices protecting the countryside in the eastern half of the borough from inappropriate development. Over two fifths of the borough is located within areas at a medium to high risk of flooding from both the river Don and Trent catchments. Areas at risk include Carcroft, Askern, Thorne, Moorends, Hatfield and Stainforth and large parts of the main urban area.

Anchor Institutions – leading the way

A key feature of the delivery of this strategy will be the role of Doncaster's Anchor Institutions. These are our large and influential private and public sector employers, sports and other institutions which can, in each of the key drivers, play a lead role in creating growth that is more inclusive. This could involve using their purchasing power to drive growth at a local level in Doncaster and providing employees with opportunities for in-work progression.

Anchor institutions share a number of key characteristics including:

- Spatial immobility: have strong ties to an area and are invested in it
- Size: tend to be large employers and have significant purchasing power
- Land and assets: occupy various sites across the borough and have good community reach

"Team Doncaster" is Doncaster's Local Strategic Partnership and brings together organisations and individuals from different sectors to take shared ownership and responsibility for delivering Doncaster Growing Together Borough Strategy. Team Doncaster members include:

- Doncaster Council
- Doncaster Bassetlaw Hospital NHS Foundation Trust
- Doncaster Clinical Commissioning Group NHS
- South Yorkshire Fire and Rescue Service

- South Yorkshire Police
- Doncaster Chamber of Commerce
- Doncaster College and University Centre
- St Leger Homes

Anchor institutions are central to the concept of community wealth building and creating social value. The sustainability of anchor institutions is inextricably linked to the vitality of their surrounding communities and it is therefore in their interest to build a strong, inclusive local economy.

Creating social value is a key inclusive growth driver for the borough

From this strong foundation of committed anchor institutions there is an opportunity to build an anchor institution strategy and network – reaching beyond the boundaries of the current partnership into larger private sector employers and also schools, colleges, sports clubs and others who may be prepared to contribute. The potential role of Anchor Institutions is identified in each of these sections, providing a framework for further development.

Team Doncaster Focus - Doncaster Growing Together (DGT)

Launched by Team Doncaster in 2017, our Doncaster Growing Together Plan has four themes:

- Working in ways that enable more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and more prosperous future
- **Learning** that prepares all children, young people and adults for a life that is fulfilling
- Living in a borough that is vibrant and full of opportunity, where people enjoy spending time
- Caring together for the most vulnerable in our communities



Delivery of the inclusive growth strategy will be a whole of Team Doncaster task, requiring action across each of these themes. Some of the actions contained within this strategy are game changing actions that are already being driven through DGT programmes of action. Each programme is focussed on reform within the context of a complex public sector reform agenda. They are helping to strengthen the foundations for inclusive growth and how equalities and diversity guides our work.

Delivery - reaching out, reaching in

In delivering this strategy, we will not be constrained by place boundaries and will actively pursue partnerships and collaborations across Yorkshire, the north of England and beyond. Within Doncaster, there is a role for many organisations across sectors, particularly Anchor Institutions across the public sector and Doncaster's key institutions and large employers, who can lead the way in creating a more inclusive economy. Crucially, we will also work closely alongside local communities to ensure they can participate fully, guided by our Community Engagement Strategy.

Participation, Productivity & Prosperity

This strategy will sharpen Team Doncaster's collective focus on three inclusive growth essentials - Participation, Productivity and Prosperity.

This table provides examples of what they mean for local people, businesses and places:

	Participation	Productivity	Prosperity
People	 Ambition, skills, health and social capabilities to access opportunities In-work progression Tackling unemployment Social connectedness & confidence building The practicalities, e.g. affordable transport 	 Working smarter by improving skills and using technology Opportunities for flexible working Productivity as a means to improve earnings and job stability 	 Ensuring residents benefit from participating in growth – in terms of income, health and happiness Considering the impact of growth on all socio-economic groups
Businesses	 Creativity and enterprise Access to new economies and supply chains Local businesses as drivers for improving Doncaster and living standards Business buy-in to Doncaster's ambitions The public and private sectors sharing the risk and costs of investment 	 Competitive and resilient businesses Businesses creating quality jobs Improved business support for innovation and exporting Management capabilities Innovation and technology Improving productivity in the everyday economy Creating the conditions for businesses to thrive Capturing the higher value creative parts of industries 	 Recognising that businesses have different incentives Successful businesses providing a draw for inward investment Businesses having the income to invest in the future Maximising Social Value from economic growth More income to fund public services
Place	 No place left behind The practicalities, e.g. transport connectivity between jobs and places Considering the needs of individual communities Using all our strengths and assets to support inclusive growth 	 Supporting innovation in communities Improving ultra-fast broadband connectivity Targeting resources and building resilient communities Putting the Doncaster '£' to the most productive use 	 Maximising Social Value from economic growth Investing in quality of place to ensure Doncaster is modern, clean and has an infrastructure that supports a prosperous economy and lifestyle. Ensuring Doncaster is well-connected and environmentally sustainable with quality housing, leisure, cultural assets and services

Each of the six Inclusive Growth Drivers are now set out in more detail:

7. Inclusive Growth Driver 1 – Quality of Place

Why is this a driver for inclusive growth?

For Doncaster to be successful as a place and an economy it must be a location where people, communities and businesses want to be and invest their time, energy, emotions and resources. All the drivers for inclusive growth in this Strategy will have a positive impact on this.

Through the Doncaster Growing Together Plan we are delivering actions to make Doncaster a great place to live, including by ensuring:

- Town centres are the beating heart of Doncaster
- More people can live in a good quality, affordable home
- Healthy and vibrant communities through physical activity and sport
- Everybody takes responsibility for keeping Doncaster clean

We must also ensure that Doncaster is built on firm foundations and outward-looking. Investing in modern and accessible infrastructure throughout Doncaster is essential to our future growth and prosperity. Efficient transport systems bring a wide range of work within people's reach, and bring goods from suppliers to markets. Digital infrastructure allows us to lead modern lives and enables businesses to reach new markets. Quality and accessible hospitals, schools, community buildings, leisure facilities, parks and open spaces are essential for the well-being of individuals and communities and the attractiveness of a place for inward investment.

The significant investment in our road, rail and air infrastructures over recent years have been crucial to Doncaster's recent growth and overall quality of life, exemplified by the opening of the Great Yorkshire way. Our connectivity is a particular strength which we must maintain through further investment.

Doncaster is a large borough geographically with a dispersed population living in both urban and rural communities. Key development sites are distributed across the borough, for example the iPort, Airport, DN7 Unity and the Civic & Cultural Quarter. These are focal points for business activity and connecting the wider population to these opportunities is a key challenge. Much of our public transport system supports travel to and from the town centre, rather than across economic sites.

Further investment to transform the town centre is planned over the next 3 years, including the opening of a University Technical College, a cinema complex, new Central Library and Museum and the creation of a new gateway into the town centre from the rail station forecourt. An Urban Centre Masterplan is in place to guide the development of the town centre. It is also intended to develop masterplans for Thorne and Mexborough to guide their development.

At the moment our urban centre is over reliant on retail – which accounts for 43% of the floor space, compared to 19% for office accommodation⁴. The averages for Great Britain are 26% and 50% respectively. Having fewer office workers in the town centre reduces the support available for retail which is already under pressure from on-line shopping. In addition, only 12% of the office space is classified as high quality, compared to an average of 25%. Investing in quality office space to make our town centre more of a work destination is an opportunity and an imperative.

Investment into and within Doncaster is at a record level (£253m in 2017/18) and there are opportunities to connect to other investment opportunities to achieve inclusive growth, including:

- Initiatives and funding flowing from the Industrial Strategy
- Devolution
- The Transport for the North Strategy

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⁴ Source: Centre for Cities, 2018

Our objectives for this driver

We have 5 objectives:

- Deliver 'Doncaster Growing Together' Programmes to improve the quality and liveability of Doncaster
- Maximise investment into the borough
- Enhance, connect and promote our key assets to create quality growth and prosperity
- Ensure the town centre is a driver for growth, including by attracting more exporting firms
- Improve access to work and connect local communities

The role of Anchor Institutions

Improving the overall liveability of Doncaster requires the Team Doncaster Strategic Partnership Executive to continue to provide strong, whole-place leadership which ensures the borough is full of opportunities, vibrant, outward looking and connected locally, nationally and globally.

Anchor institutions in the borough can potentially utilise their land, property and assets to support inclusive growth and can also ensure that investment in and development of our infrastructure benefits communities and contributes to inclusive growth.

Game changing actions

Action	Delivery
Improve access to arts and culture	Culture 2020 is a major project for Doncaster which will further improve access to arts and culture, building on the significant investments already made.
Urban Centre Masterplan	The delivery of this masterplan, including investing in quality office, student and residential accommodation and cultural facilities, to provide a stronger draw for, workers, students, visitors, a range of busineses and inward investment.
Support Airport Growth	We will continue to support airport growth, including expanding the enterprise sector, linking to regional growth corridors (e.g. the Advanced Manufacturing Park in Rotherham), and securing support for a rail link between the airport and the East Coast Main Line.
DN7 Unity Project	We will continue to support this development, which is one the UK's largest mixed use regeneration schemes, including 3,100 houses, 100 acres of employment and a direct link road to the M18 junction 5.
Deliver planned new homes	Our proposed programme is already well underway and will build 920 new homes per year by 2032. Within this there is a focus on quality and affordability.
Integrated transport and better access to work	 This initiative will examine options for joined up modal travel and public transport that connects people across the borough (local communities and key work sites), including: Smart mobility through an easy-to-use multi-modal transport system that supports a growing economy. Working with partners, including SYPTE we will develop an open information and payment platform that serves a smart transport network across our borough and region, spanning all modes of travel. Integrated ticketing that links urban centres and growth areas with their markets and labour force. Sustainable, multi-modal transport throughout the borough. The Sheffield City Region recently secured £7.5m of investment to support walking and cycling schemes, helping to reduce congestion and improve health and well-being.
Improve digital connectivity across the borough	Ensure that Doncaster benefits fully from the South Yorkshire Digital Connectivity Strategy which aims to ensure that 'by 2021, South Yorkshire is recognised as one of the best connected regions in the country'.

8. Inclusive Growth Driver 2 – Industry Specialisms

Why is this a driver for inclusive growth?

All jobs, businesses and industries are important to Doncaster's economy and our goal is to help create the conditions for every business and sector to flourish. However, in order to drive productive, resilient growth that improves the lives of residents, we need to identify and exploit what makes our economy distinctive. The new jobs and growth this creates will in turn support all of our economy through increased local spending power and supply chain opportunities.

The 'Doncaster's Economy Today' Chapter highlighted that Doncaster has four main specialisms which have significant growth potential – and can support many firms, sectors and supply chains, as well as the overall economy. The potential contribution of these is different, varying in size and scale, and the rate at which productivity is projected to improve:

- The *Engineering & Technology* platform is a large employer, with the most ambitious projected employment growth. Productivity gains even in the less ambitious scenarios, which project some employment decline, show that contributions to the local economy in terms of GVA will increase. Replacing an ageing workforce in the engineering sector is a national challenge.
- The *Future Mobility* platform represents a significant specialism in the Doncaster economy, and employment is projected to continue to grow. Productivity is also projected to improve.
- The Advanced Materials platform represents a significant specialism in the Doncaster economy.
 Employment has declined in recent years, and while the most ambitious scenario projects future growth, this will be at a slower rate than the Doncaster average. Productivity is projected to improve at a faster rate than average, and GVA is also projected to increase in this scenario.
- The *Digital & Creative* platform is currently small and does not represent a specialism.
 Employment in Doncaster has not grown as fast as across the UK as a whole, but productivity is high and projected to improve at a faster rate. The prospect of the High Melton investment by 360 Media means this platform is an important growth driver for the future.

A focus on these specialisms means that strategies and plans can be developed to capitalise on the competitive advantages of our economy to provide better jobs. This will offer better opportunities for participation through the creation of more job and training opportunities across different occupations and skills. Growth will also contribute to greater productivity, as the specialisms are built on high value activities which pay higher levels of pay. This combination of more job opportunities open to all, and an increase in higher value jobs, the prosperity of people in Doncaster should improve.

Adopting this approach could also change our industry mix. The potential collective impact over the next 15 years (by 2032) is summarised in the chart opposite.

Engineering & Technology Digital & Creative that rely on engineering and technology skills, tools or inputs platforms as the basis of or delivery of their products or create/exploit digital tech 2016 2,400 employees, £165m GVA **Industry Specialisms Growth** over 15 years: +10,000 Jobs +1billion GVA £61.5 GVA per Employee (av.) **Advanced Materials Future Mobility** 2016 2016 Transporting people and goods across all The production and supply of plastics, glass, modes including the products and services that support road, rail and air transport and products and the technologies required to create them

This will make a significant contribution to Doncaster's overall growth ambition for jobs and growth.

In addition, analysis of Doncaster's economy has identified that a greater focus should also be given to a fifth, non-specialist platform, Supporting Services based on its fundamental importance to a modern, growing economy. At present the Supporting Services sector employs 13,000 but could grow to employ 15,500 in 2032 with the effective policies and support. The growth in the four specialisms will create demand for support services such as finance, consultancy and will also drive demand for local services in healthcare, education, leisure, personal services etc.

Our objectives for this driver

We have 3 objectives:

- Significantly increase the number of quality, productive, export jobs in our distinctive industries
- Building a stronger service economy
- Support businesses with good quality advice and support

The role of Anchor Institutions

Anchors can have a profound impact on industry clusters, spearheading their growth throughout the region. By collaborating with other institutions and businesses, anchors can attract talent, funding and new companies and help drive innovative research and commercialisation. Anchors can also help young firms with high growth potential by serving as geographic or virtual incubators.

Game changing actions

Action	Delivery
Specialist industry growth programmes	 Develop targeted support programmes to grow our specialist industries and boost productivity/exports. This will build on investment from the existing SCR Growth Hub and concentrate on: Supporting start-ups. Supporting Doncaster businesses to access new supply chains and attract overseas orders, supported by road, rail, air and the Humber ports. Financial support packages (equity loans, grants, investment fund). Attracting high-productivity export businesses and innovative industries. Developing talent with the transferable skills to work in our specialist industries. Connecting, assets, businesses and organisations which can collectively support the development and promotion of our specialisms. Identifying capabilities and opportunities which align with national and subregional initiatives (e.g. Future Mobility as one of the four Grand Challenges). Marketing our specialisms.
Supporting Services growth programme	 Develop targeted support programmes to grow our supporting services, including Supporting start-ups. Supporting businesses to access new supply chains, including with our Specialist Industries. Financial support packages (equity loans, grants, investment fund). Attracting high-productivity businesses, particularly to the town centre. Developing talent with the transferable skills to work in our Supporting Services.
Directing business support to growth opportunities and challenges	We will direct the business support resources available to support our economic growth opportunities and challenges including innovation, accessing new export markets and supply chains post Brexit.

9. Inclusive Growth Driver 3 – Education & Skills

Why is this a driver for inclusive growth?

Achieving our inclusive growth ambitions depends upon everyone, no matter what their background or circumstances, having the opportunity to progress through an education and training system that provides the foundation for a happy and fulfilling life. Having the skills employers need increases people's earning power, opportunities for better jobs and social mobility. Skills are also a key driver of productivity, business success and inward investment. We are already investing in the assets, institutions and initiatives to support this from strong foundations for children and young people in schools, and high quality further and higher education opportunities, to career-long learning.

The task ahead is challenging. Doncaster's productivity per worker is relatively low and our borough has been identified as a social mobility 'cold spot'. Despite making improvements we still need to:

- Increase the proportion of the working age population with a level 3 qualification or above.
- Reduce the number of young people aged 16-24 claiming out-of-work benefits.
- Increase the number of people with learning difficulties that are helped into work.
- Reduce the levels of young people aged 16-17 not in employment, training or education.

We need to match the types of education and training on offer to different local aspirations and the needs of our industries. This means meeting the demand for STEAM qualifications and offering more diverse, customised vocational or technical based learning packages for mainstream and higher education, to cater for different career path choices. Increasing the provision of high quality apprenticeships and information, advice and guidance are key parts of this. Further improvements in the quality of teaching and learning are required to ensure that this participation is as rewarding as possible, regardless of background or circumstances.

Our Social Mobility Opportunity Area Programme is a key part of the solution to these challenges.

The growth opportunities presented by our industry specialisms (see Inclusive Growth Driver 2) also increases the requirement to support residents to develop the transferrable skills, attributes and experience to work in many roles and sectors. This approach aligns well with national and subregional initiatives (e.g. Future Mobility as a Grand Challenge in the Industrial Strategy) and takes a more holistic approach to training, encouraging cross-sectoral working and collaboration.

We need to provide more opportunities for young people to gain work experience in the professions they are interested in, including in the knowledge intensive service and manufacturing jobs that Doncaster needs more of. At the same time we need to improve careers information, advice and guidance, informed by an understanding of our growth industries and recruitment challenges. Doncaster is leading the way nationally in early years education, ensuring children consider career choices as soon as possible to access customised pathways to learning and higher education.

Retaining and attracting talented workers and supporting more residents into work is now even more important given the impact of Brexit on the supply of skilled migrant workers.

Improving in-work skills and training provision for adults is also a key priority for Doncaster to support in-work progression and increase productivity. This is particularly important for residents in more unstable, lower paid work (see Inclusive Growth Driver 4).

Our objectives for this driver

We have 4 objectives:

- Ensure the education and skills system meets the needs of employers
- Strengthen vocational routes into higher education and work, including supporting apprenticeships
- Support residents to gain the transferable skills, attributes and experience to work in many roles
- Improve careers information, advice and guidance

The role of Anchor Institutions

Each anchor institution has a potential workforce of thousands and when this is scaled up across all anchors, employment represents a significant share of the local labour market. We want to explore the extent to which the collective power of recruitment, training and employment can contribute to more inclusive growth. An 'employer-led' approach has already reaped rewards in the development of the National College for High Speed Rail and the announcement of a University Technical College for Doncaster. However, we think that anchor institutions can contribute further, for example by recruiting apprentices and providing opportunities for residents to gain work experience.

Game-changing actions

Action	Delivery
University City	This is an over-arching ambition for the future of Higher Education in Doncaster, bringing together our educational and skills institutions to consolidate and build on our current offer. The vision sets out two primary goals of achieving a 100% increase in residents educated to Level 4 or above by 2028 and an improved higher education offer by Sept 2024. Economic growth will provide more opportunities and life chances for residents and attract inward investment as local businesses see the benefits of skilled local people.
University Technical College (UTC)	We will deliver our approved University Technical College as part of our overall University City aspirations.
National College for High Speed Rail	The new college teaches STEM (Science, Technology, Engineering & Maths), as well as advanced engineering. More than half of rail industry employers have highlighted difficulties in recruiting STEM trained employees over the next 3 years, with almost a third of the current railway workforce requiring further training in order to deliver HS2. As economic growth continues, the college will provide superb social mobility opportunity for local people to enter the sector or change careers by re-training.
Developing the Skills Provider Network	We will further develop our skills provider network to ensure young people and adults have the employability skills, attributes and experience required by local employers. This includes, for example the Doncaster Skills Academy which helps equip schools and young people with the skills and information required to secure work, whilst helping local businesses with recruitment and retention of skilled workers.
Implementing the Post 16 Review	 The 2018 review of post 16 education in Doncaster set out these key recommendations to improve outcomes for young people and raise achievement levels across the borough: Consolidation of school sixth forms across the borough Inclusion – providing sufficient places, quality of provision and support and ensuring young people with special educational needs and disabilities are prepared for the transition to adult life. Extending careers education, information, advice and guidance. Strengthening the vocational routes into employment and higher education – including supporting apprenticeships
Social Mobility Opportunity Area Programme	 Covering a number of projects and initiatives: Building solid foundations for all children - focuses on improving the quality of teaching in schools across the borough to help reduce the attainment gap between disadvantaged children and those from more affluent backgrounds. No careers out of bounds - focuses on raising the aspirations of Doncaster children and young people who need guidance to help understand what career options they might be interested in and what subjects will support a particular career path. Including: Improving online 'Opportunity for all' coaching & Careers hub careers information
Big Picture Learning	Working in partnership with the Innovation Unit and supported by the government's Life Chances Fund, this initiative is about testing new ways of learning for disadvantaged young people. The Big Picture Learning school provides opportunities for them to learn in local workplaces. It will improve life chances for 11 to 16 year olds disengaged from learning by focusing on their passions and interests. The school is in Bentley and will open in 2019 (30 pupils in first two terms and then 60 pupils per year after that).

10.Inclusive Growth Driver 4 – Better Work & Jobs

Why is this a driver for inclusive growth?

Doncaster's economy currently has a relatively low skilled and low wage workforce which means that we struggle to attract and develop high value jobs and the businesses that will create them.

As Doncaster's economy grows further, we need to ensure that as many people as possible participate in the local economy, and that the work they do is meaningful and offers opportunities for advancement for those who want it.

The national and local labour market is changing, with more temporary work and zero-hour contracts and the rise of the "gig" economy. For example, national data shows that 70% of care workers are now on zero hours contracts, compared to 10% in 2015. Though this type of work can suit some people, it can stifle ambitions and prosperity. For example, non-permanent work, combined with low wages can prevent residents securing a loan or a mortgage to buy a house.

At the same time many people have limited options for flexible working to fit with family, caring requirements or lifestyle choices.

Demand for more flexible working is high across both genders, with surveys showing that 84% of men and 91% of women want more of it.

The table opposite shows how flexible working varies across different sectors.

Flexible working index by sector

Business type	% of flexible jobs (UK average) *	Level of business types in Doncaster
Health Services	26%	Very High
Social Services	22%	Very High
Education & Training	15%	High
Retail & Hospitality Services	11%	Very High
Administration / Clerical	11%	High
Science Research & Development	9%	Low
Creative industries	8%	Low
Information Technology	7%	Low
Finance / Accounting	7%	Low
Human Resources	7%	Low
Operations / Logistics	7%	High
Engineering	5%	High
Construction & Facilities Maintenance	3%	High
Manufacturing	3%	Medium

^{*} Taken from National flexible working index

Here are some of the benefits of flexible work and jobs:

- ✓ Allows more work-life balance control and helps support modern lifestyles
- ✓ Can cut down commuting time and the costs of child or adult care
- ✓ Enables employers to reach a wider workforce, including older workers and people with disabilities or health challenges.
- ✓ Creates more time for leisure and/or study
- ✓ Can enhance family wellbeing and reduce welfare dependency
- ✓ Helps reduce age, gender and disability discrimination

In-work poverty, work insecurity and lack of flexible working can cause vulnerability, health challenges and present disincentives to work. Therefore, to encourage people into employment and promote social mobility, we need to change the way we work. This means working with local employers and anchor organisations to improve the quality and flexibility of jobs they offer and become more equality conscious and accessible.

If we do this right, it's a win-win for everyone.

Our objectives for this driver

We have 4 objectives:

- Support people in unstable work to progress
- Engage local employers to increase the number of quality, flexible jobs in our economy
- Reduce in-work poverty in Doncaster
- Reduce inequalities in job opportunities, progression and pay
- Improve access to in-work training

Given the different work requirements needed to run productive companies in the different industries, it's important not to adopt a one-size-fits-all approach, for example on flexible working policies and incentives. It may be more practical to develop a sector-focused approach, customising incentives to suit different business needs.

To place this into a national context the Government has accepted the recommendation in the 2017 Matthew Taylor review (working practices in the modern economy), to develop a set of principles and measures against which to assess job quality and success. The Taylor review made seven key recommendations which include: good work for all; overall worker satisfaction; good pay; participation and progression; a healthy workplace; safety and security; and voice and autonomy. In delivering Doncaster's approach to delivering better jobs and work, we will utilise the foundations of this review and shape and deliver our proposition where deemed appropriate.

The role of Anchor Institutions

Anchor organisations, such as the council, hospitals, businesses and not-for-profit organisation with strong local links are ideally placed to lead the way in providing better work and jobs. Through a more collaborative approach which includes sharing approaches to improving the quality and flexibility of jobs, all organisations can improve their ability to attract and retain a talented productive, workforce.

Game changing actions

Action	Delivery		
Deliver 'Advance' Programme	The 'Advance' Programme will support residents to thrive in their chosen profession, and employers to attract and develop skilled employees including:		
Other potential action	al actions that we could adopt:		
Better work initiative	This will drive good work and reduce the number of people in unstable, temporary work. We could develop a targeted support programme focusing on: Increased job flexibility Income maximisation Raising the equalities profile Skills escalator		
Employability framework	Developing a 'Doncaster employability framework' that includes in-work appraisal schemes using a common framework of transferable skills that makes it easier to move between employers and sectors. It could also include targeted training subsidies for workers to help them progress to fill skill shortages and improve social mobility This could be supported by developing and promoting a "Good business, good work checklist" which sets voluntary minimum standards and encourages employers to pay all their employees above the Living Wage.		

11.Inclusive Growth Driver 5 – Social Value & Community Wealth Building

Why is this a driver for inclusive growth?

Social value and community wealth building is widely acknowledged nationally as crucially important in developing a fairer and more inclusive society. A key part of this is to increase the impact of local investment, entrepreneurship and economic growth on social and environmental well-being, civic pride and economic opportunities for local people.

The social economy is also known as 'the third sector' to differentiate it from the private and public sectors. Social economy organisations include charities, community interest companies, charitable incorporated organisations, not for private profit companies and cooperatives. These organisations vary from being reliant on donations as a traditional non-profit organisation to generating income entirely through trading activity. Social entrepreneurs are the long term community stewards, local employers, investors and innovators who often underpin the social and physical development in communities. Social entrepreneurs take an enhanced role within local communities by investing in social value and community wealth building.

There is the potential to increase entrepreneurship across the social sector to address local community challenges in partnership with the public and private sector. In 2016, there were over 169,000 social economy organisations in the UK, which represent an income of £71 billion. Over three quarters of social economy organisations (77%) were contained in four sectors: human health (45%), other services (34%), education (27%) and arts/entertainment (26%). In Doncaster, there are over 500 registered charities.

Since the introduction of the Public Services (Social Value Act), the whole nature of procurement is changing. It is no longer about cost and efficiencies - considerations of quality and social value are becoming far more important, for example by:

- Providing access to new social networks through community based activities
- Improving the appearance of community assets, e.g. community centres and public spaces
- Increasing levels of household income and access to higher paid jobs
- Investing in the natural environment such as green spaces, reducing waste sent to landfill, reducing carbon emissions, energy and water consumption
- Supporting people to access higher level qualifications
- Increasing attendance at community events or volunteering on a regular basis

Doncaster Council is supporting the creation of social value with its 'Buy Local' procurement scheme and by working closely with companies investing in Doncaster to consider wider economic, social and environmental impacts. The iPort Academy is a good example of this – by supporting the employers at the iPort to access the local workforce and training support they need. We will build on this approach and encourage other anchor institutions to do more to create social value. Overall, a culture shift is required towards co-producing social value and joining up our innovation know-how and assets within Doncaster and to wider networks. A recent example of this type of culture shift is the collaboration between voluntary led organisations and charitable/public sector bodies to create new investment for youth activities (EXPECT Youth).

Our objectives for this driver

We have 4 objectives:

- Increase opportunities for local organisations to bid for contracts that create social value
- Grow and support the role of the social economy in Doncaster
- Maximise social value from inward investment
- Increase entrepreneurship by developing and connecting our innovation know-how and assets

The role of Anchor Institutions

Anchor institutions across the public, private and social sector will be central to our approach. These institutions are rooted in localities and their collective spend and influence can play a significant role in creating social value and building community wealth. Working together, they will lead the way, setting a standard and showing others what is possible.

Game-changing actions

Our initial objectives over the first three years will focus on the following, reflecting the challenges and opportunities above:

Action	Delivery
Public Procurement Social Value Initiative	 We will build on the Council's 'Buy Local' initiative and encourage other anchor institutions to do more to support the local economy by, for example: Understanding current levels of expenditure into the local economy and opportunities to do more. Providing opportunities for more local organisations to bid for contracts that promote social value. Growing the local economy in a way that benefits all sections of the community including people with protected characteristics Supporting local people to make commissioning decisions on behalf of their communities. Creating a marketplace for social value through matching volunteers, funding support and procurement opportunities. Embedding social value into services and growing the social economy Reviewing our commitments to the Compact Charter principles that increase levels of trust between private, public and social sectors. Using procurement to deliver improvements to the natural environment, for example by increasing green spaces, reducing waste sent to landfill, carbon emissions, energy and water consumption.
Social Economy Development Project	 This project will examine options and deliver improvements relating to: Connecting young people with social enterprises and socially responsible businesses, building on the work of local NCS programmes and the successful #iwill campaign. Support the creation and expansion of co-operatives, charities and social enterprises in having much greater involvement in the running of public services. Harness the power of technology in addressing complex social issues, such as tackling loneliness, healthy ageing, online safety, and digital inclusion. Developing and testing a methodology for measuring inclusive growth, so we can identify the tangible economic, fiscal and social benefits of a focus on social value and community wealth building.
Community Wealth Hubs	Establishing Community Wealth Hubs will allow communities to develop innovative new solutions to social issues, supported by a combination of grant funding and staff time.
Leveraging social value from inward investment	 The significant level of inward investment and major developments in Doncaster present opportunities to leverage social value. Working closely with the private sector we will: Identify opportunities to support inclusive growth Explore local labour and supply chain opportunities such as apprenticeships, traineeships, living wage employment for local people to gain higher level, transferrable skills. Train a new generation of community organisers to support initiatives in our most deprived wards.

12.Inclusive Growth Driver 6 - Reaching Vulnerable People & Places

Why is this a driver for inclusive growth?

Ensuring that economic growth and opportunity reaches the borough's most vulnerable and marginalised people and places is a central aim of this strategy. Residents may be excluded from opportunities or the benefits of economic growth through poverty, deprivation, personal circumstances (e.g. low skills or caring responsibilities), or as a result of a disability, learning difficulties or mental health challenges. We are committed to tackling this in a number of ways:

- By breaking the cycle of deprivation and improving life chances and outcomes for Doncaster's most vulnerable people, families and communities;
- By increasing economic participation which will be key to maximising growth (i.e. a skills and labour supply shortage could be a significant brake on Doncaster's economic ambition); and
- By reducing demands and costs for acute public services, as a key contribution to the management of public service budget pressures

Connecting vulnerable people and places to opportunity is a challenge that spans a wide range of public policy areas and services. It's also important that we continue to focus on prevention and targeted locality working.

One of the key issues impacting on our residents' ability to contribute and benefit from economic growth is their health. The health of a population is not just a product of a successful economy, but also one of the key determinants of inclusive economic development. Adults with good health are more productive; children with good health do better at school. This makes economic growth more sustainable and inclusive. As part of this, there is a growing commitment among communities, workplaces and schools to change the way we think about mental health. Improving mental health is a key priority in Doncaster Place Plan.

Overall health and wellbeing is improving in Doncaster for both men and women. However, it is generally worse than the England average and many residents experience poor health or die prematurely (i.e. before the age of 75). These inequalities are much worse in the most deprived areas of Doncaster, where life expectancy is 10.7 years lower for men and 7.1 years lower for women. Where people live, the quality of education, housing, work, crime levels and the environment are all major contributors to health and wellbeing.

Despite the recent economic upturn, Doncaster currently has too many "just about managing" families and individuals who have seen income levels stagnate, or even go backwards⁵. Levels of unemployment and deprivation vary significantly across the borough and we have pockets of disadvantage that lock people in to a cycle of poor outcomes. Many local communities have not fully recovered from the decline of traditional industries (e.g. mining) and adjustment is still required in terms of the economic purpose of places, and the nature of community life. There are also groups of people within Doncaster who are particularly at risk in terms of access to economic opportunity, for example some black and minority ethnic (BME) communities, disabled people and other groups with protected characteristics under the Equality Act 2010.

Doncaster residents often cite lack of transport as a barrier that prevents them taking employment. Prioritising public or community transport and active travel to connect people in disconnected communities to jobs is therefore a key challenge – as recognised in Inclusive Driver 1.

Addressing these challenges requires an integrated approach across public services, as well as major public service system reforms to ensure that we can support people and places across a range of interconnected issues. This will need to deal with the symptoms and root causes of economic and

⁵ The Living Standards Audit 2018, Resolution Foundation

social disconnection. This will be challenging, with increased demand for health and care services increasing in Doncaster and the Council needing to bridge a funding gap of £139.5m by 2021.

The number of people aged 65 and over within Doncaster is due to increase by about 23,000 (40%) by 2041. This has implications for a wide range of local services and the workforce required to meet the rising demand for quality services. For example, the social care market is experiencing increasing difficulties in recruiting and retaining staff (both care workers and nurses) as they are often unable to compete with other organisations that can offer either better pay rates or more advantageous terms and conditions.

Our objectives for this driver

We have 3 objectives:

- Integrate Health and Social Care systems
- Deliver joined up prevention and support for Doncaster's most vulnerable people
- A specific focus on disadvantaged and marginalised groups, e.g. BME/disabled people.

The role of Anchor Institutions

Through a range of training and employment opportunities, ongoing work in local communities and through procurement processes, anchor institutions can work to support improved outcomes for our most disadvantaged groups, families and places. This includes work on improving corporate social responsibility, through employee volunteering and by working alongside communities to drive social and economic inclusion.

Game changing actions

Action	Delivery
Delivering the Place Plan	The integration of the Health & Social Care delivery system for children & adults is essential to ensure we have a joined up approach to the delivery of support, using a preventive and strengths based approach. This includes a focus on: a child's first 1001 days; Vulnerable Adolescents; Complex Lives; Learning Disabilities; Intermediate Care; and Urgent and Emergency Care. In addition, through social care market engagement and development the council is working with its partners across health and social care to look at different ways to ensure they can attract and retain the strong, confident and skilled workforce they need. There is an aspiration to develop health and social care academies in one or more schools to encourage young people to choose health and social care as a career.
Get Doncaster Moving	The vision is to utilise physical activity and sport to contribute to inclusive economic growth ambitions. Through our participation in the Sport England Delivery Pilot (and access to a share of £110million over 3 years), we will tackle inequalities by addressing inactivity in communities that do not demonstrate patterns of regular participation.
City Region to deve activity by the Depa	nt & skills perspective, we have worked jointly with local authority colleagues across the lop two complementary projects. Both are designed to connect with existing support intrement for Work and Pensions, in particular the Work and Health Programme and need and commissioned through the European Structural and Investment Fund:
Early Intervention Employment Support Pilot	Working effectively with Job Centre Plus (JCP) to better identify people within the first year of any benefit claim, who may find it hard to find and keep paid work and provide the support required to enable participation in employment.
Working Win - Health-Led Employment Trial	Helping those off sick or those in work but who, as a consequence of health issues, are less productive to sustain employment. This is the first attempt in the UK to robustly evaluate a support employment intervention with those who have depression, anxiety and physical health conditions.

13. Delivering our Priorities

The delivery of this Strategy will be a major priority for the Team Doncaster Strategic Partnership across all policy areas and all sectors, public, private, community and voluntary. It must also engage local communities in the delivery effort and inspire a sense of confidence in Doncaster's economic potential and future. The key ingredients of the delivery task are:

Team Doncaster Collective Leadership

Delivering our inclusive growth ambition will require strong entrepreneurial, whole-place leadership, bringing together business, civil society and political leaders, formally and informally, to drive system-change. This will be led by the Mayor of Doncaster as Chair of the Team Doncaster Strategic Partnership Executive. The leadership task across such a diverse range of activity must be shared by leaders from all Team Doncaster policy areas, partner organisations, and across Anchor Institutions.

Leveraging Devolution Arrangements

We will use the growth levers at our disposal through the devolution process at Sheffield City region level and potentially in future through a possible Yorkshire level devolution deal. This will help us to secure additional support and funding to progress our inclusive growth actions and to access government initiatives and funding programmes linked to the Industrial Strategy

Clarity of Outcomes

The overall impact of this strategy will be judged by its contribution to Team's Doncaster's outcomes framework, as well as feedback from Doncaster's businesses, residents and communities.

Programme and Project Management

We will ensure that effective programme/project management arrangements are in place to drive the delivery of the actions in this strategy. In some cases these are already established as part of the Doncaster Growing Together strategy. We will pay particular attention to the identification and management of interdependencies across the diverse range of actions that this strategy promotes.

Governance and Accountability Arrangements

The delivery of the Inclusive Growth Strategy will be a key focus of attention for the Team Doncaster Strategic Partnership Board, who will regularly receive progress and monitoring reports, and be able to promote corrective action where necessary to ensure overall delivery remains on track. At the more detailed level of governance and accountability, delivery will be driven by the Inclusive Growth Board. This will provide strategic oversight of the range of delivery activities across the Doncaster Growing Together agenda and beyond, including at a City Region level. Governance arrangements will be kept under review to ensure they are fit for purpose in driving this crucial strategy for Doncaster.

Action Learning Focus

The programme of activity set out in this strategy is ambitious and will require a flexible approach to delivery, informed by learning about what works and what doesn't. We will ensure arrangements are in place to capture and share the learning, and where necessary, to adjust activities.

Action Plan - Game-changers

In many cases the actions in this strategy are drawn from more detailed plans that are already in place. However, some drivers for inclusive growth, for example 'Industry Specialisms' and 'Better Jobs' have actions which will require more development.

Within 3 months of publishing this strategy we will also publish a more detailed Action Plan.

Further Information

About this strategy

For further information on about this strategy:

Team Doncaster

Floor 1, Civic Office Waterdale, Doncaster South Yorkshire DN1 3BU

www.teamdoncaster.org.uk

Industry Specialisms

For further information on Doncaster's Industry specialisms:

[A link will be provided to final, accompanying research report]

Investing in Doncaster

For further information about investing in Doncaster:

https://wearedoncaster.co.uk/business/

Local Plan

For further information on Doncaster's Local Plan:

http://www.doncaster.gov.uk/services/planning/local-plan

Doncaster Growing Together Strategy

For further information on Doncaster's Borough Strategy, also the Mayoral Delivery Programme:

http://www.doncaster.gov.uk/services/the-council-democracy/doncaster-growing-together



Date: 6th November 2018

TO: CHAIR AND MEMBERS OF CABINET

STREET WORKS PERMITS - ALL STREETS

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Joe Blackham	All	Yes

EXECUTIVE SUMMARY

- 1. Street works and road works are a major cause of delay and disruption for road users, resulting in significant costs to the economy and society. With previous studies estimating that the national cost of congestion resulting from street works is £4.3 billion a year, successive governments have taken steps to support the effective management and coordination of works.
- 2. These steps have included the ability for local highway authorities to introduce permit schemes. Such schemes provide the authority with the ability to proactively manage all works as a way to reduce and control the associated disruption. This increased control is achieved by requiring all works promoters to seek permission before undertaking works and for those works to comply with conditions which the local highway authorities apply.
- Doncaster Council has successfully operated a permit scheme on its 400 busiest roads since June 2012. It is proposed to extend the scheme to every street across the Council's adopted highway network to ensure the benefits are realised on all streets.
- 4. The key deliverable benefits of the scheme are;
 - Permit schemes provide a way to reduce the disruption caused by works.
 - Permit schemes provide increased levels of control over all works.
 - Permit schemes provide a lever, which can influence the way that works are undertaken.
 - Permit schemes generate a positive return for society.
- 5. As a direct result of reducing disruption and delay to highways users there will be an associated benefit in terms of noise and air pollution.

- 6. The existing scheme is estimated to have reduced highway occupation in Doncaster by approximately 17500 days over its 6 years of operation, with the extended scheme estimated to further reduce occupation by 6000 days per year.
- 7. It has been modelled through a detailed cost benefit analysis (CBA) exercise that the scheme will save road users and businesses £805k within the first year of operation and an expected £28m over a 25 year period. The assessment considers the cost of road and street works to road users (travel time costs, fuel and other vehicle operating costs), accident and fuel carbon emission costs.
- 8. This proposal will generate an additional permit fee income of £213k providing a total income of £425K of ring fenced income that must only be used to cover the operational costs of the scheme.
- 9. Expanding the remit of the scheme will see an additional 7500, utility and internal works promoter applications being submitted for analysis and approval. It is estimated that along with the initial permits there will be another 4000 secondary permit applications submitted to; vary start times, ask for extensions, or for permits that are resubmitted following initial refusal.

EXEMPT REPORT

10. N/A

RECOMMENDATIONS

11. Approve the expansion of the current permit scheme from 400 of Doncaster's busiest streets to every street in the Borough's adopted road network.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

- 12. Permit schemes provide a way to reduce the disruption caused by works, the current scheme is estimated to have reduced highway occupation in Doncaster by approximately 17500 days over its 6 years of operation.
- 13. The extra sustainable resource required to operate a permit scheme will allow the authority to coordinate works on all streets and increase the levels of joined up working between all works promoters. This is achieved by encouraging collaboration between works promoters working within the same street or area and greater controls over the timings of work through advance coordination.
- 14. Being in a position to challenge all works for proposed durations will drive down the amount of time between utilities repairing their apparatus and reinstating the excavations, reducing the perception of no activity between works phases.
- 15. Reducing the disruption caused by street works contributes to the Doncaster Growing Together - Doncaster Working theme, by decreasing the amount of highway occupation caused by street works it makes it easier for road users to access sites of employment and provides businesses with a more efficient highway network to conduct their activities.
- 16. As the extension to the scheme covers all streets including estate roads the benefit of applying operational conditions based on an individual works and streets basis, contributes to the Doncaster Living theme. It will directly improve the interaction between the public and works promoters balancing out the urgency of their

- essential asset maintenance against the impact the works have on the general public's day to day travel requirements and lives.
- 17. Permit schemes generate a positive return for society in terms of offering a saving to the wider economy of Doncaster; it has been modelled by an independent transportation consultant through a detailed cost benefit analysis exercise (CBA) that the scheme will save road users and businesses £805k within the first year of operation and an expected £28m over a 25 year period. The assessment considers the cost of road and street works to road users (travel time costs, fuel and other vehicle operating costs), accident and fuel carbon emission costs. The cost of vehicles diverting onto alternative diversion routes as a result of road closures or excessive delays approaching the works is included. It is estimated that the extension of the scheme will reduce highway occupation by 6000 days per year.
- 18. In summary a reduction in highway occupation allows greater controls to influence the way utilities carry out their works and the additional considerations available at the works planning stage (to set the conditions of the permits) all enable the scheme to play a role in delivering Doncaster Growing Together- Doncaster Caring, Doncaster Living, Doncaster Working and Connected Council, through ensuring an efficient transportation network for all road users.

BACKGROUND

- 19. In 2012 Doncaster along with 5 other Yorkshire Authorities implemented a permit scheme authorised by the DfT for operation on type 1, 2 & Traffic Sensitive (T/S) streets. The decision to operate a permit scheme only on our busiest streets came under direction from the DfT as two major all street schemes had previously gone live 6 months before in Kent and London. The DfT were keen to measure the performance and impact of different types of schemes and encouraged the Yorkshire region to implement a common permit scheme targeting type 1, 2 and T/S streets.
- 20. In 2015 the government deregulated permit schemes taking away the DfT control and regulation which has resulted in the majority of new schemes being all streets schemes. Key Decision K1304 made in 2015 set out the governance for future minor changes of the scheme to be approved by the Assistant Director of Environment in consultation with the portfolio holder. This proposed extension to all streets was deemed too major a change to the scheme and requires a cabinet decision.
- 21. The key deliverable benefits of the scheme are;
 - Permit schemes provide a way to reduce the disruption caused by works.
 - Permit schemes provide increased levels of control over all works.
 - Permit schemes provide a lever, which can influence the way that works are undertaken.
 - Permit schemes generate a positive return for society.
- 22. To operate and manage the scheme it has been modelled 5 additional staff will be required to operate the whole scheme. The staff will be recruited in a phased approach over the initial stages of the extended scheme of operation. The scheme is not intended for profit with the fees set against the actual costs and grades of the staff operating the scheme.

- 23. The fees and charges related to the existing scheme will apply to the extended "All Streets scheme." They vary from £46 for a "Minor Activity discounted permit" to £211 for a "Major Permit over 10 days duration or requiring a Traffic regulation order."
- 24. Following a two month consultation period no major concerns in operating a scheme were raised other than three utility companies questioning the requirement to pay permit fees. The consultation also highlighted the need to undertake minor amendments to the permit scheme documentation, which have been completed.

OPTIONS CONSIDERED AND REASONS FOR RECOMMENDED OPTION

25. Option 1 Revoke the permit scheme and return to a standard noticing regime:

Not operating a scheme could result in a utility company's planning resources being allocated to focus on the authorities that are running a permit scheme, resulting in poor coordination and poor planning of works in Doncaster, along with a loss of network coordination personnel whose salaries are recovered through the permit scheme income. This would leave the council ill resourced and under legislated to mitigate the impact these organisations have on our strategic road network. The overall benefits to the travelling public would not be achieved in terms of reduced travel time, vehicle operating costs accident and fuel carbon emission costs.

26. Option 2 Remain with the current split regime:

We are currently operating a disparity in service between coordinating works on the busier roads on our adopted network, compared to the coordination of works on the quieter roads. This is due to the lack of resource available to challenge durations or issue directions on our non-permit roads which mean that average highway occupation and disruption is higher.

27. Option 3 Extend to an all streets scheme: (Recommended Option)

Permit schemes provide the facility to improve the coordination of all works, as the scheme generated funds cover the cost of additional staffing, allowing the authority to check 100% of the permit applications for the whole network, compared to approx. 20% of current notices received on minor roads that are highlighted only when geographical conflict with other works occurs.

28. The sustainable income generated from the scheme will cover the costs of the all FTE's required to facilitate its operation. It is estimated that 6000 days per year of highways occupation will be avoided per year by introducing an all streets scheme due to the extra resource made available to coordinate the works.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

Ou	tcomes	Implications
Do	ncaster Working: Our vision is for	All types of business are
	re people to be able to pursue their	directly affected by works; local
am	bitions through work that gives	business in particular can be
the	m and Doncaster a brighter and	affected with a reduction in
pro	sperous future;	customer activity. Others that
	-	rely on the transportation of
• 1	Better access to good fulfilling work	goods and resources have

 Doncaster businesses are supported to flourish Inward Investment 	increased costs as a result of being delayed or re-routed due to congestion. The potential for managing works through a permit scheme will have positive benefits in reducing the costs that result from delays.
 Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time; The town centres are the beating heart of Doncaster More people can live in a good quality, affordable home Healthy and Vibrant Communities through Physical Activity and Sport Everyone takes responsibility for keeping Doncaster Clean Building on our cultural, artistic and aparting heritage 	The reduction of congestion reduces the emissions from motor vehicles, any reduction in the delays encountered at street or road works will have also have a reduction in noise levels.
 sporting heritage Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling; Every child has life-changing learning experiences within and beyond school Many more great teachers work in Doncaster Schools that are good or better Learning in Doncaster prepares young people for the world of work 	None
 Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents; Children have the best start in life Vulnerable families and individuals have support from someone they trust Older people can live well and independently in their own homes 	It is important that road safety is considered at all locations where works are carried out. Works in the highway impact on all classes of road user with children forming one of the most vulnerable groups. The provision of temporary traffic management layouts will impact on the regular users of a route, delays will create frustration and lead to road users taking risks which may increase the risk of collisions.
Connected Council:A modern, efficient and flexible workforce	The scheme will provide a modern and effective approach to street works across the

- Modern, accessible customer interactions
- Operating within our resources and delivering value for money
- A co-ordinated, whole person, whole life focus on the needs and aspirations of residents
- Building community resilience and self-reliance by connecting community assets and strengths
- Working with our partners and residents to provide effective leadership and governance

whole highway network with improved co-ordination of works to assist in connecting the businesses, their customers and deliveries. Cost benefit analysis has shown the scheme will provide value for money and allow the Authority the opportunity to increase its resources plus bring an element of resilience from the additional resources available.

RISKS AND ASSUMPTIONS

29. Risk 1 – Intervention.

From either disbanding the existing scheme or not extending it to operate as an all streets scheme could result in government intervention through the network management duty intervention powers of the Traffic Management Act 2004. By not utilising this key tool to combat delay and ensure the expeditious movement of traffic on our and our neighbours' networks, government intervention could be enforced, leading to the government appointing a Traffic Manager team to guide the Council out of this crisis. However this is only one element of the intervention criteria and therefore the risk of intervention for this risk in isolation is low.

30. Risk 2 – Not fully resourcing the extension of the scheme.

By not fully resourcing and restructuring the Highway Network Management team to support the function and processing of the additional applications, will risk the integrity of the scheme and the potentially impact on how successful the scheme is. This could lead to intervention from the Department for Transport. However this is only one element of the intervention criteria and therefore the risk of intervention for this risk in isolation is low.

LEGAL IMPLICATIONS [Officer Initials AB Date.....01/10/2018..]

31. The Traffic Management Permit Scheme Regulations (England) 2007 gives the Council power to amend existing Permit Schemes provided that the appropriate consultation has taken place. In this case consultation has been carried out in accordance with the regulations. In addition following the Deregulation Act 2015 the approval of the Secretary of State is no longer required for changes to the Permit Scheme and the Council has authority to approve the revised Scheme.

FINANCIAL IMPLICATIONS [Officer Initials...RT...... Date......03/10/2018...]

- 32. By extending the charges to all roads in Doncaster it is expected to generate an additional £213k income per annum. This additional income will be used to cover the operating costs of the scheme referred to in the report.
- 33. This decision does not require any new charges to be agreed or implemented and is only extending the number of roads on which the charge should apply.

HUMAN RESOURCES IMPLICATIONS [Officer Initials DK Date 01/10/2018.]

- 34. To operate and manage the scheme will require 5 additional staff.
- 35. As the fees will be offset against the actual costs of operating the scheme it is important that adequate consideration is given to whether the additional staff will be required at the outset or can be engaged on a phased basis as the work increases. In light of the use of electronic transfer of data, it is important to ensure the systems in use are analysed to ensure optimal productivity can be achieved.
- 36. New posts to the structure should be evaluated as per the Council's job evaluation scheme. This will include providing details of changes to staffing structures to the HR and OD team. The posts should be recruited to in line with the Council's policy and procedures, ensuring that the redeployment register is checked initially for any potential matches.
- 37. The impact of these posts on the existing structure should be considered in line with the Council's design principles with consideration of increasing spans of control at lower levels and ratios of staff being based on the agreed framework. Any resulting changes should be implemented in line with the Council's structure review policy.

TECHNOLOGY IMPLICATIONS [Officer Initials TB Date 02/10/2018..]

38. There are no technology implications for this report.

HEALTH IMPLICATIONS [Officer Initials...CEH ..Date ...01/10/2018...]

- 39. The Council's adoption of a health in all policies approach requires all areas of Council business to consider the impact proposed policies have on health and wellbeing. Given that 20% of what contributes to health and wellbeing is from clinical care, 30% from healthy behaviours, 40% from socio-economic factors and 10% from the built environment, there is potential for this scheme to contribute to supporting the health and wellbeing of Doncaster residents. Better coordination of works and permit conditions should lead to reduced disruption to residents' lives and reduce noise and air pollution.
- 40. It is recommended that access for pedestrians and cyclists are prioritised over vehicles within the permit conditions to mitigate any risks to residents' healthy activities and behaviours as a result of street works.

EQUALITY IMPLICATIONS [Officer Initials...PE...... Date...01/10/2018.....]

41. There are no equality implications for this report.

CONSULTATION

- 42. From 27 July 2018 to 21 September 2018 for a period of 8 weeks, Doncaster Council invited over 47 consultees (statutory and local) to comment on the scheme. There have been 18 responses of which 3 were positive, received from interested parties.
- 43. 11 were neutral and 4 were against the scheme. Many of the 11 responses (the majority from utilities) were seeking points of clarification in the scheme documentation or permit scheme procedures. The 4 negative responses were

- primarily received from utility companies regarding the charging of permit fees. No valid reason for not implementing a permit scheme was raised.
- 44. Should the scheme be approved, the Council will work with these organisations during the implementation phase, to provide a smooth transition from the current street works noticing arrangements, to the successful launch of the permit scheme. The results of the consultation also highlighted the need to undertake minor amendments to the permit scheme documentation, which have been completed.
- 45. The Portfolio Holder for Highways and Street Scene and the Labour Group have been consulted on this proposal.

BACKGROUND PAPERS

46. There are no background papers for this report.

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Peter Dale
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Agenda Item 9.



Date: 6th November 2018

To the Chair and Members of the Cabinet

COMMUNITY SAFETY STRATEGY 2018-21

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Chris McGuinness	All	Yes

1. EXECUTIVE SUMMARY

This report provides an update regarding the 2018-21 Community Safety Strategy. The Strategy is a statutory plan which requires endorsement by Council but is produced and owned by the multi-agency Safer Stronger Doncaster Partnership (SSDP) acting as Doncaster's Community Safety Partnership (CSP). The SSDP has a legal duty to work together to: tackle crime and disorder, including serious and organised crime; reduce re-offending; tackle anti-social behaviour and to tackle alcohol and substance misuse. The SSDP has a wider remit to address any other behaviour which has a negative effect on the local environment, and to produce a plan outlining how this will be achieved.

In Doncaster this plan is known as the Community Safety Strategy which is produced every 3 years and refreshed annually. The attached document has been produced following consultation in respect of the partnership priorities and includes a summary of key achievements and outcomes we are seeking to achieve with, and for, the people of Doncaster. The plan also gives an overview of how we plan to address these priorities.

Key achievements to note over the last year include:

- Tackling Hate Crime the partnership hate crime strategy was launched in 2017 and reflects a co-ordinated response to hate crimes and incidents in Doncaster. Additional reporting routes are also available to improve access to services.
- County-wide Domestic Abuse Perpetrator Programme Doncaster has been chosen as
 the lead commissioner to provide a County-wide Domestic Abuse Perpetrator Programme,
 successfully securing funding from the Office of the Police and Crime Commissioner and
 the three other local authorities within South Yorkshire. Last year, the Domestic Abuse
 Perpetrator Programme supported 177 clients during a 15-week programme.
- **Domestic Abuse Victim Services -** Last year our IDVAs and Domestic Abuse Caseworkers supported over 2000 clients and 480 high risk clients through the MARAC.
- **Criminal Damage** there has been an 11% decrease in incidents from April 2017 to January 2018 compared to the same period the previous year.
- CCTV plays a significant role in protecting the public and assisting the police in the
 investigation of crime. The CCTV system benefits form the latest technology that is
 available to ensure the system is robust and meets the needs of residents and visitors.
 Increasingly we are using CCTV in areas affected by organised crime, gaining evidence
 that may not otherwise be available.

- Tackling Anti-Social Behaviour and Youth ASB Doncaster's approach is directed within
 three distinct strands: prevention (including education), intervention and enforcement. A
 targeted estate based intervention model is offered by Doncaster Children's Services Trust
 via Team EPIC. Doncaster continues to experience a decrease in reported ASB, with
 recent figures showing a 15% reduction over the last 3-month period.
- Prisons a Prison Partnership Board has been created with agencies working collaboratively to tackle the issues affecting the prison estate and impacting in our communities. Early achievements include new working protocols and enforcement action to prevent mobile phones and illicit substances being smuggled into prison.
- Community Tension Monitoring Doncaster has a partnership approach to its community tension monitoring and assessment process, involving a range of agencies, Departments and Elected Members. An assessment is developed and shared on a weekly basis, to include details of tensions across a wide range of categories. Doncaster's model is widely regarded as one of the most positive examples of tension monitoring due to its multi-agency contribution.
- Asylum Seeker Support Services We have an established multi-agency support network to manage the welfare of asylum seekers and refugees. This group is chaired by DMBC and is attended by a range of partners to represent an asylum seekers' full journey.
- Prevent Agenda The Doncaster Partnership Prevent Group meets on a quarterly basis to assess a range of factors, including the international/national/local risk assessments, emergency planning arrangements and training provision. The Channel Programme is Chaired by the Local Authority, supported by partners as determined by the requirements of the individuals concerned
- Tackling Child Sexual Exploitation The Partnership supports the Children's Safeguarding Board in developing a range of initiatives to tackle Child Sexual Exploitation. We have excellent links with local businesses, hotels and the retail sector which has led to increased referrals and improved awareness.
- Tackling Substance Misuse a range of initiatives are in place to tackle a range of issues, including safe havens, 'reduce the strength' campaigns, targeted interventions to address the use of NPS and Doncaster's status as an Alcohol Action Area.
- Operations and signage to tackle motorcycle nuisance The Partnership has purchased three off-road motorcycles to be used by trained Police Officers to be used during Partnership Operations to tackle this issue.
- Tackling Serious Organised Crime Partners work together across a range of
 established mechanisms and use their collective powers under housing, environmental
 enforcement, planning, trading standards, revenue and benefits, education and the Care
 Act to enable us to share information and jointly tackle organised criminality using
 disruption techniques and preventative based solutions.
- Tackling Human Trafficking and Modern Slavery Modern slavery and human trafficking is a new agenda for the Partnership. The initial focus has been on raising awareness and training staff to recognise the signs and make appropriate referrals of cases. A successful operation has also taken place, which identified and supported potential victims.

Key challenges remain and actions to address them are detailed within the Strategy:

- There has been a year on year increase in overall crime.
- Incidents of begging and rough sleeping in the Town Centre remains an issue, but have reduced following the introduction of the complex lives multi-agency team.
- There has been a small decrease in people in treatment for substance dependency. The
 use of Novel Psychoactive Substances by vulnerable individuals remains a challenge
 across the borough, but is particularly evident in the town centre and local prisons.

- Whilst there has been an increase in the level of Hate Crime, Doncaster has the lowest rate
 of offences in the county.
- The main categories for Doncaster Council enforcement cases are fly tipping, litter and noise nuisance.
- The use of illegal motorcycles and quad bikes remain an issue across the borough, but the seizure of illegal motorcycle and quad bikes has increased since the introduction of planned intelligence led operations.
- The number of reported domestic crimes and incidents has increased along with the number of repeat victims.
- The wider use of social media and technology has increased opportunities for 'cyber related crimes' such as fraud, theft and sexual offending.
- Prostitution related activity has decreased but remains concentrated in some areas.

2. EXEMPT REPORT

This is not an exempt report.

3. RECOMMENDATIONS

Members of the Cabinet are asked to comment on and endorse the content of the Community Safety Strategy 2018-21.

4. WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

Our consultation process has been far-reaching and we have seen a large number of responses from residents, elected members and Partners throughout the Borough. Alongside traditional methods of consultation, we have also used social media and on-line surveys to increase our level of engagement, with particular focus on harder to reach and new/emerging communities to ensure the strategy is as representative as possible of our residents and their needs.

The content of the Community Safety Strategy has been identified through cross referencing the data captured within the Joint Strategic Intelligence Assessment and through a robust and comprehensive process of community consultation.

This consultation has identified that the current priorities should remain, as they continue to meet the needs of residents and Partners, but that an additional priority of 'tackling serious and organised crime' should be added to reflect the current challenges that this particular type of criminality presents. Therefore the priorities reflected within the strategy are:

- Protecting Vulnerable People
- Reducing Anti-Social Behaviour
- · Reducing Crime and Re-offending
- Tackling Serious and Organised Crime
- Reducing Substance and Alcohol Misuse

This strategy will result in closer partnership working in respect of the identified priorities and will have a positive impact on the citizens of Doncaster who will see improved outcomes in terms of feeling safer; being safer and getting the support they need with access to improved services. We will also be taking a strong enforcement approach to reducing crime, anti-social behaviour and substance misuse supported by early intervention and prevention, stopping issues from escalating at an early stage and targeting resources where they are most needed.

5. BACKGROUND

Crime reduction and community safety are not the sole responsibility of any one agency, organisation or group and it is important that we draw together all agencies and communities in a joint agenda to combine our shared resources, creativity and effort within a common framework and plan. This plan is owned by all agencies within the Partnership and the Community Safety Strategy provides an outline of this work and importantly how we as a partnership set out our ambitions to address local issues, whilst recognising the needs of our communities.

The results of the community consultation are encouraging and demonstrate that in general, residents have a positive perception of the work of the Partnership. However, many residents felt we could improve our services by being more visible, with a quicker response to incidents and improved communication. These areas will remain a focus for the SSDP in the forthcoming year and we will be examining how all partners can increase visibility and our response to incidents.

6. OPTIONS CONSIDERED

The following options were considered:

- To not produce a Community Safety Strategy this would mean that the Council are not complying with legal requirements;
- To produce a new Community Safety Strategy enables the Council and partners to meet statutory requirements as well as focus partnership priorities over the coming year on issues that matter to the community and are based on evidence of needs.

7. REASONS FOR RECOMMENDED OPTION

There is a statutory requirement to produce a local plan setting out how the Council and its partners are working together to tackle crime and disorder, including serious and organised crime; reduce re-offending; tackle anti-social behaviour; tackle alcohol and substance misuse, and tackle any other behaviour which has a negative effect on the local environment. The Community Safety Strategy meets this requirement and will inform the Local Authority's priorities and ensure the service meets the requirements for all Communities within the Borough.

8. IMPACT ON THE COUNCIL'S KEY OUTCOMES

	Outcomes	Implications
1.	Doncaster Working: Our vision is for more	The priorities within the
	people to be able to pursue their ambitions	Community Safety Strategy,
	through work that gives them and Doncaster a	particularly those of reducing
	brighter and prosperous future;	crime (including serious and
		organised crime), anti-social
	Better access to good fulfilling work	behaviour and re-offending will
	Doncaster businesses are supported to	help support the economy and
	flourish	businesses within the Borough to
	Inward Investment	flourish and attract new
		investment.

	Outcomes	Implications
2.	 Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time; The town centres are the beating heart of Doncaster More people can live in a good quality, affordable home Healthy and Vibrant Communities through Physical Activity and Sport Everyone takes responsibility for keeping Doncaster Clean Building on our cultural, artistic and sporting heritage 	It is important that residents feel safe within Communities and key areas such as the Town Centre. Residents who feel part of vibrant Communities are more likely to Enjoy spending living and spending time in these areas.
3.	 Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling; Every child has life-changing learning experiences within and beyond school Many more great teachers work in Doncaster Schools that are good or better Learning in Doncaster prepares young people for the world of work 	None
4.	 Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents; Children have the best start in life Vulnerable families and individuals have support from someone they trust Older people can live well and independently in their own homes 	Delivery of the Community Safety priorities contributes to the improved safeguarding of all residents. Many of our priorities have a direct impact on families and vulnerable individuals.
5.	 Connected Council: A modern, efficient and flexible workforce Modern, accessible customer interactions Operating within our resources and delivering value for money A co-ordinated, whole person, whole life focus on the needs and aspirations of residents Building community and self-reliance by connecting community assets and strengths Working with our partners and residents to provide effective leadership and governance 	The services provided as outlined within the Strategy are reviewed to ensure they are efficient, effective and deliver value for money. This includes working in Partnership with other agencies to tackle cross cutting issues in a co-ordinated way. The Safer Stronger Doncaster Partnership provides strong and effective leadership to the Partnership agenda through effective governance.

9. RISKS AND ASSUMPTIONS

The main risk to the delivery of this strategy would be pressures upon partnership resources and the ability to remain focused on the priorities identified. This will be addressed through regular discussions with partners and strong performance management.

10. LEGAL IMPLICATIONS (Initials: KW Date: 23/07/2018)

The Crime & Disorder Act 1998 sets out the legal requirements for local authorities, the police and other key partners & agencies to work together to tackle crime and disorder in their area in partnerships. Under the Police and Justice Act 2006, a duty was placed on the partnerships to join together in a formal strategic group to undertake frequent strategic assessments of levels and patterns of crime and drug misuse in their area and to produce annual rolling three year community safety plans. This strategy assists in meeting the legal requirement.

11. FINANCIAL IMPLICATIONS (Initials: OB Date: 20/07/2018)

There are no direct financial implications arising from this report. Any changes that are implemented as a result of the adoption of this Community Safety Strategy should be managed within existing budgets or be subject to a separate report.

46% of the Community Safety Service budget is currently funded by external funding including grants from the Police and Crime Commissioner, Public Health grant and funding from St Leger Homes. Exit strategies need to be in place, where appropriate, to deal with any future reductions in funding. The service has been allocated £192k of efficiency savings during the period of this strategy; £20k in 2018/19 and £172k in 2019/20.

12. HUMAN RESOURCES IMPLICATIONS (BT 30/07/2018)

There are no immediate HR implications surrounding the endorsement of this Strategy; however there could be changes to the Community Safety Structure in its delivery during this period which has potential staffing implications for the current establishment. If this was the case, then a timely Joint Consultation exercise would be undertaken with the staff and Trade Unions under the auspices of the Council's Industrial Relations Framework.

13. TECHNOLOGY IMPLICATIONS (PW 20/07/18)

There are no direct technology implications at this stage. Any requirements for technology to support the delivery of the Doncaster Community Safety Strategy would need to be considered by the ICT Governance Board (IGB)

14. HEALTH IMPLICATIONS (Initials: HC Date: 19/07/2018)

The Community Safety Strategy should improve and protect health, and reduce health inequalities. The Strategy contains a comprehensive range of measures with which the impact of the approach can be monitored, in the areas of interdependency between crime/ASB and health harms. Health investments in domestic violence, mental health and substance misuse issues produce net savings to the health and social care economy and contribute to crime/ASB reduction.

15. EQUALITY IMPLICATIONS

A Due Regard Statement accompanies the Community Safety Strategy 2018-21.

16. CONSULTATION

This report has significant implications in terms of the following:

Procurement	Crime & Disorder	Х
Human Resources	Human Rights & Equalities	
Buildings, Land and Occupiers	Environment & Sustainability	
ICT	Capital Programme	

17. BACKGROUND PAPERS

Community Safety Strategy 2018-2021.

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Doncaster Community Safety Strategy

2018 - 2021



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Community Consultation Findings Summary

Foreword



The Doncaster Community Safety Partnership is pleased to present our new Community Safety Strategy for 2018 – 2021. It sets out our ambitions for community safety across Doncaster over the coming four years. The overarching aim of the Community Safety Partnership is to build safer, stronger, more confident communities in Doncaster and reduce the fear of crime. To achieve this aim we will focus our collective efforts and resources on six priorities where we will seek to achieve significant progress during the lifetime of this strategy. They reflect our most pressing community safety issues as identified through a strategic threat assessment and by listening to the views of those living and working in the town.

Our priorities are:

- · Reducing Crime
- Tackling Anti-Social Behaviour
- · Protecting Vulnerable People
- Reducing Offending
- · Tackling Serious and organised crime
- · Reducing substance and alcohol misuse

Over the past twelve months we have seen a rise in recorded crime. Changes to the way that Police record crimes is one factor to account for this increase, but nonetheless we need to be mindful of the impact of this amongst the public and their fears and perception of rising levels of crime. This is why Community Safety remains a priority for Doncaster.

In delivering this strategy, we will work hard to reverse this trend by focusing on those crimes that matter most to residents. There has been and will continue to be unprecedented pressures on public sector funding. This strategy will therefore ensure partners are using our available resources effectively, creating a Community Safety Partnership, which looks at new and innovative ways of working together and thereby efficiently achieving our community safety aim and priorities. We will remain alert to the changing nature of crime and the increasingly complex patterns of criminality and we will adapt our responses to emerging threats.

Continuing to tackle Domestic and Sexual Violence and abuse remains a key priority for the Partnership and building upon the success of the 'growing futures' programme we now have safer mechanisms in place to support victims, families and children affected by abuse. One of the key successes being the Domestic Abuse perpetrator programme, which is now being extended across South Yorkshire, based upon the success we have achieved in changing behaviours in Doncaster.

Like many of our neighbouring towns and cities we are seeing increasing levels of individuals seeking help and support with complex needs and dependencies. This can be evident with repeated calls for our services and through raised levels of reported anti-social behaviour and homelessness. It is important that we understand our role fully in supporting this need whilst also tackling unacceptable behaviours which have a negative impact on our communities. Getting this balance right will be difficult and will require intensive 'partnership working' to achieve a positive outcome. The Partnership has been directly involved in the introduction of the new Town Centre Public Space Protection Order (PSPO) which provides support to those individuals for housing and substance dependencies as well as highlighting the acceptable behaviours in this area which have been raised as a concern by the public.

As outlined, our aim within this Strategy is to continue to build safer, stronger and more confident communities. We will do this by reducing the impact of crime, anti-social behaviour and substance misuse, providing the right support to the most vulnerable members of our communities.

Shaun Morley

Doncaster District Commander

Doncaster Community Safety Partnership Chair

a partnership approach

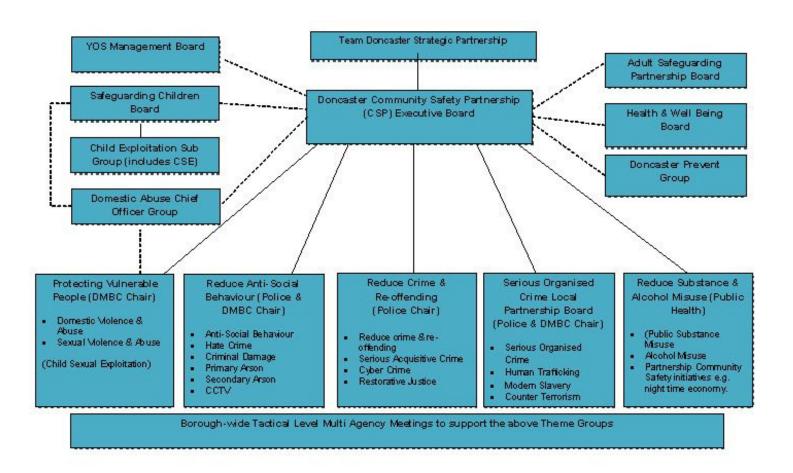
Doncaster covers an area of 224 square miles and has a diverse population of 308,940 (an increase of 5,340 residents since 2010). The town is located at the heart of national rail and road networks and is served by a local international airport, all of which can bring significant opportunities to the borough.

In Doncaster, we have an established Safer Stronger Doncaster Partnership (SSDP) that has worked successfully, for nearly twenty years, in a collective effort to make Doncaster a safer place to live, work and visit. The SSDP is made up of statutory and non-statutory partners and responsible authorities, a full list of members can be found below:

- Doncaster Council
- Doncaster Children's Services Trust
- South Yorkshire Police
- National Probation Service
- South Yorkshire Community Rehabilitation Company\
- South Yorkshire Fire & Rescue Service
- Doncaster Clinical Commissioning Group
- Public Health Doncaster
- St Leger Homes
- Office of the Police and Crime Commissioner
- Doncaster Prisons Representation
- South Yorkshire Criminal Justice Board
- Elected Members and Portfolio Holders
- DMBC Adults and Communities service, including Community Safety
- DMBC Children & Young People's Services
- DCST Youth Offending Service

The SSDP also has close links to other Partnership Boards, most notably the new Safeguarding Board which incorporates safeguarding issues for both children and adults and the Health and Well-Being Board, which has shared agendas around Domestic and Sexual Abuse, mental health and the impact of synthetic drugs.

a partnership approach



The Crime and Disorder Act 1998 placed a duty on the Police and Local Authorities to work together with key partners and organisations to develop and implement local crime reduction strategies. The Act states that before developing such strategies, it is important to identify key local crime and disorder priorities through consultation and by analysing crime and disorder levels and patterns in the area.

a partnership approach

To ensure that the Partnership is proactive and well informed, we carry out an annual Joint Strategic Intelligence Assessment in order to review existing priorities and identify any new or emerging priorities that the Partnership should focus on. This is in line with the National Intelligence Model and the inception of the Police Justice Act and is cross-referenced with the Joint Strategic Needs Assessment undertaken by Public Health and consultation carried out to inform the Police and Crime Commissioners Police and Crime Plan. The Joint Strategic Intelligence Assessment (JSIA) recommends what the strategic priorities for the Safer Doncaster Partnership should be, based on the evidence provided. Below are summaries of the emerging issues identified from the JSIA:



Year on year increase in overall crime



Increase in Serious Acquisitive crime particularly domestic burglary



Proportion of substance misuse clients that live with children is higher than the national average



Increase in seasonal antisocial behaviour in the summer months



Number of recorded sexual offences has increased



Serious increase in vagrancy and begging in the town centre



Prostitution-related activity has decreased but remains a concern in certain areas



Small decrease in people in treatment for substance dependency



Use of Novel
Psychoactive Substances
by vulnerable individuals
remains a challenge



Increase in the level of hate crime however, Doncaster has lowest rate of offences nationally



Main categories for council enforcement cases are fly tipping, noise and litter



Use of illegal motorcycles and quad bikes



Increased reports of domestic crimes and and incidents, and repeat victims



Year on year increase in vehicle crime, primarily theft of, and from, vehicles



Increased opportunities for cyber crime such as fraud, theft and sexual offending

For further information about the data in this document, please contact the Community Safety team.

a partnership approach

In addition to the JSIA, in January 2017 the Community Safety Team on behalf of the SSDP, commenced a full consultation. This involved community consultation events, face to face meetings with key networks and groups, as well as an online questionnaire, which has been made available in paper form for those individuals without access to a computer. Through this exercise we asked our communities about their perceptions of feeling safe, the impact of crime and anti-social behaviour in their communities and what they saw as the future priorities of the partnership and importantly how our services could be improved to meet their needs.

From the responses 69% of the public gave a clear indication that they felt safe living in Doncaster most or all of the time. Of those respondents who felt they were unsafe living in Doncaster, the area highlighted as of most concern was the town centre. The peak time for feeling unsafe was overnight between 9pm and 6am and the key issue of concern was antisocial behaviour.

Overall, respondents felt that our current priorities accurately reflected their highlighted concerns, however a common suggestion to help the Partnership improve their services to residents was to increase the visibility of Police and partners. The full breakdown of results can be found in Appendix A.



Team Doncaster

Team Doncaster is Doncaster's Local Strategic Partnership. It is a non-statutory, non-executive organisation which brings together organisations and individuals from the public, private, voluntary and community sectors to take shared ownership and responsibility for Doncaster's vision, leadership and direction.

Team Doncaster



Partnership





& Families



Our Vision for the Town

"To create a borough that is vibrant and full of opportunity, where people enjoy spending time"

Doncaster Growing Together is Team Doncaster's vision for the Borough to be a thriving place to live, learn, care and work. It invites everyone who lives and works in Doncaster to make a choice to fully embrace the changes we all want to see.

- Learning to prepare all children and young people for a life that is fulfilling
- Working in ways that create purpose and meaning, and allow more people to pursue their ambitions
- Living in a place that is vibrant and full of opportunity, where people enjoy spending time
- Caring together for the most vulnerable in our communities

This vision underpins everything that Team Doncaster is working on, and the Caring and Living themes play a key role in this new strategy. As well as linking into the Doncaster Growing Together Borough Strategy, the Community Safety Strategy also has connections with other Borough Strategies notably:

- To prepare all children and young people for a life that is fulfilling
- The annual Community Safety Joint Strategic Intelligence Assessment (JSIA)
- The Community Safety Partnership Plan
- The Alcohol and Drug Strategy
- The Annual Drug Treatment Needs Assessment and Strategic Plan
- · The Youth Justice Plan
- The Partnership Community Engagement and Involvement Strategy and Delivery Plan
- The Stronger Families Programme
- Domestic Abuse Strategy and Delivery Plan
- Sexual Abuse Strategy and Action Plan
- · Domestic Homicide Reviews

There have been a number of key achievements from the last four year Community Safety Strategy:

Tackling Hate Crime

The Partnership launched its Hate Crime Strategy for the period 2017-2021, which reflects the co-ordinated response to hate crime in Doncaster and sets out how we will further improve our response to hate crimes and incidents over the coming years.

Doncaster continues to offer a range of support services and reporting options in relation to hate crime, including a number of successful third party hate crime reporting centres, designed to offer victims a choice regarding where, when and how to report a hate crime or incident







South Yorkshire-wide Domestic Abuse Perpetrator Programme

Doncaster has been chosen as the lead commissioner to provide a County-wide Domestic Abuse Perpetrator Programme, successfully securing funding from the Office of the Police and Crime Commissioner and the three other local authorities within South Yorkshire.

The new programme based on the successful model that has operated in Doncaster for the last 3 years. During this time over 690 referrals have been dealt with and 124 clients have successfully completed the programme.

Tackling perpetrators behaviour and enabling them to change is a key part of our new Domestic Abuse Strategy and it is rewarding that all parts of South Yorkshire will now be in a position to offer this facility based upon our innovative approach in Doncaster.

Tackling Anti-Social Behaviour and Youth ASB

Anti-social behaviour has a huge impact on communities and remains a key priority for the Partnership. Doncaster's approach to dealing with ASB is directed within three distinct strands: prevention (including education), intervention and enforcement.

The Neighbourhood Response Team are a team of dedicated officers providing day and night time public facing patrols and undertaking focused activity in response to anti-social behaviour and community quality of life issues. The team's remit is wider than enforcement and includes a focus around children and adults safeguarding. The team work alongside South Yorkshire Police and other partners and have accredited powers to assist in tackling crime and anti-social behaviour; playing a key role in the rollout of the town centre PSPO and making referrals to the complex dependencies team for individuals identified with a specific need e.g. Housing support.

In addition to the above a targeted estate based intervention model is offered by Doncaster Children's Services Trust via Team EPIC. The approach utilises a positive activities offer, combined with therapeutic interventions to divert young people away from anti-social and criminogenic behaviour. The intervention undertaken over a six month period has yielded significant outcomes in the areas of Stainforth and Conisbrough reducing incidents of youth led ASB by an average of 30% six months after its initial deployment. Team EPIC will continue to support the partnership priorities to further reduce ASB in 2018/19.

There have been a number of key achievements from the last four year Community Safety Strategy:

CCTV

Closed circuit television (CCTV) plays a significant role in protecting the public and assisting the police in the investigation of crime.

Residents and visitors to Doncaster benefit from a dedicated CCTV suite located within Doncaster Council's Civic Office, which has been instrumental in helping to combat anti-social behaviour and also helping the police to identify and bring to justice those involved in all aspects of criminality.

The CCTV system benefits from the latest technology that is available to ensure the system is robust and meets the needs of residents and visitors. The CCTV team also plays a part in assisting voluntary and community organisations to install CCTV to meet local needs. Doncaster also benefits from a supply of re-locatable CCTV cameras that can be installed rapidly across the Borough to meet emerging and urgent needs.

Restorative Justice

Restorative justice is about victims and offenders communicating within a controlled environment to talk about the harm that has been caused and finding a way to repair that harm. Community Justice Panels are a new scheme in Doncaster tackling anti-social behaviour and neighbour disputes.

The panels are facilitated by volunteers and referrals to the process are received from various agencies.

The Youth Offending Service has recently launched a triage panel through which restorative justice is used as an intervention in appropriate cases as a direct alternative to young people becoming first time entrants into the criminal justice system. The approach has resulted in a 49% reduction in first time entrants in 2017/18 and has supported Doncaster's performance as the area with the fastest reducing first time entrant rate in England.

Community Tension Monitoring

Doncaster has a partnership approach to its community tension monitoring and assessment process, involving a range of agencies, departments and Elected Members. An assessment is developed and shared on a weekly basis, to include details of tensions across a wide range of categories. Each tension is scored in terms of severity and impact and the assessment provides details of actions taken (or planned) to address the issue.

Doncaster's model is widely regarded as one of the most positive examples of tension monitoring due to its multi-agency contribution and high level of detail



There have been a number of key achievements from the last four year Community Safety Strategy:

Asylum Seeker Support Services

Doncaster has an established multi-agency support network to manage the welfare of asylum seekers and refugees. This group is chaired by DMBC and is attended by a range of partners, including the Deputy Mayor, G4S, Red Cross, Refugee Council, Migration Yorkshire and many others.

As a group of agencies, all aspects of the asylum seeker journey and experience are explored and challenges are addressed collectively where necessary to overcome barriers.

Tackling Child Sexual Exploitation

The Partnership supports the Children's Safeguarding Board in developing a range of initiatives to tackle Child Sexual Exploitation. This includes the training of groups, including taxi drivers, to recognise the signs of abuse and how these should be reported.

We have excellent links with local businesses, hotels and the retail sector which has led to increased referrals and improved awareness.

The partnership is also supported by the Protecting Vulnerable Young Person's Panel (PVYP) a multi-agency oversight panel which addresses issues of missing young people, young people at risk of child sexual exploitation and issues relating to young people involved in organised crime groups and child criminal exploitation



Tackling Substance Misuse

The Safe Space provides a calming place where 'revellers' who have had too much to drink and are either distressed or vulnerable can attend for advice, help and support. The Safe Space is open on targeted nights in Doncaster Town Centre at the Changing Lives building on Princes Street.

Reduce the Strength campaign - a voluntary scheme where over 30 town centre shopkeepers who sell alcohol agree not to sell high strength low cost beers and ciders over 6.5% was launched during Alcohol Awareness week in November 2017.

Operations and signage to tackle motorcycle nuisance

The Partnership has invested significantly in this area in our determination to tackle the impact caused by off road motorcycles and quad bikes within our communities. We have purchased two offroad motorcycles to be used by trained Police Officers to help tackle this problem.

Warning notices have also been developed highlighting the law in relation to use of off road vehicles (predominantly motorcycles and quad bikes) explaining that vehicles can be seized if not correctly insured or if repeatedly used in an anti-social manner. All results are published in the local media and members of the public are encouraged to pass information through to the council's anti-social behaviour reporting line or by contacting the Police 101 (non-emergency) number.

Above is a selection of images from successful operations involving seizures of vehicles. The message is very clear - we will not tolerate vehicles being used in either an anti-social manner or without the correct documentation covering its use on a public road.

There have been a number of key achievements from the last four year Community Safety Strategy:

Tackling Serious and Organised Crime

Working alongside other Local Authorities in South Yorkshire, Doncaster has made significant progress in developing our local approach to tackling serious and organised crime, as we fully understand the links between serious and organised crime, human trafficking, modern slavery and street based gang cultures.

Many of the groups are fuelled by the motivation to gain financial reward from criminal activities and our focus has been on developing a strong partnership approach to work jointly to tackle this agenda, as set out within the Government strategy.

Partners work together and use powers under housing, environmental enforcement, planning, trading standards, revenue and benefits, education and the Care Act to enable us to share information and jointly tackle organised criminality using disruption techniques and preventative based solutions.

Positive actions already include:

- Establishment of Serious and Organised Crime Local Partnership Board, a forum for partners to share information and develop new initiatives.
- All Organised Crime Groups have been mapped and are reviewed on a regular basis
- Enforcement operations have taken place in affected areas resulting in numerous arrests and significant seizures of controlled drugs.
- Public realm CCTV installed to provide reassurance to communities and gather evidence.

Tackling Human Trafficking and Modern Slavery

Modern slavery and human trafficking is a new agenda for the Partnership.

The initial focus has been on raising awareness and training staff to recognise the signs and make appropriate referrals of cases.

We have undertaken a successful Partnership Operation to tackle modern slavery and human trafficking, with the Partnership being involved in establishing a reception centre for victims enabling them to be interviewed and assessed in a supportive environment.



As outlined earlier, we have identified five key priority areas that this strategy will seek to achieve significant progress in.

Priority 1: Protecting Vulnerable People

Tackling Domestic Abuse

This continues to be a priority for the Partnership and we have invested significant resources in addressing this important issue, providing additional support to victims and an integrated response to the whole family approach, whereby victims, perpetrators and families receive timely and appropriate support. Victims of Domestic Abuse and their families have access to a 24 hour helpline, refuge, floating support services and additional caseworkers to support victims and their families.

Due to the success of the Doncaster perpetrator programme, a sub-regional non-criminal justice perpetrator programme is being progressed. Doncaster is leading this with the support from the Office of the Police and Crime Commissioner, and all areas in the sub-region (Sheffield, Rotherham and Barnsley) have now committed to this development. The new service will be operational from Jan 2018.

Research shows that the vast majority of incidents are not reported to police or other agencies and therefore raising awareness and encouraging victims and families to access support at the earliest opportunity is the key to long term success in reducing incident levels and making families safer. Community Safety Workforce Development and Training Officers deliver regular training to all multi-agencies in Doncaster.

The Domestic Abuse Strategy for 2017-2021 aims to protect and support victims, holding abusers to account through support and challenge; and growing futures for children and young people through prevention and recovery.

Sexual Abuse

The partnership will deliver a new strategy on Sexual Abuse for 2018- 2022 which will ensure strong partnership working recognising that sexual abuse is a cross-cutting issue. We will deliver a communications plan on all aspects of sexual abuse to raise public awareness that it is unacceptable. We will provide children and young people with age appropriate information on respectful relationships by delivering education programmes in schools and colleges. We will respond as early as possible to issues of sexual abuse, to prevent escalation and provide staff in all agencies with training to recognise and respond appropriately to disclosures of sexual abuse.

We will ensure a co-ordinated response to incidents which focus on the safety and welfare of victims and any children. We will ensure marginalised and vulnerable groups are able to access appropriate support. We will encourage and support victims to report to the Police, recognising the various barriers to reporting and addressing them. We will continue to support the work of Doncaster Rape and Sexual Abuse Counselling Service (DRASACS) which provides support for children and adult victims and their families of sexual abuse. Work has been completed in developing a regional ISVA Service with partners across South Yorkshire.



Child Sexual Exploitation (CSE)

The Doncaster Community Safety Partnership fully supports the Child Sexual Exploitation Agenda and the work undertaken by the Safeguarding Children's Board. At every Strategic bi-monthly meeting we receive a report from the Child Exploitation

Theme Group, which enables the Partnership to remain informed of this agenda. We know from the profile in Doncaster it is not specific to particular areas or groups and reported levels of CSE are amongst some of the lowest in South Yorkshire.

A member of the Community Safety Partnership chairs the Child Exploitation Industry Sector Group and is a member of PVYP, thereby ensuring a clear line of sight to the highest risk young people in the borough. This meeting brings together partners and key members of the local business sector to work together to raise awareness of CSE with a strong focus on training and sharing information. As a positive outcome over 600 Taxi drivers have received CSE training and this requirement has now been formalised as part of their licence renewal.

Security staff at the Frenchgate Centre and Transport interchange have also received training and are now fully aware of how to intervene and report incidents of CSE. Hotels have been identified nationally as an area of vulnerability in terms of adults using this facility to groom potential victims. Recognising this as a potential issue in Doncaster the group have worked proactively to ensure hotel reception staff are trained to 'spot the signs' and a manager of a local high profile hotel is now an active member of the group.

Next Steps

Emerging Issues

Compliance with VAWG National Statement of Expectations

Objectives

Audit current position and • Improved multi produce action plan for outstanding issues to ensure full compliance with national expectations prior to inspection.

- agency working
- A focus on the victim and robust consultation with victims and survivors
- Creating a culture that ensures that communities and families no longer accept or experience domestic abuse

Emerging Issues

Management of non-high risk cases of domestic abuse

Objectives

Devise an agreed model of responding to all victims of domestic abuse, in particular how agencies can work together to prevent escalation of risk.

Outcomes

- People who experience domestic abuse are identified earlier and receive effective support to stay safe, reduce repeat victimisation and recover
- Prevention of domestic homicides

Impact of sexual abuse and violence on individuals, families and communities Produce a clear vision and action plan for preventing and responding to sexual violence and abuse

- Prevention of sexual abuse and violence
- Reduction of sexual abuse and violence
- Early and effective intervention
- Appropriate management of offenders

Securing future funding for domestic and sexual abuse services

Agree and implement a funding strategy for a minimum of 4 years based on evidence of need and best practice

- A good foundation on which the partnership can build on
- Retention of valuable staff
- Reduction in confusion about support services available to help manage domestic and sexual abuse
- Earlier intervention for victims

Priority 2: Reducing Anti-Social Behaviour

The Partnership's Anti-Social Behaviour Strategy, which is currently being updated, reflects the importance of meeting the needs of victims of anti-social behaviour and properly reflecting these needs in the range of work it undertakes.

The neighbourhood action groups and case identification meetings discuss individual and repeat cases on a local level, where there is an input from local partners and an emphasis on problem solving and early intervention.

Doncaster has seen a reduction in ASB incidents, which is some indication of the successful approach we are taking. Despite this the concerns raised by local communities in terms of the impact of off road motorcycles and quad bikes being ridden illegally means that this will remain a key focus of the Partnership within this strategy.

Tackle Hate Crimes and Incidents

We will continue to work closely with our partners to improve our response to hate crimes and incidents, including the continued provision of third party hate crime reporting centres. We will continue to encourage the reporting of hate crimes and incidents and provide multi-agency support to all victims who report to us, to improve victim confidence and satisfaction. It is our promise to provide hate crime training to staff across the Partnership to raise awareness of the agenda and we continue to advertise our hate crime services to improve public understanding and awareness.

Emerging Issues	Objectives	Outcomes
Incidents of personal ASB	Audit current position and produce action plan for outstanding issues to ensure full compliance with National Expectations prior to inspection.	Reduction in reported ASB incidents
Off road bikes	Continue to develop and deploy the multi-agency 'Quad Squad'	 Reduction in ASB incidents with off road bikes as a qualifier

Emerging Issues Prison fires	Objectives Implement and embed an input from SYFRS during the induction of new prisoners in Doncaster prisons.	OutcomesReduction in reported cell fires to SYFRS
Improve the perception of ASB from Doncaster communities	Clear comms strategy around ASB as part of engagement plans. Bespoke to areas as per the Mosaic data	 Improvement in public perception of ASB through YVC data Increased satisfaction measured through STAR survey (Survey of tenants and residents) Increased satisfaction through feedback following completion of CIM cases

Priority 3: Reducing Crime and Re-offending

Reduce crime and re-offending

We will continue to establish and strengthen joint approaches to crime reduction techniques and activities whilst also allocating available budgets to crime reduction work and coordinated operations. including bespoke patrols and enforcement based operations. We will share intelligence and data to understand and respond to crime trends involving prolific offenders and bring together all statutory partners to discuss, understand and facilitate joint working which assists the Community Rehabilitation Company and the National Probation Service to achieve their primary objectives. We will discuss how processes can be improved to ensure rehabilitation and enforcement is as efficient and effective as it can be and examine best practice to ensure the most effective use of facilities to process offenders. The multi-agency youth offending service will continue to operate a clinically and forensically informed service to address offending and re-offending for children and young people throughout the borough.

Tackle Cyber Crime

We will identify the latest threats through cyber networks and communicate these via partners and media, along with any 'dos and don'ts' to avoid becoming a victim. The Police and partners will continue to work together to ensure consistent messages and themes are communicated via their websites which will all signpost to each other. We are committed to sharing the latest intelligence as well as latest themes and trends to consider and decide upon the most effective responses. We will continue to look at how best to engage with the public, both to alert them to crime trends and appeal for information and will work hard to ensure that services operate smoothly and effectively to maximise public safety.

Restorative Justice

Restorative justice is about victims and offenders communicating within a controlled environment to talk about the harm that has been caused and finding a way to repair that harm. Community Justice Panels are a new scheme in Doncaster tackling anti-social behaviour and neighbour disputes. The panels are facilitated by volunteers and referrals to the process are received from various agencies. The Youth Offending service has recently launched a triage panel through which restorative justice is used as an intervention in appropriate cases. This prevents young people potentially entering the criminal justice service.

Next Steps

Emerging Issues

Emerging issues from Cyber Crime

Objectives

- Raise awareness of new and emerging trends
- Operation signature, identifying vulnerable victims
- Working together to reduce the impact of reoffending
- Intensive work around top 10 repeat volume offenders, alternative disposals
- Pro-actively managing key offenders to reduce the impact of offending
- Using Restorative Justice to pro-actively reduce demand
- Reduce the impact of Serious Acquisitive Crime within Communities through prevention, education and early intervention
- Increase number of referrals from communities
 Raise awareness of
- Raise awareness of restorative justice to front line staff
- HGV Fuel thefts alternative parking arrangements and targeted operations Target hardening of high crime areas
- Crime reduction initiatives

- Improvement in awareness of new and emerging trends
- Number of vulnerable persons identified and referred for support
- Successful reduction in re-offending amongst target group
- Improvement in number of referrals to RJ programme
- Number of positive outcomes, following intervention
- Number of properties successfully target hardened
- Number of successful crime reduction and early intervention initiatives

Priority 4: Tackling Serious and Organised Crime

Tackling Serious and Organised Crime

All organised crime groups have been mapped and are reviewed on a regular basis to understand the threat, harm and risk they present. Enforcement operations have taken place in areas affected by Organised Crime Group (OCG) activity, resulting in numerous arrests and significant seizures of controlled drugs. In addition, public realm CCTV is installed to provide reassurance to communities and gather evidence, footage of which has been used to support prosecutions of OCG members where there is a lack of direct witness evidence. We are committed to undertaking programmes in schools, including the 'Guns Knives Costs Lives' programme which is delivered by trained Police Officers. The development of the Think First, Think Forward and Think Again programmes are designed to help young people understand the consequences of their actions and further funding is being sought from the Home Office to expand this intervention based work.

The partnership is also focussed on the emerging national issue of child criminal exploitation and processes are in place, via the Child Criminal Exploitation Operational Group, to identify and support young people at risk from organised crime groups and those who reside in the households of organised crime nominals.

Tackle Human Trafficking and Modern Slavery

Modern slavery and human trafficking is a new agenda for the Partnership. The initial focus has been on raising awareness and training staff to recognise the signs and make appropriate referrals of cases.

Next Steps

Emerging Issues

Children and young people at risk of child criminal exploitation

Objectives

- Implement and embed a multiagency policy and procedure for Child Criminal Exploitation (CCE)
- Implementation of programme to reduce risk of young people being drawn into organised crime and gang activity

- Policy and procedure developed and children/ young people identified as being at risk appropriately managed
- Number of young people identified and referred to programme and number of successful completions.

Emerging Issues

Impact of Serious and Organised Crime within Communities

Communities

The extent of modern slavery and human trafficking within Communities

Organised crime activity within prisons and the impact across the Borough

Objectives

- Number of ongoing joint operations to target and disrupt organised crime groups
- Support communities to come forward with intelligence to disrupt criminal activity
- Interventions to reduce/ disrupt OCGs access to firearms
- Ensure appropriate partnership arrangements are in place to deal with planned and spontaneous reports
- Raise awareness amongst partners and key professionals of modern slavery and human trafficking.
- Introduction of a prison partnership board to develop understanding
- Maximise opportunities for joint operations
- Reduce the impact of illegal contraband entering the prison estate

- No of OCG nominals successfully prosecuted/ positive partnership interventions
- Increased actionable intelligence from community against OCGs
- Reduce number of firearm discharges linked to OCGs.
- Policies and procedures in place to ensure effective arrangements and support with cases being appropriately managed.
- Number of staff who have received awareness training and the increase in referrals as a result.
- Establishment of board with agreed terms of reference
- No of successful joint partnership operations.
- Creation of a joint partnership risk register to manage crime and disorder within prisons, reducing the availability of contraband within prisons.

Priority 5: Reducing Substance and Alcohol Misuse

The Substance Misuse Theme Group is a multi- agency group of professionals which tackles the health and crime impacts of substance misuse via the development and performance management of an integrated substance misuse plan for the Partnership

The effectiveness of the drug / alcohol treatment and care system is monitored against the 2017-18 treatment plan, which oversees actions relating to Public Health and Police and Crime Commissioner funds. These funds are invested to address addiction and substance misuse related offending, by the delivery of an integrated range of addiction services.

A task and finish group to tackle the harms of New Psychoactive Substances (NPS) has recently been established and is developing a co-ordinated approach to reducing the impact of NPS especially on vulnerable adults and young people, and prisoners.

Next Steps

Emerging Issues

High prevalence of people using drugs and drinking alcohol at harmful and hazardous levels with significant health and crime impacts on individuals, families and communities.

Objectives

 People choose not to misuse drugs and/or alcohol.

- Increased public awareness and knowledge about the harm caused by alcohol and drugs
- Early identification and support of people who want to change their alcohol and/or drug using behaviour in place
- Reduction in the availability of illegal drugs and the inappropriate use of alcohol and other legal substances

Our Priorities for 2018-2021

Emerging Issues

Objectives

More People choose not to misuse drugs and/or alcohol.

Outcomes

- Good quality drug and alcohol treatment services in place that respond rapidly and effectively to changing patterns of drug and alcohol misuse
- Improved housing outcomes for people in recovery (safe, suitable and supported)
- Improved employment and training outcomes for people in recovery
- A visible recovery community in Doncaster, which includes effective mutual aid support
- Fewer, children, young people and families are affected by Drug and/or Alcohol misuse
- Alcohol and drug education and prevention for school age children in place
- Endorsement of Hidden Harm Strategy across all partner agencies.
- Established young people's drug and alcohol treatment services in place that work effectively with partner agencies to identify and respond holistically to the needs of children and young people.
- Effective identification and support for children, young people, and family members who are affected and harmed by the drug and alcohol misuse of others
- An increase in number of families supported where drug and alcohol use is a cause for concern and impacting on the children and young people

Our Priorities for 2018-2021

Emerging Issues

Objectives

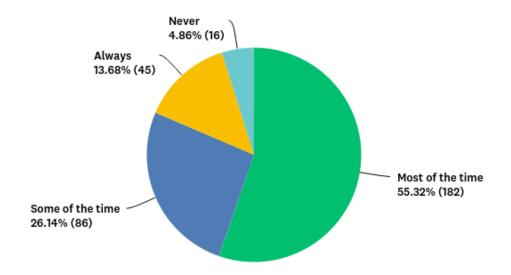
 Fewer people experience crime and disorder related to the misuse of Drugs and/or Alcohol

Outcomes

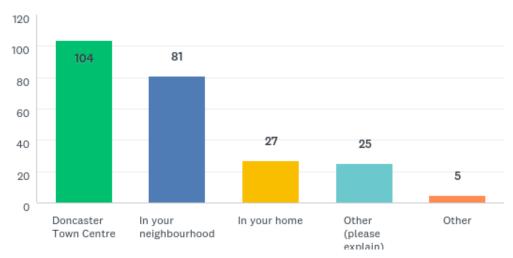
- Fewer families experience domestic violence related to the misuse of drugs and/or alcohol
- Safeguarding and support in place for family members of drug and alcohol misusers
- Increase in effective rehabilitation of offenders who have drug and/or alcohol issues
- Reduction in the probability of crime in the night time economy and local neighbourhoods.

Appendix A - Community Consultation Findings Summary

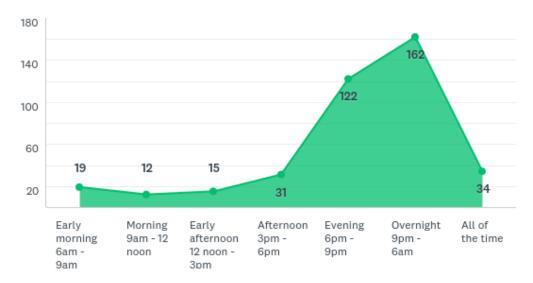
Question 1: Overall, do you feel safe living in Doncaster?



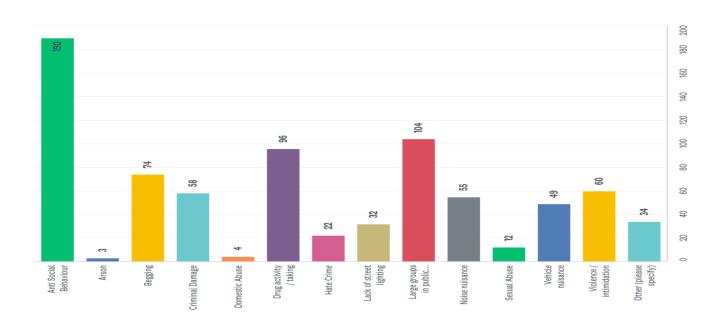
Question 2: If you answered 'some of the time' or 'never' where do you feel unsafe (tick as many as apply)



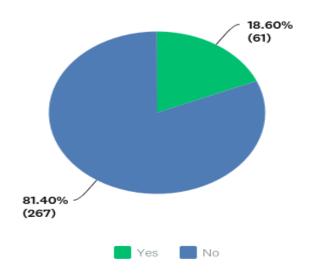
Question 3: What time of day do you feel most unsafe?



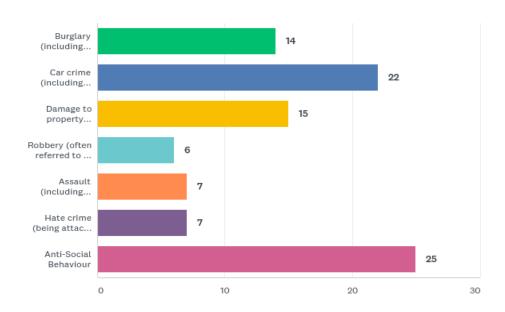
Question 4: What is the reason you feel unsafe at this time/place?



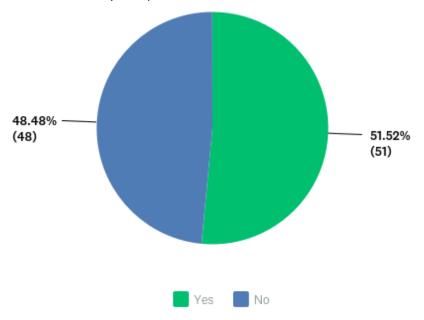
Question 5: Have you personally been a victim of crime in the last 12 months?



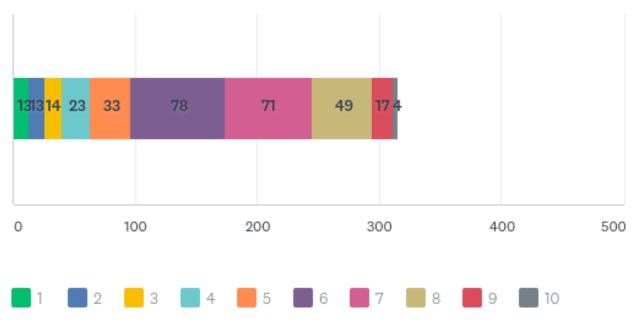
Question 6: If you answered 'yes', what type of crime was this? (Tick as many as apply)



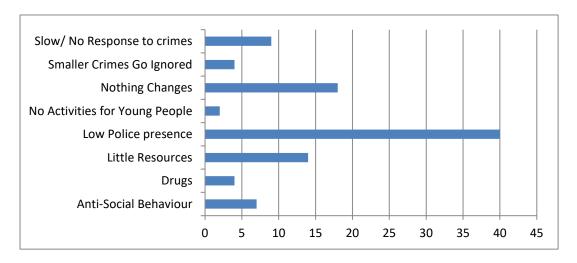
Question 7: Did you report this crime/ Anti-social behaviour to the Police?



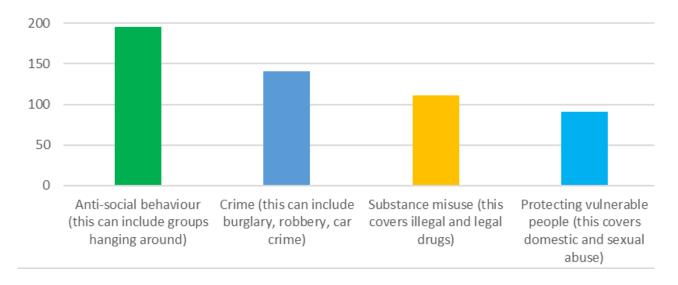
Question 8: On a scale of 1 - 10 with 1 being the lowest and 10 the highest please rate how effective do you think agencies are in tackling crime and disorder in Doncaster?



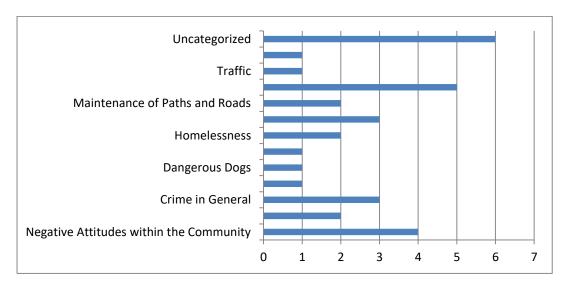
Question 9: If you have scored 5 or below please explain why



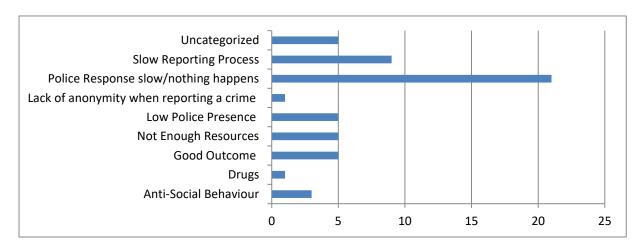
Question 10: Which, if any, of our existing priorities are of most concern to you?



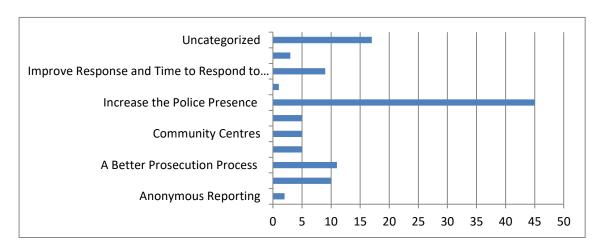
Question 11: If you are most concerned about something different than the priorities above, please explain what this is?



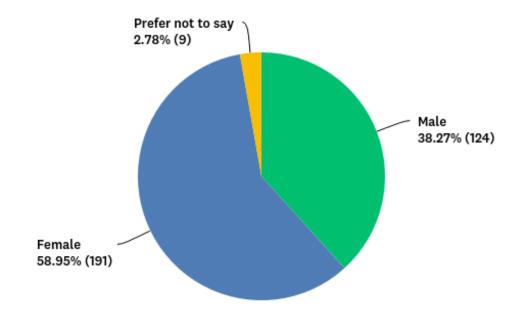
Question 12: If there is anything else you would like to tell us about your experience of reporting your crime/anti-social behaviour incident, please do so here



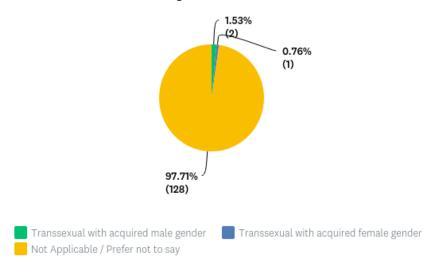
Question 13: What suggestions do you have to help the Safer Stronger Doncaster Partnership improve our services? (This could include suggestions about how to improve access to our services for hard to reach groups)



Question 14: Gender

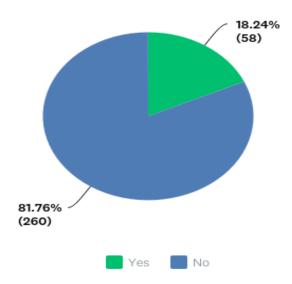


Question 15: Gender Reassignment

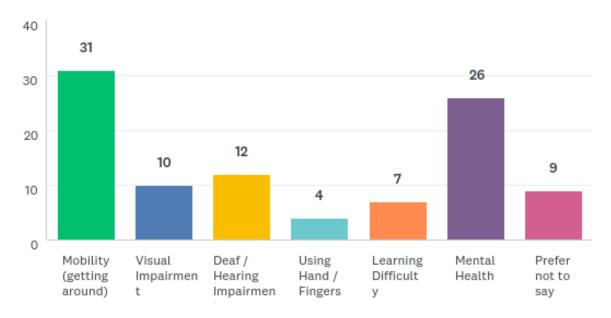


Question 16: Do you consider yourself to have a disability?

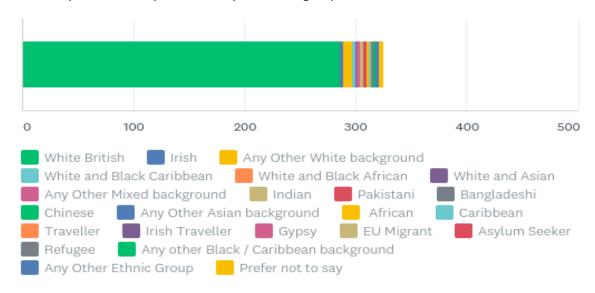
The Equality Act 2010 defines disability as: "a person has a disability is s/he has a physical or mental impairment which has substantial and long term adverse effect upon their ability to carry out normal day to day activities"



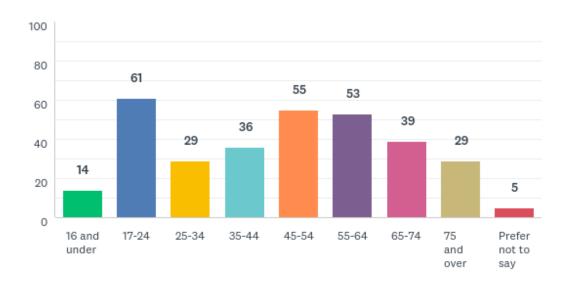
Question 17: If you do consider yourself to have a disability, please indicate which of the following options describes your disability? (you may tick more than one box)



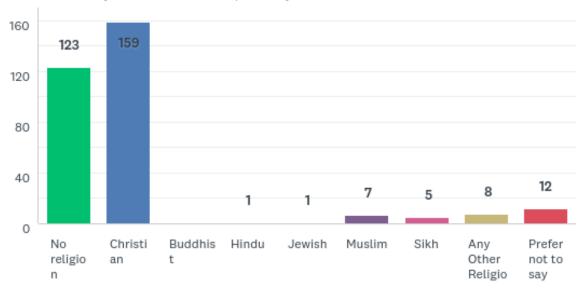
Question 18: Ethnicity: How would you describe your ethnic group?



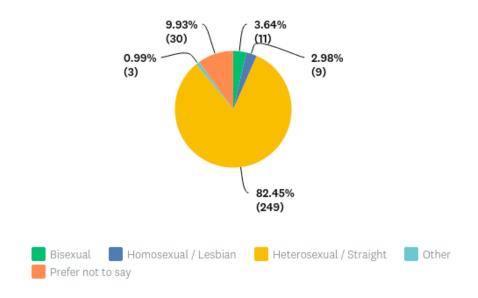
Question 19: Age: Which age group do you belong to?



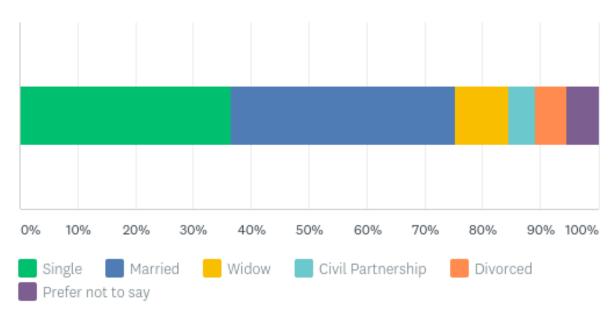
Question 20: Religion & Belief: What is your religion?



Question 21: Sexual Orientation: How would you describe your sexual orientation?



Question 22: Marriage and Civil Partnership: What is your marital status?





EQUALITY, DIVERSITY AND INCLUSION

DONCASTER METROPOLITAN BOROUGH COUNCIL

Due Regard Statement Community Safety Strategy 2018-21

How to show due regard to the equality duty in how we develop our work and in our decision making.

Due Regard Statement

A **Due Regard Statement** (DRS) is the tool for capturing the evidence to demonstrate that due regard has been shown when the council plans and delivers its functions. A Due Regard Statement must be completed for all programmes, projects and changes to service delivery.

- A DRS should be initiated at the beginning of the programme, project or change to inform project planning
- The DRS runs adjacent to the programme, project or change and is reviewed and completed at the relevant points
- Any reports produced needs to reference "Due Regard" in the main body of the report and the DRS should be attached as an appendix
- The DRS cannot be fully completed until the programme, project or change is delivered.

1	Name of the 'policy' and briefly describe the activity being considered including aims and expected outcomes. This will help to determine how relevant the 'policy' is to equality.	Development of the 2018-21 Community Safety Strategy, which is a statutory plan under the Crime and Disorder Act 1998. The strategy shows residents what they can expect from the Safer Stronger Doncaster Partnership over the next three years. It outlines our priorities and the methods we will use to achieve them. From the development of the strategy this will provide us with a framework to meet the following outcomes: Protecting Vulnerable People; Reducing Crime, ASB and Re-offending; Reducing Substance and Alcohol Misuse and the associated effects on crime. Our aim through consultation with all communities is to understand what is important to them and for them to be part of the solution, working with us as an active partner in creating a safer stronger Doncaster through a variety of activities and initiatives.
2	Service area responsible for completing this statement.	Community Safety Team – Adults, Health and Well Being Directorate.
3	Summary of the information considered across the protected groups.	Protected user groups as defined by the Equalities Act 2010 are: Age, Disability, Race, Sex, Sexual Orientation, Religion and Belief, Pregnancy and Maternity, Gender Identity, Marriage and Civil Partnership. The review of the Community Safety Strategy begins from the statutory Joint Strategic Intelligence Assessment which is a comprehensive analysis of crime and community safety data across Doncaster. In addition to this, our Strategy is informed by an understanding of our communities, their demographics, needs and concerns. Overlaid with this is key information from data sources such as the census, Joint Strategic Needs Assessment and local crime and anti-social behaviour data. The JSIA and our local community intelligence have identified a number of issues relating to those with protected characteristics. These are summarised as follows:

Anti-Social Behaviour and Vulnerable Victims:

Recently we have seen a decrease in reported anti-social behaviour but by far the most significant concern has been vehicle related anti-social behaviour linked to the use of off road motorcycles and quad bikes. This has particularly been raised as a concern by the elderly who feel intimidated by the behaviour and manner of driving damaging local parks, footpaths and public areas.

In response we have used Partnership funding to purchase three off road motorcycles to be used by a dedicated and specially trained Police team, working alongside other Partners. A number of operations have taken place across the Borough and we have successfully recovered a large number of motorcycles and quad bikes being used illegally. These successes have been publicised, sending a strong message of our approach and importantly providing reassurance to vulnerable members of our communities.

Our Partnership approach to tackling ASB includes the completion of vulnerable victim risk assessments which gathers information across a variety of factors, including the protected groups. This information is then used tailor an appropriate response to effectively meet the needs of the individual concerned.

In terms of community cohesion, we have improved the links that exist between local area team networks and the Anti-social behaviour theme group, to ensure this group monitors cohesion and community tension across the Borough, reporting to the Safer Stronger Doncaster Partnership (SSDP) details of action taken and longer term issues or trends.

Hate Crime:

General reporting of hate crime is increasing at a steady pace, which can be interpreted as a good thing in that trust a confidence in reporting is improving. The only pattern that is evident is a rise in figures in the aftermath of recent terror events. This can be seen in the yearly figures 2016-2017. It is also not unusual for reports to rise during periods of warm weather or high profile events where large crowds gather.

We continue to work in a changeable environment where opportunities for collective working are more important than ever before. We have operated within an integrated, partnership-focused structure for many years to effectively address hate crime. The strategic management of hate crime is located within the Anti-Social Behaviour Theme Group of the partnership structure. Whilst this strategy is owned by the SSDP, on behalf of Team Doncaster, it is important that all the strategic partnerships in Doncaster have due regard for and contribute to the delivery of the hate crime strategy.

At an operational level within the SSDP, hate crime cases are managed by the Council's Communities Service, through established multi-agency mechanisms. These processes are robust and are focused around the monthly cycles of Case Investigation Meetings (CIM) and Neighbourhood Action Group (NAG) meetings across the Borough. Hate Crime support services are fully embedded within these processes and have been for a number of years. As such, the CIM and NAG structures continue to be the key operational drivers for the hate crime agenda. These groups are populated by agencies who manage all actions and interventions relating to victims and offenders, to ensure early intervention for those reported cases and the prevention of any repeat cases, wherever possible.

Every hate crime or incident reported through the partnership receives a multi-agency response to ensure that vulnerable victims are supported and offending behaviour is challenged. We aim to always provide a thorough, co-ordinated, partnership response to reports of hate crimes or incidents which facilitates the development of tailored action plans to address the specific needs of each case.

Hate crime victims are offered a choice of reporting agency and location, with Doncaster Council hosting a number of hate crime reporting locations across the Borough. At these locations, staff have received training to take and process hate crime reports sensitively and confidentially, in line with the victim's wishes. Whilst our Council services are robust and co-ordinated, the majority of hate crime reports continue to be made directly to the Police. As a partnership, we continue to recognise that that reported incidents to the Police as a single agency are only a part of the hate crime story, and that this crime type is historically highly under-reported. As a Council, we also offer further reporting options in the form of a dedicated Hate Crime telephone line and an on-line reporting service for any victim of a hate crime or incident.

Domestic and Sexual Abuse:

An estimated 1.9 million adults aged 16 to 59 years experienced domestic abuse in the last year, according to the year ending March 2017 Crime Survey for England and Wales (1.2 million women, 713,000 men). The majority of victims of domestic homicides recorded between April 2013 and March 2016 were females (70%). Approximately 85,000 women and 12,000 men are raped in England and Wales alone every year; that's roughly 11 rapes (of adults alone) every hour. Nearly half a million adults are sexually assaulted in England and Wales each year. 1 in 5 women aged 16 - 59 has experienced some form of sexual violence since the age of 16. Only around 15% of those who experience sexual violence choose to report to the police. Approximately 90% of those who are raped know the perpetrator prior to the offence.

		At a local level, domestic violence remains a priority for the Borough and whilst we haven't seen significant increases in the number of reports, we are aware that this issue remains largely un-reported.
		A particular focus this year has been on repeat incidents of Domestic Abuse, particularly the high risk cases which are discussed at MARAC. We have undertaken a full review of the MARAC in Doncaster to ensure that it meets the needs of all victims and deals effectively with repeat cases.
		In April 2018 we saw the launch of the Countywide 'Inspire to Change' Domestic Abuse Programme, which receives referrals from Perpetrators to change their behaviour. Doncaster has been pivotal in developing this programme, modelled on our own successful approach. The programme is managed by Doncaster on behalf of all four local authorities and the Office of the Police and Crime Commissioner. The programme accepts referrals from male and female perpetrators and is viewed as key to reducing and preventing Domestic Abuse, which directly impacts predominantly on females and children.
4	Summary of the consultation/engagement activities	In addition to utilising those data sources described above, the following engagement has taken place in order to gather the responses and opinions of varying communities:
		 Face-to-face engagement with a variety of groups representing protected characteristics, including Doncaster Deaf College, Live Inclusive, the Conversation Club, the Keeping Safe Forum, St Leger Homes BME TARA, Changing Lives, Hate Crime Reporting Centres and many more detailed within the consultation plan;
		 General engagement within Doncaster College, the Civic Office One Stop Shop, DMBC staff, Victim Support, Elected Members, the Safer Stronger Doncaster Partnership and Executive Board and many more detailed within the consultation plan;
		 On-line engagement via Survey Monkey, advertised through local media, the DMBC website, information screens and publicised on social media.
5	Real Consideration:	The Community Safety Consultation:
	Summary of what the evidence shows and how has it been used	The review of the community safety strategy begins from the statutory Joint Strategic Intelligence Assessment which is a comprehensive analysis of crime and community safety data across Doncaster. In addition to this our Strategy is informed by an understanding of our communities, their demographics, needs and concerns.
		Overlaid upon this is key information from data sources such as census, Joint Strategic Needs Assessment and local crime and anti-social behaviour data.

The Community Safety Consultation identified a number of prominent issues.

What the Evidence Shows:

- 69% of survey respondents stated that they felt safe living in Doncaster either 'always' (13.68%) or 'most of the time' (55.32%).
- Of those respondents who said they felt unsafe, the majority stated that this was when they were out of the house in Doncaster town centre.
- It is unsurprising to note that of these respondents, the most common time of feeling unsafe was during the evening and overnight.
- The main reasons for feeling unsafe included: anti-social behaviour; large groups gathering and drug activity.
- The vast majority of survey respondents stated that agencies were effective (6/10 or higher) at tackling crime and disorder.
- Of those who felt agencies were ineffective, the most common reasons were: slow responses to reported incidents, lack of visibility / low number of officers on the street and no changes being implemented. The lack of resources was a common theme across many survey respondents.
- When asked about which priorities were of most concern, respondents stated that anti-social behaviour
 was of most concern, followed closely by crime. Substance misuse was identified as the third highest
 priority of most concern.

Who Responded:

The questionnaire circulated included details of respondent's age, gender, gender reassignment, ethnicity, disability, religion, marital status, sexuality and area of residence. This enabled us to monitor how representative the responses were. This information was valuable when developing local delivery plans, assessing existing service provision and exploring potential new services. In brief, the consultation, which attracted 332 responses showed:

- The majority of respondents were aged 17-24 years. The second highest respondents were aged 45-54 years and the third highest were aged 55-64 years.
- The gender split was relatively even with 58.95% of females completing the survey compared to 38.27% of males. 2.78% of respondents preferred not to answer this question.
- The significant majority of respondents were of White British background. Whilst considerable targeted
 engagement was undertaken with other minority groups across a range of factors, the majority of
 respondents were White British.

- The majority of those who responded stated that they did not have a disability (81.76%). Of those who did indicate a disability, the highest reason given was around mobility difficulties. The second highest reason was mental health.
- The majority of respondents stated that they were of Christian faith. The second highest response was from those who stated they had no religion.
- The percentage of respondents who were married was relatively even compared to those respondents who were single. These 2 categories account for the vast majority of respondents within this category.

Full analysis of the survey monkey questionnaire is displayed as an appendices within the Community Safety Strategy document.

How have we used the evidence:

Nearly 69% of survey respondents stated that they felt safe living in Doncaster either 'always' (13.68%) or 'most of the time' (55.32%), but the survey highlighted that residents felt most unsafe in the Town Centre, highlighting anti-social behaviour as a key concern.

During 2017 and 2018 a significant investment of additional resources has been made in the town centre, with the introduction of the complex dependencies team and an increase in Policing resources. The complex dependencies team have focused on individuals with a range of needs, which may relate to substance misuse, lack of accommodation and access to key services. Focusing on this cohort has enabled individuals to gain accommodation and access to support and services. It is recognised that maintaining stability is a continuing challenge to the team, but alongside the introduction of the PSPO this has led to a fall in the number of ASB complaints.

The Amber project, supporting female sex workers, has now received continued funding as the project was recognised as being very successful in engaging with this hard to reach group. This service is now offered as part of a range of other services through the Doncaster Changing Lives Project. Although mainly aimed at females the service is also open to male sex workers.

The consultation has identified that hate crime remains an important issue, with the JSIA highlighting racially aggravated hate crime as being the highest category and mostly occurring within the town centre. In order to reflect the prevalence of hate crimes and incidents reported within the town centre, the highest concentration of third party reporting centres are established within the central area. This now includes a recent addition of the Conversation Club, which operates as a drop-in support service for Asylum Seekers and Refugees.

The public consultation results indicated that these groups preferred to report at a location where trust and relationships were already established. The Partnership has worked with the Conversation Club to allow them to receive hate crime reports and to feed them in to the existing multi-agency processes. We have also produced publicity material in a range of languages to promote this service, which is displayed in all asylum seeker managed properties. Every hate crime or incident reported through the partnership receives a multi-agency response to ensure that vulnerable victims are supported and offending behaviour is challenged. We aim to always provide a thorough, co-ordinated, partnership response to reports of hate crimes or incidents which facilitates the development of tailored action plans to address the specific needs of each case.

We will be undertaking a review of Hate crime reporting centres and we are seeking to use other buildings such as health centres to ensure wider availability of local reporting. We are aware that many potential victims with protected characteristics may use these services, increasing the ability to report hate crime.

Doncaster has for a number of years welcomed asylum seekers into our communities and we have developed strong links with housing providers who operate the national housing contract. Approval mechanisms exist to ensure that any new accommodation is located in areas with good access to local services and there are no recognised issues with anti-social behaviour and the housing meets approved standards with regular inspections. We also hold quarterly meetings with housing providers and local voluntary groups (the conversation club) to ensure ongoing issues are dealt with and we share information. On an annual basis the conversation club take a large group of new asylum seekers to the Crucial Crew Lifewise Centre at Hellaby, to receive inputs around home safety and how to report crimes. This has led to very positive feedback and has broken down a number of misconceptions about the role of the Police and Fire Service. Through our asylum seeker support meeting we have also secured the engagement of the Department of Work and Pensions and there is now much better support available to asylum seekers in terms of advice around benefits.

Domestic Violence remains a priority for the Borough and whilst we haven't seen significant increases in the number of reports, we are aware that this issue remains largely un-reported.

A particular focus this year has been on repeat incidents of Domestic Abuse, particularly the high risk cases which are discussed at MARAC. We have undertaken a full review of the MARAC in Doncaster to ensure that it meets the needs of victims and deals effectively with repeat cases.

In April 2018 we saw the launch of the Countywide 'Inspire to Change' Domestic Abuse Programme, which receives referrals from Perpetrators to change their behaviour.

		Doncaster has been pivotal in developing this programme, modelled on our own successful approach. The programme is managed by Doncaster on behalf of all four local authorities and the Office of the Police and Crime Commissioner. The programme accepts referrals from male and female perpetrators and is viewed as key to reducing and preventing Domestic Abuse, which directly impacts predominantly on females and children. Modern Slavery and Human Trafficking is a new and emerging agenda for the Partnership, but is an issue affecting individuals from the protected user group. In conjunction with the Safeguarding Adults and Children's Board, we have provided training to front line staff and key partners to recognise the signs of modern slavery and human trafficking and we are represented on the Countywide modern slavery and human trafficking Partnership Board, giving us access to the latest intelligence and emerging issues.
		We will continue to develop our intelligence network around this issue to ensure we have a clear understanding and we will ensure full awareness amongst front line workers and professionals, to enable them to report concerns and offer support.
6	Decision Making	It is important that the Mayor and Cabinet understand the obligation demonstrating due regard from the review of this strategy and any changes to priorities are presented with a clear rationale and evidence base. The Mayor and portfolio holder will be made aware of due regard considerations through: Regular briefing updates reporting upon progress of the Community Safety Strategy; As the Strategy progresses through the Councils Governance structures the Mayor and Cabinet will be able to comment upon the content and provide feedback as to due regard considerations.
7	Monitoring and Review	 The Community Safety Strategy will be monitored through various mechanisms which include; SSDP Executive Board meetings, reports and presentations, including utilising performance management models; The consideration of equality standards and impact will continue to be a required theme of action plans and new policies. Action plans developed from the strategy will be monitored through the Partnership theme group structure; An annual review of the Strategy will take place and will be informed by on-going consultations with communities through various methods.

8 Sign off and approval for publication	The JSIA and community consultation has examined a full range of evidence across all protected groups and has used the information as a basis to show due regard to the aims of the general duty. This has enlightened the development of the strategy, based upon the changing nature, needs and concerns of our communities.

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