



Doncaster Council

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, 16th October, 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, 11th October, 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, 8 October 2018

Governance Services Officer for this meeting: Amber Torrington
01302 737462

Doncaster Metropolitan Borough Council

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4. Declarations of Interest, if any.

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

Key Decisions

5. All Age Carers' Charter.	1 - 18
6. Development of Culture Investment Programme for 2020-22.	19 - 30
7. Cycle Circuit - Lease of Additional Land and Acceptance of British Cycling/Sport England Funding.	31 - 42
8. Community Engagement Framework: Strategy 2018 – 2021.	43 - 82
9. Children's Services Funding.	83 - 88

Chair

Ros Jones, Mayor of Doncaster

Vice-Chair

Councillor Glyn Jones, Deputy Mayor

Portfolio Holder for:

Housing and Equalities

Councillor Nigel Ball

Public Health, Leisure and Culture

Councillor Joe Blackham

Highways, Street Scene and Trading Services

Councillor Rachael Blake

Adult Social Care

Councillor Nuala Fennelly

Children, Young People and Schools

Councillor Chris McGuinness

Communities, Voluntary Sector and the Environment

Councillor Bill Mordue

Business, Skills and Economic Development

Councillor Jane Nightingale

Customer and Corporate Services



Doncaster Council

Report

Date: 16 October 2018

To the Mayor and Members of Cabinet

All Age Carers' Charter

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Rachel Blake Councillor Nuala Fennelly	All	Yes

EXECUTIVE SUMMARY

1. This report follows approval granted to develop Doncaster All Age Carers' Charter to enable Team Doncaster to publicly show and reaffirm their commitment to carers.
2. Who is a carer? A carer helps another person who could not manage without them. It is not a paid job or a volunteering role but something that you do because you care about the health and wellbeing of the person you support. A carer is usually a relative, friend or neighbour and they can be any age. Carers are the largest source of care and support nationally, without carers Health and Social Care Systems would be overwhelmed due to demand for services that could not be met.
3. In Doncaster there are around 33,000 carers of all ages making a vital contribution to individuals and families within our communities across the Borough (Appendix 1). Nationally carers provide £132 billion of health and social care support annually, equating to the cost of NHS budget for the same period. It is estimated there are 732 young people aged up to 24 years offering care and support in Doncaster (Appendix 1). Young carers will not be automatically expected to provide care if they choose not to do so, if they do they will be supported appropriately to prevent any negative impact on their life chances.

4. In 2015-16 Doncaster Council, in partnership, created a vision “carers of all ages” as Doncaster recognised the vital contribution they make, and wanted to ensure that carers have a strong voice that influences improvement, are respected as partners in care and are able to tap into support they need, when they need it and in a way they choose.
5. On the 20th September 2017 The Health and Adult Social Care Oversight and Scrutiny Panel agreed the recommendations to develop a Carers Strategy, which strongly outlines the future intentions, whilst also formalising and strengthening the commitment across Doncaster Partnerships. In addition, Doncaster’s Place Plan 2016-2021 principles states that; Doncaster Commissioners, providers, patients, carers and partners will contribute to shaping the future of Doncaster Services together alongside Doncaster’s Carers’ Strategy 2015-2020.
6. The charter has been developed using information gathered from carers through consultation held on Carers’ Rights Day last November and throughout the duration of that week. The initial and continued consultation was facilitated by the members of the Carers’ Strategic Oversight Group through their respective carer groups. Wider consultation was facilitated by sessions with adult carers and young carers to co-design how the charter should look and feel (Appendix 2a, b, c).
7. The Young Carers’ Council were consulted at regular intervals to gain their views over a period of time. During group activities they initially worked around theme areas using an appropriate approach for young carers. There were four key headings; Information and Support, Health and Inclusion, Social Opportunities, Me Time and Planning and Support for your Own Future. This followed with an activity using the drawn outline of a person called ‘Gary’ for the purpose of the session that represented a young carer. The young carers then identified the negative impact of their caring role by writing directly onto various parts of ‘Gary’s’ body. During Carers’ Week young carers also created a collage to depict what a young carer looks like, emphasising through this exercise that they look like any other young person.
9. Similarly, adult carers in Doncaster were consulted during Carers’ Rights Day 2017, and throughout that week, with further engagement taking place throughout Carers’ Week. This culminated with an adult carers’ co-design event, where carers who had completed and returned the Survey of Adult Carers England were invited. Accessing this particular cohort of carers provided an opportunity to engage with an untapped carer cohort as well as meeting carers who kindly responded to the survey.
10. All those carers who wished to have further involvement were contacted, and those who responded were invited to co-design the Carers’ Charter. The approach was based on information gathered from carers of all ages from previous engagements. Carers came up with an eye catching design, purposely using icons and photos rather than the overuse of words. This approach brought about challenges for the carers involved, as having a one page design that appealed to carers of all ages proved difficult. The Carers’ Strategic Oversight Group, which includes Children and Adults Portfolio Holders Councillors Nuala

Fennelly and Rachael Blake have been regularly updated on all aspects of the development.

11. The collaboration with young and adult carers work resulted in two versions of the charter being designed through the Council's Communications team, using the underpinning concepts gathered from young and adult carers. The colour scheme was chosen to link in with the Your Life Doncaster branding. The two versions were described as Option 1 (Appendix 2b) and Option 2 (Appendix 2a), for the purpose of simplifying feedback. These were sent out to members of the Carers' Strategic Oversight Group which represents carers of all ages, to ascertain which version was preferred within their respective organisations, groups or forums.
12. The carers who were involved and those seeing the charter for the first time were contacted to showcase the designs and to request their feedback on their preferred option. The favoured option, based on feedback, is option 2 (Appendix 2a) which has a more traditional charter look and feel. The purpose of the chosen option is to reinforce the commitment to carers across all ages, using this as a vehicle to promote the content to our workforce and that of the partnership across Doncaster to further embed the carer offer. This will include the Young Carers' Council, to enable them to also reiterate this with young carers. The Carers' Charter precedes a campaign to help identify carers, using the same design concept to encourage people to recognise themselves as carers and where they can seek support (Appendix 2a, b, c).
13. The favoured date for the launch of the All Age Carers' Charter is Carers' Rights Day, which is scheduled for the 30th November 2018. A plan will be progressed to support the launch of the charter, which will be followed by an active promotional campaign, press release, and a formal signing of the Charter.
14. Adherence to the general duty placed on Public Authorities contained in the Equality Act 2010 will be applied throughout, and Equality Diversity Inclusion will be a key principle within the Carers' Charter.

EXEMPT REPORT

15. There are no areas of exemption applicable to this report.

RECOMMENDATIONS

16. That Cabinet implement and endorse The All Age Carers' Charter and Commitment.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

17. The Carers' Charter will show the commitment to carers across Doncaster. The subsequent campaign will increase carer awareness, resulting in an expected increase in numbers of carers self-identifying, and through a carer workforce. Supporting the wider workforce and communities to help combat the identification challenge many authorities face. The Carers' Charter will reinforce Doncaster's

carer commitment. Where carers are identified, there are opportunities to strengthen the carer offer upstream within their communities, which are asset based, aiding to prevent, reduce or delay care and support. This will reduce the impact of caring roles, leading to increased sustainability, reducing potential carer crisis and enabling carers to have opportunities to succeed in their learning and personal development. This will also provide a platform to celebrate carers in Doncaster, helping to reduce stigma and isolation which can be linked to caring roles. The Charter, through its profile and partnership commitment, will bolster the further fusion of carer support across the Borough.

BACKGROUND

18. In Doncaster there are 33,000 carers (all ages) as reported in Doncaster's Carers Strategy (census 2011), in reality we know of approximately 4,000. Following on from the partnership commitment in 2015 to the Carers' Strategy, developments are still necessary to ensure appropriate support is available to carers throughout systems and communities. To this end, the proposal will reaffirm our commitment to carers. This is key to those who are caring and our wider community, as one in three people will become carers if they are not already. The Charter will provide a vehicle to demonstrate carers are a priority and we are driving continual opportunities and improvements through partnership across the borough (Appendix 1).
19. Nationally the Government sets out what is expected in relation to carers through; Recognised Valued and Supported, The Children Act (2004), The Children and Families Act (2014), The Care Act (2014), The NHS Five Year Forward View 2015- 2020 and The Equality Act 2010.

OPTIONS CONSIDERED

20. Option 1 – To agree the co-produced All Age Carers' Charter and endorse this and the commitment underpinning it – this will reaffirm Team Doncaster's public commitment and approach to the Doncaster's Carers Strategy (Caring for the Future 2015-2020). The expectation is that the co-produced Carers' Charter will be a vehicle, followed with a campaign to reach carers in terms self-identification to collectively deliver the right support at the right time. This will help reduce stigma pertaining to "caring "roles and raise carer awareness (Appendix 2a and c).
21. Option 2- Do nothing. Good progress has been made over the last 18 months on delivery of the Carers' Strategy, however commitment through partnership and within communities has been varied. Carers and carer support remains largely hidden and as a result can be difficult to engage with in order to identify and drive more meaningful support developments. To do nothing, would mean we continue to work with the usual partners and community members, therefore missing a huge opportunity to widen involvement and potential to bring about improvements for carers.

REASONS FOR RECOMMENDED OPTION 1

22. The All Age Carers' Charter will reaffirm Team Doncaster's public commitment to carers. The charter's ethos becoming embedded in approach, practice and delivery has already begun through its journey thus far. This will continue to grow by the Charter traveling through and being presented to members of the respective boards as part of this process, and as such be highlighted in their corresponding areas.
23. The Charter has been embraced by the Carers' Strategic Oversight Group, which hosts a wide ranging partnership who will help drive it. The Charter itself has a supporting communication plan to maximise the message to all stakeholders across Doncaster. Included in this is a carer campaign to follow the Charter. Working together in partnership using an all age approach provides the best support for all carers.
24. Through this commitment, the carers' action plan and the respective work streams will continually drive this forward, helping to also measure effectiveness. The Charter and commitment underpinning it is vital to assisting carers to get the support they need at the right time to lead and live their lives.
25. Further understanding of Doncaster's carer profile will be available and greater intelligence will be available as a result, backed up by evidence and interventions through the partnership. This enriched data and intelligence will support future service development whilst helping to shape and build more resilient communities.
26. The Carers' Charter will support Team Doncaster to realise their ambition in improving the lives of our local residents. The Charter is also in the spirit of Doncaster Growing Together, specifically within the Doncaster caring element supporting our most vulnerable residents, whether children, adults, disabled people, families or older people.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

27.

Outcomes	Implications
<p>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;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>This commitment will raise awareness and improve opportunities for carers therefore reducing the amount of individuals and families facing the financial, health and social disadvantages of being outside the labour market. This also has the potential to help employers realise benefits to their organisation/s including retention of skills and experience, increased employee resilience in terms of health, productivity and engagement, and</p>

	better results through improved performance. The local economy benefits from improved or sustained output at lower cost and a reduced benefits bill.
<p>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;</p> <ul style="list-style-type: none"> • 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 	Carers' networks and links in the community are vital. Carers and the cared for in regards to the right support at the right time to enable healthy, active and independent lives that are part of the community. This will aid sustainability and helps build carer and community resilience.
<p>Doncaster Learning: our vision is for learning that prepares all children, young people and adults for a life which is fulfilling;</p> <ul style="list-style-type: none"> • 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 	The Carers' Charter and other community levers will secure wider identification opportunities to find young carers to reduce the impact of caring roles, to help improve educational opportunities for those who are not achieving their educational potential due to their caring role, and improve overall life chances and opportunities.
<p>Doncaster Caring: our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • 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 	Families receive help at the right time through a joined up approach and service delivery. Through initiatives such Carers' Charter and Stronger Families delivery, this creates opportunities for families to receive help at the right time by joining up services. This provides a significant area of opportunity to become a flagship authority for innovation in identification and support of carers, whether young, working age or older. The reportable outcomes could be

	<p>improved in relation to children who have not been attending school on a regular basis due to the impact of their caring role. And adults being out of work or at risk of financial exclusion, or young people at risk of worklessness, if due to caring responsibilities.</p> <p>This Charter will seek to stimulate creative ways to ensure people have choice and control over their lives in their caring role, to enable sustainability ensuring people are able to live well in their own homes and communities for as long as possible.</p> <p>The Charter will raise awareness of underrepresented carer cohorts such as carers of people with mental health conditions, those with substance misuse issues and LGBT groups.</p>
<p>Connected Council:</p> <ul style="list-style-type: none"> • 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 resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>The ethos of the Carers' Charter will result in the workforce internally and externally across Doncaster becoming more efficient in its understanding, interface and intervention with carers. This will bring further accessibility and effective use of resources including fusion of community assets within the carer offer to maximise impact.</p>

RISKS AND ASSUMPTIONS

28. If no agreement is secured we would continue to work with existing partners, potentially slowing progress and traction, resulting in missed opportunities to bring about improvements for carers. Not going ahead with this proposal could result in Doncaster's Carer Commitment being unclear impacting on the Carers' Offer and its reach, therefore impacting on legislative compliance.

29. Carers could remain hidden, impacting on early intervention to improve or maintain their health and wellbeing. Therefore there is a likelihood of caring roles becoming unsustainable, increasing need for statutory services.

30. Not producing the charter could impact on our wider transformational journey.

LEGAL IMPLICATIONS [OFFICER INITIALS SRF DATE 6/9/18]

31. There are no specific legal implications arising out of this report.

FINANCIAL IMPLICATIONS [Officer Initials Date 10/09/18]

32. There is a budget of £20,000 for 18/19 identified for carers publications and materials. Any costs incurred in developing and publicising the Carers Charter should be met from this.

33. It is likely that a successful All Age Carers Charter that further promotes the Carers strategy will result in increased Carer-related support costs to the Council. Although the work carers do reduces the burden and cost to council-provided services this is likely to see a corresponding increase in carer-related costs and these will need to be identified and funded.

HUMAN RESOURCES IMPLICATIONS [Officer Initials BT Date 06/09/18]

34. There are no obvious HR implications within this Cabinet Report albeit endorsing the principles of this Charter will underpin the 'in house' Doncaster Caring Vision within the provision through the current DMBC staffing for our vulnerable adults across the borough

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 23/8/18]

35. There are no anticipated technology requirements. Any requirements for new, enhanced or replacement technology to support the implementation of the all age carers' charter would need to be considered by the Technology Governance Board (TGB).

HEALTH IMPLICATIONS [Officer Initials LR Date 24.8.18]

36. The health benefits for all ages are clearly referenced within this report and there is **CLEAR** evidence that consultation has taken place with all ages through the life course, taking account of differing geographical areas and communities of interest. In particular the needs of young carers has been recognised and wider impacts on education and the workforce have been considered. The positive and negative implications are reinforced throughout the report and the wider health and wellbeing of the population is considered in respect of the impact on workplace, health and social care services, communities and the whole family as well as the needs of carers themselves. The Carers charter is vital in the steps to ensure health inequalities are addressed and the impact on health and social care costs is well documented.

EQUALITY IMPLICATIONS [Officer Initials AW Date 20 08 18]

37. The charter has the potential to support compliance with The Equality Act 2010 in **PROTECTING** carers against direct or indirect discrimination or harassment due to caring responsibilities. This also protects employees as the act states carers must not be treated less favourably than someone else because they are caring for an elderly or disabled person. This brings the opportunity for consistent approach to raise standards in supporting working carers as 1 in 9 employees are juggling caring with employment. Internal measures and monitoring is required to ensure Equality Act 2010 compliance is being met across the workforce through training and awareness raising generally, but particularly for those with managerial responsibilities.

CONSULTATION

38. Carers' Charter consultations found; young carers identified having more time for "me" to improve inclusion and being able to meaningfully engage with education and therefore being able to plan for their own future as their priorities. Adult carers consulted defined 'having control over my life' as their top priority. There are a number of shared ambitions captured across carers of all ages which are; good wellbeing for themselves, being valued, and their carer voice is heard and they are respected for the role they hold. Adult and young carers in Doncaster were consulted with, commencing from Carers' Rights Day 2017 through to co-design. The remit was based on information gathered from carers of all ages throughout timeline activities. Carers came up with an eye catching design, purposely using icons and photos rather than overuse of words. The remit offered challenges for the carers involved in terms of the charter being a one page design requiring a wide appeal.

BACKGROUND PAPERS

<https://carers.org/article/children-and-families-act-2014-england>

<https://carers.org/article/children-and-families-act-2014-england>

<http://www.legislation.gov.uk/ukpga/2014/23/section/1/enacted>

<https://www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/care-and-support-reform/implementation/general-duties/preventing-reducing-delaying-needs>

<http://www.equalityadvisoryservice.com/ci/fattach/get/585/1354033248/redirect/1/file name/carers.pdf>

<https://www.carersuk.org/for-professionals/employers-for-carers>

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Doncaster Carers Charter



A **CARER** is someone of any age who supports a relative, partner, friend or neighbour who due to physical or mental illness, disability, frailty or addiction could not manage without that support. Doncaster Council and all of our partners are committed to providing help and support for carers in their daily life by recognising what's important, including:



Helping you **to be healthy**



Providing opportunities **to have friends** and be part of social activities in the community and beyond



Supporting **time for you** away from caring



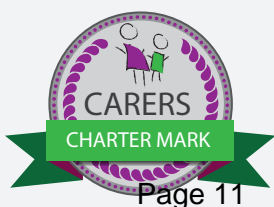
Promoting **choices** so you can tap into the right support at the right time in the way that you choose



Valuing your caring role, ensuring you are recognised and heard



Encouraging **opportunities to learn or work**



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Doncaster Carers Charter



Doncaster's commitment to improving support for informal carers

Introduction

This document sets out the commitment, agreed by organisations across Doncaster to support a joined up approach to meet the health and wellbeing needs of carers.







Background

There are approximately 33,000 carers in Doncaster of all ages, who are vital to the health and social care system. Together, individual carers make an invaluable significant contribution, improving the wellbeing of the people the care for therefore reducing the demand on a range of services.

Vision

Our vision is that “ Carers of all ages in Doncaster are recognised for the vital contribution they make, have a strong voice that influences improvement, are respected as partners in care and are able to tap into the support they need, when they need it in way that they choose. Young and adult carers will not be expected to provide care but if they choose to do so they will be supported to prevent negative impact on their life chances.” There is a shared commitment that all children in Doncaster are given opportunities even though they may have caring responsibilities.

To realise this vision we will:

-  Help carers to be healthy encouraging carers to improve or maintain their physical and mental wellbeing
-  Encourage carers to have friends and take part in social activities in the community and beyond
-  Support time away from caring
-  Promote choices so carers with different needs are able to tap into the right support at the right time in the way that they choose
-  Value carers in their caring role, ensuring they are recognised, heard and are encouraged co-design services?
-  Encourage opportunities for carers to learn or work and/or to feel supported in the workplace

This commitment

- Outlines the vision for carers in Doncaster
- Defines the principles that reinforces how this will be done
- By signing this commitment, organisations agree to work in partnership with each other and beyond to support carers effectively across Doncaster.

Key principles

- We will support the identification and recognition of carers in all organisations
- Carers will be identified through a joined up approach in order to maintain their physical health, mental health and to reduce social isolation that can occur as a result of caring.
- Carers will be empowered to make choices about their caring role and access appropriate support for them and the person they look after.
- The workforce of those signing up to this agreement will be 'carer aware' through organisational training and development programmes to enable them to meet needs of carers and value what carers do in our communities
- Carers will be respected and listened to as expert care partners, and will be actively involved in shared decision-making, consultation and co-design
- The support needs of carers at key transition points will be identified early to improve the experience of this process
- Platforms such as local and national campaigns will be used to celebrate carers within organisations and across the partnership in Doncaster

Moving forward

This partnership commitment seeks to ensure carers are identified and supported well to meet their outcomes at the earliest opportunity wherever the touch points are within services or the wider community.

This will bring increased understanding of carers in Doncaster through partners and their carer interventions. The partnership will work together to develop carer friendly policies within their own organisations.

Signatories on behalf of the partnership:



you care – we care
www.yourlifedoncaster.co.uk/xxxx



Appendix 1

In Doncaster, there are 33,000 people who have self-identified as carers in the 2011 census. We know that there are likely to be thousands more adult carers out there, as often people do not see themselves in this role. Additionally, Young Carers cannot identify through this process as it is specifically for adults. Therefore it is crucial that we continue to identify and support carers to care well, maintain their own health, balance education / work and care, as well as have a life of their own outside of their caring role.

Doncaster's All Age Carers Strategy illustrates further the profiles of carers in Doncaster.



The Cross Governmental – All Age Carers Action Plan was launched July 2018, containing;

- 64 points
- Over 5 areas

The plan sets out the cross-governmental programme of work to support carers over the next 2 years. It has been noted that locally the progress of this plan will be checked upon every 6 months however, we await the shape and detail of this.

The 5 themes in the action plan are;

- 1. Services and systems that work for carers**
- 2. Employment and financial wellbeing**
- 3. Supporting young carers**
- 4. Recognising and supporting carers in the wider community and society**
- 5. Building research and evidence to improve outcomes for carers**

The plan draws on responses from the consultation of over 6,000 carers through the 'Call for Evidence Survey 2016'.

<https://www.gov.uk/government/publications/carers-action-plan-2018-to-2020>

Key messages

Due to the commitment and focus within Doncaster across our Communities, we have already made some great progress across the 5 theme areas and have identified those elements that need further development;

- A 'Supporting Working Carers' e-learning package is now available within the Councils Learning Zone, which is also accessible to partners. This training will be included in the Council's staff induction programme and built into a rolling mandatory training programme for Managers. This intervention will support culture change internally, giving greater recognition, value and support to working carers
- The carers information booklet, "Supporting Working Carers" is in place and there will be opportunities for this to be promoted immediately after the relaunch, using carers week, carers rights day and young carers day and diversity events as platforms. A refresh of Human Resources project ledger will also promote the Health and Wellbeing of employees.

- Carers will be referred to specifically as carers within key policy guidance e.g. Employee Leave Arrangements Section, Special Leave rather than the current use of bereavement and other leave.
- A new HR system is being installed with a potential function to help identify carers on joining the authority or at any point in time when they become carers whilst employed by the authority.
- Further internal Human Resource developments include carer conversations being part of PDR's and supervision templates. Human Resource to also take a fresh look at recruitment in order to appeal to carers and previous carers.
- Carers engagement across all ages to enable the carer voice to be heard, examples include:
 - Co-design of the All Age Carer Charter (young and adult carers)
 - Carers are an inclusive part of tender evaluations for the first time in Doncaster
- Young carer provision has been reviewed and is being relaunched. The co-designed All Age Carers Charter and the subsequent carer campaign will be used to promote this service. The team are actively raising awareness across the borough which will assist in identifying and supporting young carers at the earliest opportunity.
- The linkage across Adults Health & Wellbeing provision is strengthening and moving towards the adoption of a whole family approach. Communities' staff are becoming skilled in the identification of young carers in their roles and are now using safety talks in schools to help get the young carer message out there and the support that can be accessed.
- A pathway to aid transition of young carers to adult services between adult commissioned service and young carer's service is under development.
- Transformation is underway in terms of using carer commissioned services and communities to offer a more varied proportionate carer offer based on a Community Led Support and Early Intervention and Prevention model. Further transformation is being scoped to bring innovation within the statutory offer to enable a system change that is embedded in the wider transformation.

- Communities' team are positively engaging across Doncaster with carers and cared for, to expand community opportunity for self-help and lower level help, including activities, networks and peer support groups. These also includes expansion of recognising Carers through Anti-Social Behaviour, Stronger Families, Community Resilience and Wellbeing theme work to increases identification and understand better how to help and improve Carers outcomes.

Financial investment for carers

The current investment for carers in 2018/19 is broken down as follows:

- 90K- adult carer service
 - 20K- carers emergency card (until March 2019)
 - 50K- young carers service
- = 160K (reducing to 140K in March 2019)



Doncaster Council

Report

Date:
16th October 2018

To the Chair and Members of Cabinet

DEVELOPMENT OF CULTURE INVESTMENT PROGRAMME FOR 2020- 22

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr. Nigel Ball: Portfolio Holder for Public Health, Leisure and Culture	All	Yes

EXECUTIVE SUMMARY

1. This report brings together the information submitted previously to Doncaster Growing Together (DGT) Portfolio Group, in July 2018, outlining an approach to invest in the growth of great arts, creativity and culture in Doncaster, delivered between 2020-22.
2. The investment asked for through the Service Transformation Fund will act as i) match to new external funding, ii) will go into some direct cultural programming, and iii) will enable the creation of a very small team of talent to drive the programme forwards – by Q3-Q4 2018-19 this would include an Executive Director and a Creative Programmer. This funding will plug a capacity gap and drive forward creative, cultural and arts growth from 2020-22.
3. The fund would be used as a direct award to Doncaster Culture and Leisure Trust (DCLT). The use of the funds would be governed through DGT, with performance reported into the Arts and Culture Programme Board, and matters escalated if required to the DGT Portfolio Group. This governance will provide the necessary overview, and effective contract management. Effective contract management will ensure that the team and spend are accountable through a number of KPIs.
4. DCLT will manage the posts and delivery of the creative programme, in a collaborative commission, working with arts, cultural and other partnerships from across the borough.

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5. Positive outcomes will follow from this investment for residents across the borough, focussing on the regeneration of places and town centres in the borough, improving residents' health and wellbeing, and providing new skills and learning opportunities for people of all ages. As a result of this investment, there will be further growth of fringe and community-based arts developments, with more residents taking part in arts and culture. While the funding will directly support culture and arts developments in 2020-22, it is expected that this is a one-off contribution which will lead to a self-sustaining model for inward investment in culture and arts post-2022.
6. This approach has a framework which has already been endorsed by Cabinet members, in Doncaster Growing Together, and also in the Culture Strategy and the Inclusive Growth Strategy.

EXEMPT REPORT

7. N/A

RECOMMENDATIONS

8. The recommendations of this report is;
 - (a) To approve the direct award of £400k across three years from the Service Transformation Fund to develop, programme and deliver an enhanced, embedded, high quality cultural programme starting in 2020-2021, through to 2022-23, creating a sustainable model from 2022 onwards.
 - (b) That the spend will be managed and delivered within DCLT, with governance arrangements which allow reporting to, and scrutiny by, the Doncaster Growing Together Portfolio Group, managed by the Arts and Culture Programme Board, with the creative and cultural programme of activity being developed commissioned collaboratively by the Board working with DCLT to deliver it. Effective contract management will ensure that the team and spend are accountable through a number of KPIs.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

9. Participation in high quality arts and culture events, activities and opportunities leads to better outcomes for residents, including increased attainment by children and young people, better wellbeing outputs for the population, greater pride in place, increased social cohesion, and increased skills and productivity.
10. In terms of the development of Doncaster as a place, a high quality arts and culture offer will also directly contribute to Doncaster being identified as a great place to live, work, study and visit, and directly contribute to the visitor and skills economy in the borough
11. The investment in culture, creativity and arts is expected to produce a return on investment of £2m 2020-21, and a £5m return on investment by 2022-23.

BACKGROUND

12. In May 2018 Doncaster Council and its partners benefited from an LGA Culture Peer review, which provided supportive recommendations on our culture partnerships, strategy and actions. We also received findings and recommendations from work commissioned by Hull City of Culture identifying how Doncaster might realistically increase its cultural ambitions. We continue to receive high-level networking support from local MPs and directors of national cultural institutions, developing new relationships with cultural venues based in London and elsewhere around the UK.
13. The peer review emphasised that now is the time to intensify the delivery of a cultural growth programme across the borough. This ambition is reflected in the Council's leadership and partnerships, and in July a report was supported by the Doncaster Growing Together (DGT) Portfolio Group, with the same outline content as this report. The report was supported by the Portfolio Group.
14. This fast-track approach has a framework which has already been approved through Full Council, by endorsing Doncaster Growing Together, the Borough Plan. In Doncaster Living, it is stated that *"our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time. Building upon our cultural, artistic and sporting heritage, we will continue to release the potential of our most creative people and bring new life and energy to our town centres. We want everyone who chooses to live in Doncaster to have a place they are proud to call home. What difference will this make? People will feel more connected to their heritage and are proud of local art and culture"*

And from the DGT Prospectus Summary, 2018:

What we said: We will continue to develop the Civic and Cultural Quarter of Doncaster, to make sure that there is a vibrant and varied set of activities and settings for residents.

What we've done: Following our Cultural Peer Challenge the Doncaster Growing Together Arts and Culture Programme has been set up working in partnership with other cultural and creative organisations; bringing together cultural commissioners and professionals and making connections to the strategic drivers for growth.

What's next: The plans for the new library in the Town Centre have been approved. Building on our partnership working through the Arts and Culture Programme we will create a programme of high quality arts and culture experiences taking advantage of the new build Library, Museum and Art Gallery and the celebrations of the 400th anniversary of the Mayflower. We will continue to grow the borough's cultural offer and seek to understand its impact on our communities.

15. Endorsement of and recognition for the requirement of wider culture and arts programme has also been considered in previous approvals of the Culture Strategy, Inclusive Growth Strategy, as well as being referenced in the work of the Social Mobility Opportunity Area.

16. The investment asked for through the service transformation fund will act as i) match to new external funding, ii) will go into some direct cultural programming, and iii) will enable the creation of a very small team of talent to drive the programme forwards – by q3-q4 2018-19 this would include an executive director and a creative programmer. This funding will plug a capacity gap and drive forward creative, cultural and arts growth from 2020-22.
17. The investment would also seed fund a cultural investment programme, which could be used as part of a much wider programme of activity to draw down funds from other major arts, creativity, digital and culture funders: trusts, foundations, national funding agencies, and large businesses. Some of the investment would be used to act as match to funding applications, and also to go into direct cultural and artistic programming. This way forward is the most cost effective and creative way to fulfil the ambitions for the borough, to be a place of great arts and culture. Beyond 2022, the expectation is that the cultural investment programme is self-sustaining; the investment of £400k of Service Transformation Funding over 3 years would be a one off.
18. The commission will directly contribute to the regeneration of our town centres, with new artistic events and installations of high quality. The approach will focus on inclusive culture-led regeneration. Creative place making is designed to serve a community's interest whilst driving a broader agenda for change, economic growth and transformation in a way that also builds character and quality of place. Its outcomes will include economic, health and community benefits. It is expected that residents who have not accessed arts and culture before will do through this programme; where good investment happens, we see people participating in arts who have not before; e.g. at CAST, where 53% of bookings in 2017 were by new attendees, and Right Up Our Street, where 84% of people who registered for events were first time attendees.
19. The programme will be delivered through, and marked by, uplift in cultural activity from the end of 2019, peaking initially across 6 months in 2020 and again in 2022, as the start of a biennial cultural movement. This will include a number of national collaborations, community based work to bring local stories to life, and up to two major cultural events with a 'big bang' impact, engaging the whole borough and of national significance. DCLT will be responsible for managing the team that makes this happen, and DCLT and the team will report to the DGT Arts and Culture Programme Board on progress.
20. The objectives of the programme are:
 - Grow the size, ambition and resilience of Doncaster's cultural sector and visitor economy;
 - Create a culture change in Doncaster, using the transformative power of the arts for the benefit of our residents, our businesses and collective workforces, and our visitors.
 - Place Doncaster at the heart of the UK's cultural conversation and elevate Doncaster's standing as a location of great arts and culture.

21. The investment from the Council will secure a small team (two people initially of appropriate experience) focused on developing and commissioning a high quality programme of national/international level arts and culture for the borough, by securing additional investment through the programme, with a projection of up to £5 million return on investment by 2022. This investment will capitalise on complementary capital investment in the new Central Library, Archives, Museum and Art Gallery development, and private sector investment in the arts, creative and digital sector in the borough. It will also support the development and retention of creative talent in Doncaster.
22. It is recommended that the team will be appointed by DCLT. Contractual and legal requirements will be observed and monitored through the Council's Financial Procedure Rules, enabling a direct award, as it has been identified that DCLT are the best option for managing the new team, based on DCLT's proven track record and positioning with cultural partners. A contract between the Council and DCLT will be put in place, and effective contract management tools will be used including KPIs. The expectation, based on the learning from cities of culture, is that a significant return on investment will be achieved, and outcomes which contribute to priorities in the Borough Plan, but this is not a payment by results scheme, as some of the ROI and some of the outcomes may follow through at stages yet to be determined.
23. The appointed team will secure investment to deliver these outcomes:
24. Stories of global connections and extraordinary journeys travelled told through arts and culture; with at least two new commissions that use public spaces to tell Doncaster's story to the world;
- Bringing existing large scale shows that tour to Doncaster;
 - Identifying opportunities to work with national institutions including the BBC;
 - Underpinning new growth in creativity and arts in communities and creative projects; grounded in our communities, developed by Doncaster, for Doncaster.
 - Doubling the number of artists/arts organisations making work in Doncaster by 2020;
 - Growing the visitor economy by 5% - specifically increasing visitor spend into Doncaster's cultural venues, and surrounding businesses, as part of a general uplift in the creative and cultural economy;
 - More than 200,000 residents, visitors and employees having a world class cultural experience in Doncaster by 2020;
 - Increasing the number of students studying an arts subject in our schools by 2021-22, and an increase in the number of students taking routes into FE/HE arts, digital and creative courses in this period;
 - Contribute to the increasing literacy levels at KS2, integrated into the Council's Reading Strategy, to then above national average;

- Increasing through data-led evidence wider attainment gains for young people in core curriculum subjects, having accessed and maintained interaction with in-school and / or extra-curricular arts, culture and creative studies;
 - Doncaster to be frequently cited as a go to example of successful culture led regeneration in the media, in policy documents, throughout Government and amongst national funders;
 - A cultural and creative trade and education programme with the US eastern seaboard states, through the 400th anniversary of the Mayflower / Pilgrims, of which Doncaster has a significant and compelling story to tell and project internationally;
25. To maintain growth, raise aspiration, and build Doncaster's expertise and brand it is planned that this concerted focus happens again for six months in 2022 and becomes biennial;
26. The Hull City of Culture work included consultation with cultural, public and private sector partners. Culture was also a theme at the Doncaster Chamber business conference this year with businesses supportive of this approach;
27. Appropriate governance and oversight will be built into the programme, with the Chair of the Arts and Culture Board directly managing oversight of the direct award, and providing information on spend and outcomes to the DGT Portfolio Group.

OPTIONS CONSIDERED

Option 1: Do nothing

28. The Council has a culture strategy, public arts strategy, an inclusive growth strategy, and a new Arts and Culture Programme Board, reporting into the Doncaster Growing Together Portfolio Group. Cultural organisations are performing well but by doing nothing we shall fail to capitalise on the socio-economic, place-based and wellbeing benefits of putting Doncaster onto an elevated cultural map. The LGA peer review praised our strategies and partnerships but made clear the requirement to now move into an accelerated delivery phase, as did the Hull commission. We would also miss out on collaborative opportunities which national organisations and cultural institutions. By not seed funding cultural development, we are at risk of failing to secure significant investment from funding agencies, including those that have identified that Doncaster could secure more external investment through more ambitious programming. Early discussions with Arts Council England have indicated that ACE are prepared and willing to back this programme. The expertise we need to make this happen is not available in-house, so by not bringing this talent pool together, external funding and financing will not be secured at the pace and to the level which we understand is possible.

Option 2: investment in a biennial programme of great arts and culture

29. This is the recommended option. It provides the opportunity to invest in a culture development programme to deliver increased cultural activity, in particular in 2020 and 2022, and also stimulate a continuous increase in the growth of high quality cultural programming, installations and participation in

the long term, attracting significant external funding through the investment as match, and other forms of return on investment. It means that growth is not restricted to a focus in one year only. It means that outcomes are focussed on people in a continuous and growing programme of high quality activity.

REASONS FOR RECOMMENDED OPTION

30. We have discounted a branded approach or waiting to bid into established annual programmes in favour of designing and delivering our own approach, which would be right for Doncaster, and reflect the place and people to best effect. There is a general consideration that there are many cities of culture and types of city of culture (London boroughs of culture, cities of culture, European capitals of culture etc.). If Doncaster were to wait for an opportunity which is prescriptive, (rather than raising its ambitions and aspirations for its people in a way which achieves a return on investment at a similar scale, but on its own terms and within a scope which its people and place defines), then opportunities for funding and highest level national strategic partnerships to a high level and worth, and to relatively quick timescales, will be lost. A direct award of a contract which enables collaborative commissioning means that the Council will also have greater control over the shaping, delivery and overview of the cultural activity. The programme of activity will be bespoke to Doncaster’s needs, aligned to needs for our children and young people, for vulnerable people in society, for people experiencing income or health inequality, in ways which through great arts and culture reduce inequality in the borough, and increase and accelerate positive outputs and outcomes in other areas such as wellbeing, skills, social cohesion, and productivity.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

30.

	Outcomes	Implications
	<p>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;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Better wellbeing outputs for the population and increased skills and productivity.</p> <p>In terms of place marketing, a high quality arts and culture offer will also directly contribute to Doncaster as a great place to live, work, study and visit.</p> <p>Industries engaged in arts and culture often generate higher productivity and higher salaries, and attract suitable talent, leading to greater spend in their area.</p>
	<p>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;</p>	<p>Participation in high quality, arts and culture leads to increased attainment and achievements for children and young people, better wellbeing outputs for the population and increased skills</p>

	<ul style="list-style-type: none"> • 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 	<p>and productivity.</p> <p>In terms of social mobility and aspiration, a high quality arts and culture offer will also directly contribute to Doncaster as a great place to live; people make decisions to live in a place based on its cultural offer (as well as other aspects).</p>
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • 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 	<p>Participation in high quality, arts and culture leads to increased attainment and achievement for children and young people, better wellbeing outputs for the population and increased skills and productivity.</p> <p>Greater achievement supports attainment; children and young people with opportunities to enjoy, engage with, and learn from great arts and culture will also reach better levels of attainment.</p> <p>Investment in arts and culture at a local community level leads to more pride in place, and safer, cohesive communities for children and young people to thrive in.</p>
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • 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 	<p>Participation in high quality, arts and culture leads to increased attainment for children and young people, better wellbeing outputs for the population and increased skills and productivity.</p> <p>More people involved in arts and culture in communities will have health outputs and outcomes which could be measured and quantified as a reduction on front door services, and lead to residents living longer, living well.</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • 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 	<p>Participation in high quality, arts and culture can build community resilience and self-reliance by connecting community assets and strengths. This can lead to more cohesiveness between sectors, including between the Council and VCF. The approach detailed in this report is the best for demonstrating and developing leadership in the sector,</p>

	<ul style="list-style-type: none"> • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>delivering outcomes for people and value for money.</p>
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RISKS AND ASSUMPTIONS

31. If we do nothing at this stage, with all the right mobilisation to date with appropriate strategic partnerships, national-level dialogues with cultural institutions, and the right strategies and peer recommendations, we will miss what could be a significant moment to secure funds from outside of the borough, to a high value, and for the direct benefit of residents and visitors to the borough.
32. If we do nothing there is a risk of dis-investment from retailers and businesses and attracting a new higher skilled work force that reside in Doncaster becomes more unlikely. To do nothing will impair and damage the strategic relationships being built between Doncaster and cultural institutions in London and elsewhere, and hinder the business to business relationships between culture and large / medium-sized businesses in the borough.
33. By taking a different approach, we may miss the opportunity to capitalise on complementary capital investment in the new Central Library, Archives, Museum and Art Gallery development, and private sector investment in creative the creative and digital sector, to the extent described in this business case.
34. That budget is approved and recruitment of the delivery team is delayed due to specialism of role and perception of place.
35. Once a programme is underway, marketing and promotion is key to ensure that residents and visitors attend, thereby creating the return on investment.
36. Appropriate role profiling and remuneration packages will be required to attract the talent required to lead a new project group working in this area.

LEGAL IMPLICATIONS [OFFICER INITIALS HP DATE 12/9/18]

37. Section 1 of the Localism Act 2011 gives Local Authorities a general power of competence, allowing them to do anything an individual can do, unless prohibited by law and subject to public law principles.
38. Any procurement or funding activities related to this programme should be carried out in accordance with the obligations set out in CPRs and FPRs.

FINANCIAL IMPLICATIONS [OFFICER INITIALS MS DATE 26/9/18]

39. It is proposed to use £400k from the Service Transformation Fund (STF) to invest in a culture development programme; £50k in 18/19, 150k in 19/20 and 200k in 20/21.
40. It is envisaged that funding will be for the staffing of two posts in 18/19-20/21, and as a result payment will be made irrespective of whether outcomes are achieved exactly as described.
41. Approval for securing funding from the STF is required by the Chief Finance Officer – Steve Mawson in consultation with the Chief Executive – Jo Miller, with quarterly updates being provided to the Mayor. If the recommendation is approved, this requirement will have been met through this report and no further approvals will be required. There is sufficient allocation from the Service Transformation Fund reserve for this request.

HUMAN RESOURCE IMPLICATIONS [OFFICER INITIALS KW DATE 12/9/18]

42. All recruitment relating to this newly developed team would be completed by one of our partner organisations and would be managed by that partner. Therefore there are no Human Resources Implications linked to this report for Doncaster Council staff.

HEALTH IMPLICATIONS [OFFICER INITIALS KH DATE 12/9/18]

43. There is evidence to show that engagement in art and cultural activities can improve mental and physical health, help with the self-management of long-term health conditions, promote healthy ageing and tackle health inequalities. The Council is in a position to help to forge the partnerships necessary to realise the health and wellbeing benefits of the arts and culture.
44. There is evidence that the arts have a part to play in healthy ageing. For example, participatory arts for older people may improve mental health and cognitive function and improve physical health. The LGA (2017) Arts, Health and Wellbeing briefing also suggests that:
 - Dance helps to prevent falls in older adults.
 - Group singing in later life increases mental health-related quality of life and reduces loneliness, anxiety and depression.
 - Museums, galleries and libraries are increasingly being considered as locations for health and wellbeing activities.
 - Participatory arts help to maintain physical health and flexibility as well as cognitive functioning and a sense of identity.
45. Wellbeing can be described as feeling good and functioning well. Low levels of wellbeing are associated with poor health and reduced life expectancy. An ongoing review conducted by the What Works Centre for

Wellbeing, part of the Government's What Works network is collating evidence of the impact on wellbeing of different art forms. The first studies, exploring the impact of music and singing in healthy adults and those with health conditions such as dementia, collate some strong evidence in this area. An analysis of data from more than 15,000 older people published by Age UK in February 2017 found that engagement in creative and cultural activities made the highest contribution to overall wellbeing.

46. Social isolation and loneliness affect people of all ages. An estimated 1.2 million older people are chronically lonely, and Duncan Selbie, Chief Executive of Public Health England acknowledges the relationship between isolation, depression and physical ailments. Increasing the availability and accessibility of social cultural and arts activity could contribute to a reduction in social isolation.
47. It is important that work to increase engagement in arts and culture does not increase inequalities locally. Despite the many health and wellbeing benefits of the arts, cultural engagement tends to be unevenly distributed across the social gradient. Analysis of national data generated by the Taking Part survey has shown that people who visit museums and galleries and take part in creative activities are disproportionately prosperous and well-educated professionals with disproportionate representation within age, ethnicity and health status categories.
48. It is recommended that work is undertaken to understand and overcome barriers to cultural participation particularly for underrepresented groups who may already be experiencing health inequalities. Opportunities should be explored to work with health partners to increase engagement and to offer and promote arts activities aimed at promoting health and wellbeing.
49. It is important that art and cultural activities do not increase poor health. As part of a programme to increase arts and cultural engagement in Doncaster, public health principles and approaches should be utilised throughout.

TECHNOLOGY IMPLICATIONS [OFFICER INITIALS PW DATE 11/9/18]

50. There are no anticipated technology implications associated with this decision.

EQUALITY IMPLICATIONS [OFFICER INITIALS NS DATE 12/9/18]

51. Should the funding be approved, the service leads for this business case working as commissioners, and their strategic partners, as well as the supply chain, will demonstrate a consistent approach to due regard for protected characteristics as set out by the Equalities Act 2010, in any procurement, service design and commission. This approach to demonstrating due regard will be monitored through appropriate KPIs and review processes. Grounded culture event programming will be representative of communities, shaped and grown residents in ways which best meet people's needs, alongside major programming works which have an overall net benefit, and which will be commissioned with appropriate due

regard and consultation.

CONSULTATION

51. Consultation to date has taken place with appropriate members of the Council's Leadership, including Cabinet members and Directors. The representation to the DGT Portfolio Group was an opportunity used to receive feedback and further develop consideration to roles and use of budget, and before that, in consultation with strategic culture partners through the Arts and Culture Programme Board. The Culture team and Business and Skills in Regeneration Directorate have combined efforts to provide a cultural, economic and tourism led business case to proceed in line with the recommendations from the Hull City of Culture work. The Culture Team has also consulted with Arts Council England on the role profiles.

BACKGROUND PAPERS

52. N/A

REPORT AUTHOR & CONTRIBUTORS

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Learning and Opportunities: Children and Young People/Adult Health & Wellbeing Directorates



Doncaster Council

Report

Date: 16 October 2018

To the Chair and Members of the Cabinet

Cycle Circuit – Lease of Additional Land and Acceptance of British Cycling / Sport England Funding Cabinet Report

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Nigel Ball	All	Yes

Acronyms

DMBC – Doncaster Metropolitan Borough Council

DCLT – Doncaster Culture and Leisure Trust

EXECUTIVE SUMMARY

1. The Mayor and cabinet have already established a high level ambition to 'Get Doncaster Moving' and support Doncaster residents to be more physically active. These ambitions have been supported by establishing physical activity as one of the key transformation programmes in the Doncaster Growing Together approach, agreeing and investing in the overarching 'Get Doncaster Moving' physical activity and sport strategy and securing on behalf of Team Doncaster the successful Sport England 'Local Delivery Partnership'.
2. Cycling is a key approach to increase physical activity. In 2016 Doncaster hosted a stage of the Tour de Yorkshire and subsequently hosted two further stage finishes in 2018. Since 2016 there have been increased levels of both interest and participation in cycling, as a form of physical activity. One barrier to further increases in participation is the ability to identify a safe traffic free environment that enables all levels of participation, from learner through to seasoned professional, to practice and engage in cycling. This is particularly relevant for young riders where there has been a significant increase in club membership and cycling.

3. Doncaster will be a host for a start of the UCI World Road Cycling Championships in September 2019. This will provide a once in a life time opportunity to maximise the impact of this event, by inspiring local people to take to cycling and especially engage young people of the borough through this iconic, world event.
4. The development of a Closed Road Cycle Circuit (Cycle Circuit) is not only a key deliverable for the council but is also a key part of both Sport England's and British Cycling's UCI World Championship's legacy programme.
5. This report builds upon the previous 'Get Doncaster Cycling' strategy approved by Cabinet on the 9th January 2018 and details the final decisions needed by Cabinet to construct a 1km Closed Road Cycle Circuit that DCLT will manage on behalf of DMBC. This report identifies two crucial decisions that require approval to enable the construction of a Cycle Circuit.
6. The first requirement is to agree to lease additional land to DCLT to facilitate the build and delivery of the Cycle Circuit. DCLT currently hold a lease for 'The Dome' that includes a portion of the land required to house the Cycle Circuit. However, the remaining land required is currently owned by DMBC and is unused.
7. The second requirement is to agree to accept funding from British Cycling / Sport England to ensure the budget is sufficient to match funds allocated by DMBC to facilitate the build of the circuit. We are currently awaiting confirmation of the funding amount from British Cycling / Sport England. However to ensure the Cycle Circuit is built within the timescales required to showcase it when Doncaster host the UCI World Championships, it is proposed that the decision to accept funding be delegated to the Chief Financial Officer, in consultation with the Mayor. The delegated decision to accept funding will then allow construction to commence.
8. Therefore, to facilitate the construction of a Cycle Circuit, this report recommends leasing additional land to DCLT and delegating the decision to accept funding from British Cycling / Sport England to the Chief Financial Officer in consultation with the Mayor.

EXEMPT REPORT

9. No

RECOMMENDATIONS

10. Recommendations are

- a. To agree to lease additional land to DCLT, to facilitate the construction of a 1km Cycle Circuit and allow DCLT to manage the facility on behalf of DMBC.

- b. To agree, on completion of the construction of the Cycle Circuit, that the Cycle Circuit will form part of the lease 'of additional land'.
- c. To agree to accept funding from British Cycling / Sport England to facilitate the construction of the Cycle Circuit and delegate to the Chief Financial Officer (in consultation with the Mayor) the decision to agree terms of any associated funding agreement.
- d. To agree that on acceptance of British Cycling / Sport England funding, construction of a Cycle Circuit (on land behind The Dome) can commence.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

11. By leasing additional land to DCLT, and accepting funding from British Cycling / Sport England, it will help enable the construction and management of a 1km closed road Cycle Circuit. This is an agreed key programme of activity outlined in the 'Get Doncaster Cycling' report and will contribute to increasing population engagement in physical activity via cycling. By increasing levels of physical activity, overall and individual health and wellbeing will improve along with numerous associated societal and economic benefits.

BACKGROUND

12. In the previous 'Get Doncaster Cycling' report it was highlighted; that Doncaster has some of the lowest physical activity levels in the country; that a new 'Physical Activity and Sport Strategy' has been produced to address this; and that cycling has been identified as a key means to improve Doncaster's levels of physical activity.
13. The construction of the Cycle Circuit will be part funded by DMBC and the remaining funds will be provided through match funding from British Cycling via Sport England.
14. DMBC have worked closely with British Cycling to agree a specification for the Cycle Circuit that will be innovative, engaging and can provide cycle training through to regional competition.
15. DCLT currently manage Doncaster's leisure facilities on behalf of DMBC and currently hold [25 year] leases with DMBC covering the leisure facilities across the borough. This includes a lease for The Dome that includes a portion of the land proposed to house the Cycle Circuit. The additional land identified that is required to build the circuit will be put under a similar lease with DCLT and will take on management of the circuit.

16. Currently the 'unleased' land owned by DMBC is not being used or identified for future provision. Transfer of the land and build of the circuit will result in increased physical activity participation will result in wider positive economic impact through improved health, social cohesion and community volunteering. It will also permit a new revenue stream for DCLT, supporting the viability of the trust.

17. It is worth noting that in the unlikely position funding from British Cycling is not received and/or DMBC are unable to construct the Cycle Circuit, the additional land will not be leased to DCLT and the land will remain available for future use. Additionally, it is proposed that a legal agreement will be entered into with DCLT confirming that they will take on the Cycle Circuit lease and management responsibility, on completion of construction.



Fig 1. Overview of the current lease area for The Dome (in green) and additional land proposed for lease to DCLT (uncoloured area within red-lined boundary).

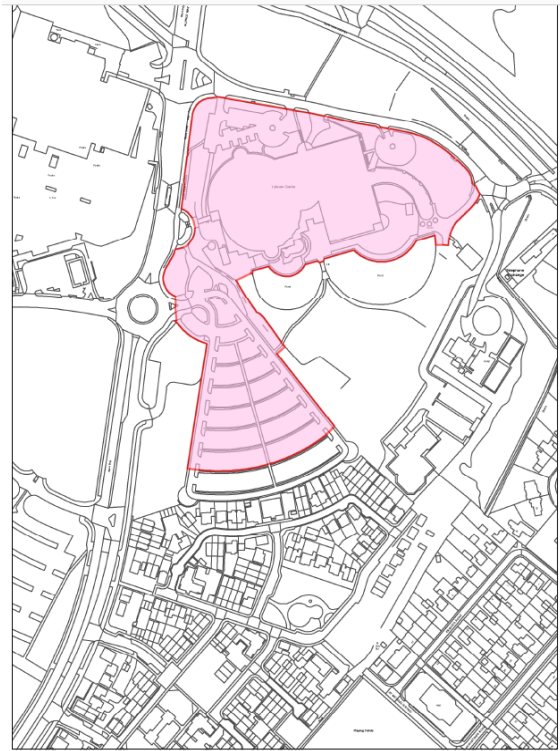


Fig 3. Overview of the newly proposed 'The Dome' lease area (in pink).

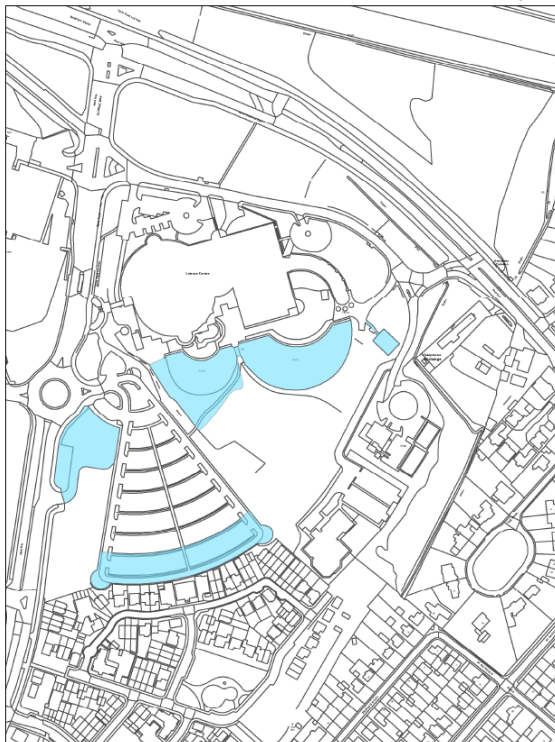


Fig 2. Overview of the proposed areas of the current 'The Dome' lease to be 'etched out' (in blue) to be encompassed in a new Cycle Circuit lease.

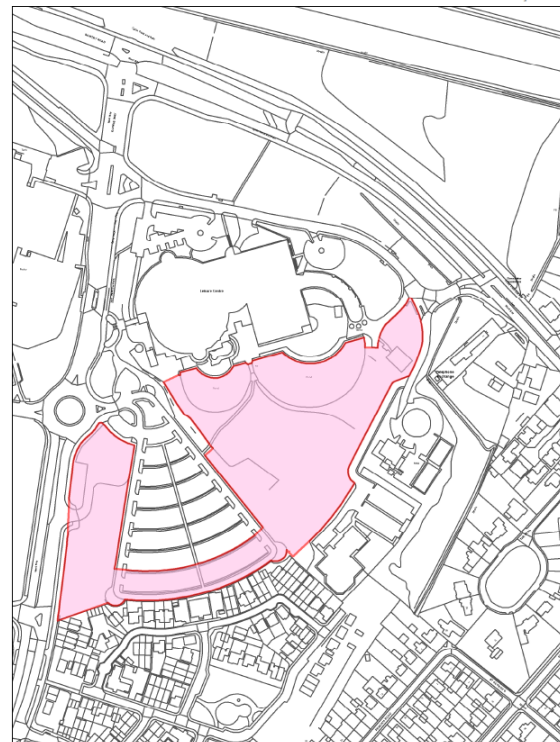


Fig 4. Overview of the proposed lease area for the housing of a new Cycle Circuit (in pink).

OPTIONS CONSIDERED

18. Option 1 – To not lease additional land to DCLT, and not to accept funding from British Cycling / Sport England. This would prevent us from building the Cycle Circuit which has been identified as a mayoral priority.

Option 2 – To agree to lease additional land to DCLT, accept funding from British Cycling / Sport England and approve construction of the cycle circuit.

Option 2 is the recommended option

REASONS FOR RECOMMENDED OPTION

19. Option 2 is recommended as it will put DMBC in a position to construct the Cycle Circuit – an agreed key programme within the initial ‘Get Doncaster Cycling’ report. Additionally, and as mentioned in the ‘Get Doncaster Cycling’ report, it will contribute to the continuation of developing Doncaster’s cycling aspirations, enabling communities to improve their overall sense of health and wellbeing.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

20.

	Outcomes	Implications
	<p>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;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	N/A
	<p>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;</p> <ul style="list-style-type: none"> • The town centres are the beating 	Leasing additional land to DCLT and accepting funding will facilitate the construction of a Cycle Circuit that will provide a further, unique opportunity for Doncaster residents to engage in physical activity and sport. This will contribute to reducing the

	<p>heart of Doncaster</p> <ul style="list-style-type: none"> • 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 	<p>number of inactive residents and improving overall and individual health and wellbeing along with numerous associated benefits.</p> <p>By facilitating the construction of a Cycle Circuit DMBC are also building on and contributing to Doncaster’s cultural and sporting heritage, further supporting cycling as an important part of Doncaster life – and in turn continuing to assist in engaging the population in physical activity.</p>
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • 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 	<p>A closed road circuit can provide life changing experiences for learning outside the school setting.</p>
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • 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 	<p>By constructing a Cycle Circuit (facilitated by the decisions within this report), children of Doncaster will be provided with another opportunity to engage in physical activity/sport. This has the potential to highlight the importance of and support lifelong physical activity. Children are therefore being provided with a contribution to ‘the best start in life’, benefitting their lifelong health and wellbeing.</p>

	<p>Connected Council:</p> <ul style="list-style-type: none"> • 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 resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>Using council assets to unlock resources from partners is an effective way for the council to show leadership.</p>

RISKS AND ASSUMPTIONS

21. This report assumes that funding from British Cycling / Sport England will be provided; therefore further rationalising the requirement for additional land to be leased to DCLT. However, as previously stated, the additional land will only be leased to DCLT if the Cycle Circuit is constructed. Therefore, in the eventuality that the Cycle Circuit is not constructed, the additional land will remain available for future use by DMBC.

22. Additionally, while agreed in principle, it is assumed that upon its completion, DCLT will take on the lease agreement for the Cycle Circuit. If they were not to do this, significant strain would be placed on current DMBC resource to manage the Cycle Circuit. To mitigate this, the legal team have been consulted and an 'agreement to lease' document is in development, allowing DMBC to enter into a formal agreement with DCLT to take over the lease upon completion of the Circuit.

LEGAL IMPLICATIONS [Officer Initials AB Date 30/08/2018]

23. The Local Government Act 1972 provides a local authority with the power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.
24. Legal services will provide support and advice regarding the contents of the Funding Agreement to be entered into to secure the British Cycling monies.
25. The British Cycling Funding Agreement will place obligations on the Council and may well contain claw-back provisions if the Council fails to comply with the terms upon which funding is provided. Further detailed work will be required on that agreement when it is received from British Cycling and appropriate legal advice on the risks to the Council and mitigation/management strategies to manage those risks. Careful monitoring of any claw-back provisions and compliance with the terms of the Funding Agreement will be required by the project team.
26. Further legal advice will be required as the project progresses particularly in relation in relation to Procurement, Planning and Highways Law and compliance with the term and conditions of the Funding Agreements.
27. Section 1 of the Localism Act 2011 provides the Council with the general power of competence, meaning that “a local authority has power to do anything that individuals generally may do.”
28. It is understood from the report author that the lease will be at a peppercorn rent and the disposal will therefore be at an undervalue. Under s.123 of the Local Government Act 1972 the Secretary of State’s consent is required for the disposal of land for less than the best consideration reasonably obtainable. Under Circular 06/03 the Secretary of State has given their consent to the disposal of non-housing/HRA land by local authorities for less than the best consideration reasonably obtainable provided that
 - (i) The difference between the consideration being received and full open market value does not exceed £2 Millionand
 - (ii) The Council is satisfied that the purpose of the disposal will contribute to the promotion or improvement of the economic, environmental or social well-being of the area.
29. These two criteria apply in this case so the Secretary of States consent is deemed to be granted for this disposal.
30. The Council’s Financial Procedure Rules require that if the market value of the disposal would exceed £250,000 then the approval of Cabinet is required to dispose of the property at an undervalue.

FINANCIAL IMPLICATIONS [Officer Initials OB Date 29/08/18]

31. The original piece of land identified for the cycle circuit is currently unused and was identified as a potential disposal site with an estimated value of £1,497,000. The footprint of the cycle circuit has now increased and the revised value of the land is still to be confirmed (note – now confirmed as £1,380,000). Instead of disposing of this land to gain a capital receipt, it is proposed to use it as the site for the new Cycle Circuit construction. The land is not on the Asset Disposal Programme as it has been the intention to use this land for this purpose since the Cycle Circuit scheme was first approved. On completion of the Cycle Circuit, it is proposed to lease the land to DCLT to enable them to manage the track along with other DMBC leisure facilities.
32. The Cycle Circuit scheme was approved in principle by Cabinet and £626k was added to the AHW capital programme in 2016/17 (Quarter 1 report). £54k has been drawn down to-date for preliminary works. The scheme is expected to be in the region of £1.1m, conversations are ongoing to secure a bid for approx. £500k from British Cycling/Sport England. The addition of the grant will therefore need to be included in the capital scheme and an ODR will be required to draw the funding down. In the event of the grant not being forthcoming, there will be a significant shortfall in funding and unless further funding can be sought viability if the scheme needs further consideration.
33. This report states that the additional land will only be leased to DCLT if the Cycle Circuit is constructed. Therefore, in the eventuality that the Cycle Circuit is not constructed, the additional land will remain available for future use by DMBC and the remaining Corporate Resources capital allocation should be reflected as no longer required through the quarterly Capital Monitoring process.
34. It has not yet been established whether there will be any further costs associated with the transfer of the Circuit to DCLT in terms of whether an increase in the capital grant to DCLT will be required. Any increase would need to be addressed as part of the Capital budget setting process in future years. There is no revenue implications with regard to this decision as the maintenance of the cycle circuit will be met by DCLT. There would be no income generated to DMBC from the lease of the land as it is proposed to lease the land at nil value.

HUMAN RESOURCES IMPLICATIONS [Officer Initials BT Date 28/08/2018]

35. There are no apparent HR implications as the new facility is being managed on behalf of DMBC by the DCLT. However that said, as an authority we have an internal Leisure Services team which includes co-ordination responsibilities in discharging its obligations under the Get Doncaster Moving initiative.

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 29/8/18]

36. There are no technology implications in relation to this report.

HEALTH IMPLICATIONS [Officer Initials CEH Date 30/08/18, 04.10.18]

37. Creating a more active borough is an investment in developing greater human, economic, social and environmental capital. Doncaster has experienced low levels of physical activity and currently there is almost a third of our adult residents who are sedentary (do less than 30 minutes per week). The Get Doncaster Moving Programme is driving key elements of Doncaster's Physical Activity and Sport Strategy to embed physical activity into the fabric of daily life.

38. It is recommended that the development of the cycle circuit ensures that it considers the inequalities that exist in Doncaster's physical activity participation and ensures that there are measures to encourage and support residents to access the facility especially those who traditionally would not have the opportunity or capabilities. Robust monitoring and evaluation of the cycle circuit usage is essential to ensure inequalities are not exacerbated and this should be overseen by the Get Doncaster Moving Programme Board.

EQUALITY IMPLICATIONS [Officer Initials AM Date 05/09/18]

39. 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. This development will enable wider engagement with and opportunities for the communities of Doncaster to engage in physical activity through providing a safe and traffic free environment to participate in cycling. The business plan for operation will actively seek to engage existing unrepresented and low level participation groups that don't currently take part in cycling.

CONSULTATION

40. Consultations have been held with the Public Health Portfolio Holder and Directors. Land valuation was also requested from Assets.

BACKGROUND PAPERS

41. The previous 'Get Doncaster Cycling' Cabinet report, referenced in this report, provides further background.

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Doncaster Council

Report

Date: 16.10.2018

To the Mayor and Members of Cabinet

COMMUNITY ENAGEMENT FRAMEWORK: STRATEGY 2018 - 2021

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr McGuinness: Portfolio Holder for Communities, Voluntary Sector and the Environment	All	Yes

EXECUTIVE SUMMARY

1. Doncaster Council is committed to ensuring high-quality, citizen focused services for the increasingly rich and diverse communities that make up our borough. Our aim is to improve the quality of life for everyone who lives, visits or works in Doncaster. To achieve this we are aware of the importance to base our services around the needs of our communities. Engaging with communities and local businesses is a key enabler for Doncaster Growing Together (DGT) and sits at the heart of everything we do, and is therefore vital to help to improve our services and realise our strategic ambitions as a partnership.
2. The Community Engagement framework (made up of our policy, our strategy and our toolkit) will ensure we bring consistency to our engagement activity cross the Council, and where appropriate our partners. The strategy sets out how we will deliver our commitments we set out in our Community Engagement Policy through actions clustered around six areas of focus;
 - a. Active **Citizen Voice**
 - b. Supporting **Volunteering**
 - c. Supporting the **Voluntary, Community and Faith (VCF)** Sector
 - d. Opportunities for **Training & Development**
 - e. Embedding **Social Value** in what we do
 - f. Bringing people together through the use our **Community Assets**

EXEMPT REPORT

3. NA

RECOMMENDATIONS

4. The recommendation arising from this report are;
 - a) Cabinet approve the Community Engagement Strategy and associated appendices for implementation.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. Good quality community engagement is key element of improving the services we provide as an organisation but also as a way to support wider outcomes for individuals, communities and local businesses. The actions contained within the community engagement strategy details how we will involve and empower local people to make a difference in their communities and in the areas that matter most to them.

BACKGROUND

6. To deliver Doncaster Growing Together (DGT), our borough plan, we need local people, communities and businesses to be at the heart of making improvements in their areas as well as informing the direction we need to take as an organisation, partnership and borough. As a key DGT enabler, there is a strong desire from across team Doncaster partners to co-ordinate ourselves both internally and across team Doncaster to start delivering a collective team Doncaster plan for transforming community engagement – This strategy starts the process towards a genuine partnership approach to community engagement across the borough.
7. The Community engagement framework compliments our development of several other strategy developments which include our communications and engagement strategy, social value policy and our inclusive growth plan. We have made connections with the development of these to ensure alignment and a joined up approach to our work. We have also aligned this strategy closely with our Equalities, Diversity and Inclusion framework to ensure that the actions put forward in the strategy work for all people regardless of their background.
8. The Community engagement strategy forms part of the wider Community Engagement Framework, agreed at Cabinet in 2017. The Community Engagement policy sets out or policy commitments;
 - We will listen and Understand
 - Doncaster people will inform our policy and we will keep people informed
 - We will be inclusive and act with purpose
 - We will make the most of what already exists in communities and where possible increase community capacity.
9. Using these four policy commitments as our framework we have consulted and discussed the key objectives and actions we believe support these commitments. The development of the strategy was built from the bottom

up, taking each policy statement and asking questions such as ‘what does it really mean to be listened to’, ‘what does a successful dialogue with communities look like?’ working with frontline staff, internal officers, team Doncaster partners, parish council representatives, representatives from the VCF sector and members of the public (outlined further in Appendix B).

10. The result of this work has shown there is whole raft of good quality engagement that occurs across the organisation (some of which is set out in Appendix D) and this should be recognised but this is not always consistent. There are some key actions that set out what we need to do over the next three years which are clustered around six areas of focus, which include:
 - **Active Citizen Voice** – we will develop one consistent approach to enable consultation with our communities that is easy to access, where gaps exist, we will identify opportunities for communities to engage with us through a variety of forums and we will improve our internal processes to ensure our community information is readily available and up to date.
 - **Supporting Volunteering** – we will support the potential that volunteering offers by promoting and supporting the vast number of people and local businesses that give up their time to make a difference in the community.
 - **Supporting the Voluntary, Community and Faith (VCF) sector** - we will create a clear partnership position on support for the sector including funding advice, training opportunities, and infrastructure support, making it clear how this will take place and how other VCF organisations can access it.
 - **Opportunities for Training and development** - we will develop a training plan that will support Elected Members and staff to better understand their role in community engagement, particularly when undertaking consultation. The aim is to support the effective use of tools and techniques, consistently.
 - **Embedding Social Value in what we do** - we will ensure that we consider economic, social and environmental factors when we make decisions about the use of public money.
 - **Bringing people together through the use of our Community Assets** – we will use our assets creatively to support local communities to improve their areas and bring people together.
11. Our next steps will be to set up governance arrangements to oversee the implementation of actions within the strategy. These arrangements will ensure the business case and progress we make are appropriate and timely. We have also set out (Appendix C) how we believe we can deliver the actions set out in the strategy making sure there is buy in across the organisation and specific projects have ownership and robust business cases to take them forward.

OPTIONS CONSIDERED

Option 1: Do nothing

12. This option is not recommended as it will not allow the co-ordination and improvement of engagement activity consistently across the council, potentially minimising what we can achieve in the long term.

Option 2: Adopt the Community Engagement Strategy presented at Appendix A

13. This is the recommended option. It provides the Council and Team Doncaster with a clear way forward to improve, and make consistent, how we engage with people and communities with a clear commitment to deliver the actions identified within the strategy.

REASONS FOR RECOMMENDED OPTION

14. There are ambitious plans for the borough and the Council and part of that is having a modern and fit for purpose approach to engaging with local people, communities and businesses. This approach will put people at the centre of the solutions to the challenges that face the borough, and our ambitions for public sector reform.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

- 15.

	Outcomes	Implications
	<p>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;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Our ability to engage with local people, communities and businesses as part of this theme will be crucial to deliver our plans for this theme.</p>
	<p>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;</p> <ul style="list-style-type: none"> • 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 	<p>Our ability to engage with local people, communities and businesses as part of this theme will be crucial to deliver our plans for this theme.</p>

	<p>Doncaster Clean</p> <ul style="list-style-type: none"> • Building on our cultural, artistic and sporting heritage 	
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • 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 	<p>Our ability to engage with local people, communities and businesses as part of this theme will be crucial to deliver our plans for this theme.</p>
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • 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 	<p>Our ability to engage with local people, communities and businesses as part of this theme will be crucial to deliver our plans for this theme.</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • 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 resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>The actions set out in the strategy are key to achieving the aims within this theme, in particular 'Building community resilience and self-reliance by connecting community assets and strengths'.</p>

RISKS AND ASSUMPTIONS

16. If the Council, along with its partners, does not develop its capacity to engage and support local communities it could constrain the effectiveness of our improvements and interventions across the borough. There is also a risk that local passion and community spirit is something is not nurtured consistently to support improvements to people's quality of life and the places they live.

17. The aspirations set out in Doncaster Growing Together and the Council's Corporate Plan 2018-19 all involve engaging with local people, communities and businesses. Our ability to engage and harness the power of local passion, ideas and buy in is dependent upon our ability to engage well and consistently across the borough.

LEGAL IMPLICATIONS [SRF 11.09.18]

18. There is not a legal requirement to have a Community Engagement Strategy, although it is good practice to have one.

FINANCIAL IMPLICATIONS [RI 11.09.18]

19. There are a number of proposed actions that could have potential financial implications, e.g. Council surgeries, training of staff and Elected Members, awareness campaigns, annual VCF celebration, use of community buildings etc. It is anticipated that these actions will be subject to further reports with more detailed financial implications and/or that the cost of these actions will be contained within existing Strategy and Performance Unit budgets or service budgets where relevant.

HUMAN RESOURCES IMPLICATIONS [BT 12.09.18]

20. HR & OD fully endorses the adoption of this Community Engagement Strategy and will be committed to having a full and timely involvement in any joint interventions necessary to support its implementation under the auspices of the Council's 4 Key Outcomes. This could incorporate Corporate Communications, Training and Development plans to equip our Managers and front line staff to undertake effective Community Engagement or reviewing the adequacy of Service Area Structures to deliver such outcomes through joint consultation with Staff and Trade Unions within the Council's Industrial Relations Framework.

TECHNOLOGY IMPLICATIONS [PW 12.09.18]

21. There are no specific technology implications at this stage, but Digital & ICT must be consulted in relation to any technology requirements (including the use of digital consultation platforms) to support the delivery of specific actions within the Community Engagement Strategy.

HEALTH IMPLICATIONS [VPH 12.09.18]

22. The overall health implications of implementing the Community Engagement Strategy are positive owing to its potential impacts on creating community and wider stakeholder cohesion, which in turn can improve population health. It would be beneficial to outline that the proposed strategy could have an impact of a number of social groups, in particular those 'hard to reach' groups that are traditionally difficult to engage for example, inactive residents, older people, disabled residents and those with low incomes. This would ensure that health inequalities are not exacerbated by attracting residents who would normally access these types of services.
23. The community engagement strategy needs to be considered alongside the Health and Wellbeing Board's approach to prevention based on 4 key

domains of activity asset based community development, creating the conditions for health, community approaches (including wellbeing hubs, community navigators and community alliances) and re-orientating statutory services.

EQUALITY IMPLICATIONS [SC 10.09.18]

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. A Due Regard Statement has been produced alongside the development of the Community Engagement strategy (Appendix B). The due regard statement will not be completed until the strategy has been approved and adopted; however the current working version is attached Appendix B.

CONSULTATION

26. There has been a wide range of consultation that has supported the development of this strategy which has included, frontline staff, elected members, parish councils, the public and the VCF sector. Specific and further detail considering consultation undertaken and feedback received to support the development of the Community Engagement strategy, can be found within the Due Regard Statement found at Appendix B.

BACKGROUND PAPERS

27. Community Engagement Policy 2017-2021

Appendix A: Community Engagement Strategy
Appendix B: Due Regard Statement
Appendix C: Governance of the Strategy
Appendix D: Examples of how we engage already

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Doncaster
Council

DRAFT

Community

Engagement Strategy

2018-2021

Introduction

Doncaster Council and our partners are committed to ensuring high-quality, citizen focused services for the increasingly diverse communities that make up our borough. Our aim is to improve the quality of life for everyone who lives, visits or works in Doncaster. To achieve this we are aware of the need to base our services around the needs of our communities. Community Engagement is therefore vital to help develop and improve these services, to make sure they are fit-for-purpose for the people they serve.

Doncaster Growing Together is our borough strategy. Each of the areas for improvement identified within Doncaster Growing Together will need a significant amount of engagement in order to succeed. It is vital that we engage with communities in the right ways, at the right times, to make sure they can contribute in a meaningful way. This strategy is supported by our partners and a significant number of actions can and will be put in place collaborating closely with other agencies to maximise the impact across the borough.

This strategy is part of a wider Community Engagement Framework, which is made up of our Policy, our Strategy and our Toolkit. The Policy sets out our four commitments;

- We will listen and understand
- Doncaster people will inform our policy and we will keep people informed
- We will be inclusive and act with purpose
- We will make the most of what already exists in communities and where possible increase community capacity

Community Engagement Framework

1. Community Engagement Policy

The four key principles that are important to us

2. Community Engagement Strategy

What we will do and how we will do it

3. Community Engagement Toolkit

Specific tools and techniques to facilitate good community engagement

Communications and Engagement Strategy

How we maintain a dialogue with communities about the engagement opportunities created

Equalities, Diversity and Inclusion (EDI) Framework

How we to celebrate equality, inclusion and diversity whilst promoting good relations to ensure that our services are appropriate and accessible for everyone

The government has published their civic strategy¹ which outlines the government vision for helping organisations that ‘hold our society together’. This sets the context for the partnership between the individual and the social, public and private sectors to pull together to make places and lives better for people. This sets the context for this local strategy which sets out how this can be achieved locally.

¹ CIVIL SOCIETY STRATEGY: BUILDING A FUTURE THAT WORKS FOR EVERYONE 2018

How we got here

After deciding upon our key principles which make up our Community Engagement Policy, we wanted to hand over to the communities and people who work directly with communities to decide *how* to turn these high-level statements into a practical reality. It is those people who are best placed to tell us which types of engagement feel genuine and meaningful for them.

We facilitated interactive workshops and lively discussions with a cross-section of Doncaster communities, encouraging them to be honest as possible. We gathered a range of views and opinions, providing us with valuable insight into the relationships and connections communities feel they have with us, as a Council.

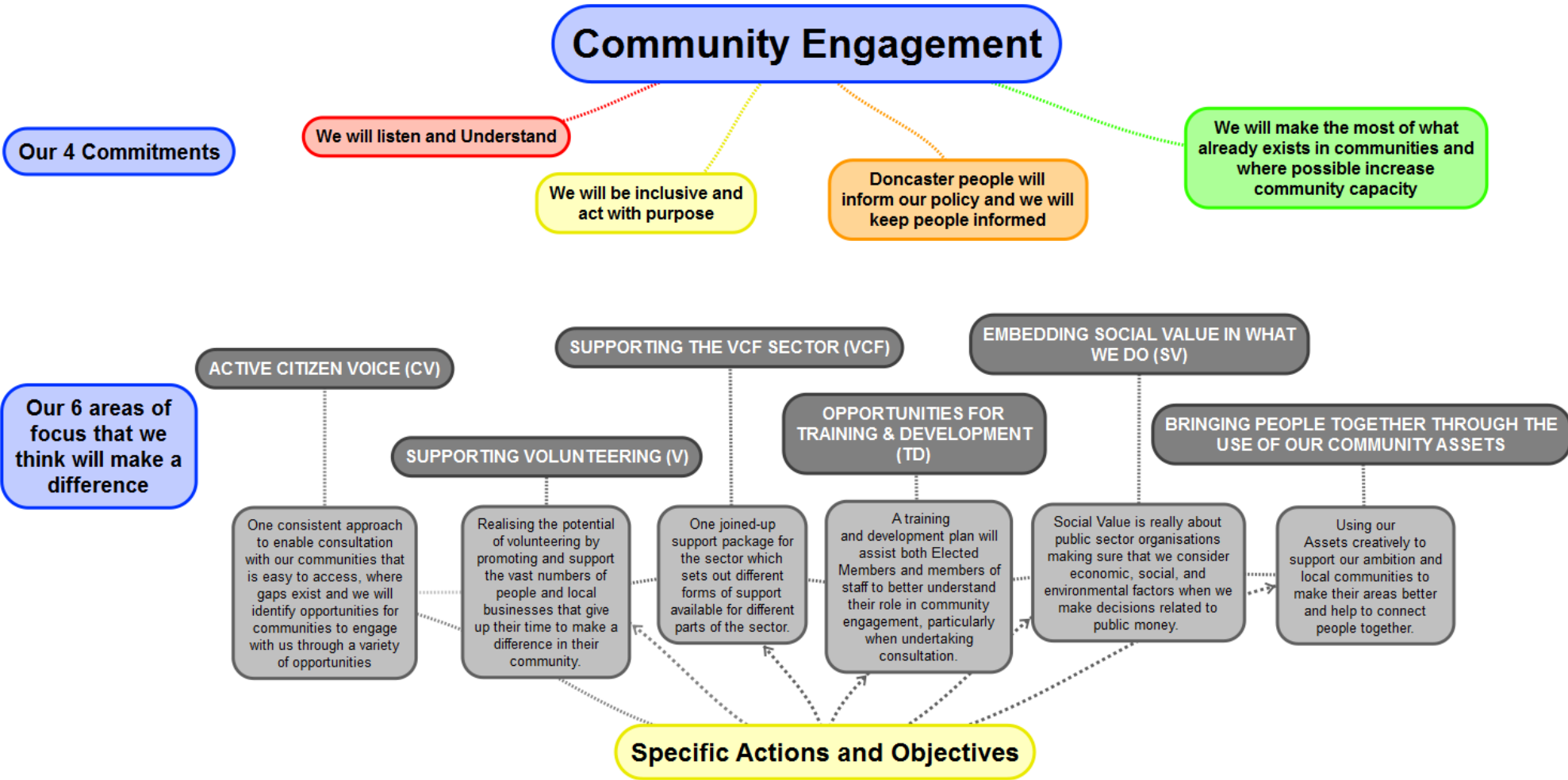
This highlighted lots of positive practice – instances where communities felt well-informed of an important policy change; fully engaged in a decision-making process or empowered to take action to help make something happen in a collaborative way. However, it also revealed where we can do better and create new, more creative opportunities for engagement.

These discussions formed the foundations of the Community Engagement Strategy, which we were then able to test and refine with our elected members, frontline staff and our partner organisations. Working together, we have developed a set of six areas of focus for delivery over the next three years.

This strategy has been developed and aligned to other key strategy documents including the Council's overall communications and engagement strategy to ensure we have regular, open and two-way communications with our residents, communities and staff; that promotes mutual understanding as part of our Team Doncaster approach, and engages as many people as possible in what we are doing now and in our plans for the future. It also aligns with the Council's Equalities, Diversity and Inclusion framework which sets out how we will promote inclusion and diversity, tackle inequalities and remove barriers which may prevent people from engaging and fulfilling their true potential.

We hope that this strategy will embed a culture change within our organisation. It will enable us to develop better relationships and engagement with our communities, who we recognise should have a role in shaping and informing our work wherever possible. Awareness-raising, training, and the development of our community engagement toolkit, part of the community engagement framework, which will support staff to ensure that our engagement is considered and well informed by local intelligence. Any improvement in our processes will impact positively across all communities and protected groups and will form part of how we embed community engagement into everything we do.

What we plan to do



A

Commitment 1: We will Listen and Understand**Objectives**

- > **As a Council, we will make ourselves as accessible as possible using a variety of ways to listen to communities' views.** This will help us to build a better and more current understanding of how communities feel about issues affecting them.
- > **We recognise the key role our Elected Members and staff have in listening to communities.** We will take the time to understand what communities are telling us and either share, take action or empower others to do something about it.
- > **We will make best use of information we have access to and where possible, make it simple to understand and use.** We will value the importance of information and community knowledge and treat it responsibly.

Actions²

As a Council, we will make ourselves as accessible as possible using a variety of ways to listen to communities' views. This will help us to build a better and more current understanding of how communities feel about issues affecting them.

- We will establish a consultation hub where we can feed back to communities in a single place and promote the use digital consultation platforms to gather views, ideas and insights (CV)
- We have a variety of forums that already support citizen voice and we will continue to support them but we will support new forums to help advise on different topics and issues (CV)
- We will set up a borough wide community survey process to listen to your views (CV)
- We will explore new opportunities for communities to engage, for example, whole Council surgeries, an evening with...events, Q&A sessions, or a citizen's blog (CV)

We recognise the key role our Elected Members and staff have in listening to communities. We will take the time to understand what communities are telling us and either share, take action or empower others to do something about it.

- We will provide a training programme for staff and elected members in community engagement techniques such as Asset Based Community Development (TD)
- We will draw on the community knowledge of our frontline staff to better understand what is important to communities (TD)
- We will support shadowing opportunities in the community and other work areas (TD)

We will make best use of information we have access to and where possible, make it simple to understand and use. We will value the importance of information and community knowledge and treat it responsibly.

- We will make community information available and update it at least annually (CV)
- We will map customer enquiries to local areas to better understand local issues (CV)

² We have aligned each action to the 6 areas of focus – (CV) Citizen voice, (V) Volunteering, (VCF) Voluntary, Community and Faith Sector Support, (TD) Training & Development, (SV) Social Value, (A) Assets

A

Commitment 2: Doncaster people will inform our Policy and we will Keep People Informed

Objectives

- > **The information we collect will inform our decisions.** We will capture communities' stories and experiences to inform our work.
- > **We will ensure there is feedback when Communities have helped to shape our policy.** We will present feedback in a clear 'you said, we did, you did' format
- > **We will engage with communities when we make changes to services and policy where appropriate.** We have an appropriate and consistent approach to engagement.

Actions

The information we collect will inform our decisions. We will capture communities' stories and experiences to inform our work.

- We will provide a training programme for staff and elected members in community engagement techniques such as Asset Based Community Development (TD)

We will ensure there is feedback when Communities have helped to shape our policy. We will present feedback in a clear 'you said, we did, you did' format.

- We will establish a consultation hub where we can feed back to communities in a single place and promote the use digital consultation platforms to gather views, ideas and insights (CV)

We will engage with communities when we make changes to services and policy where appropriate. We have a consistent approach to engagement.

- We will create a Community Engagement Toolkit for staff (TD)

A**Commitment 3: We will be Inclusive and act with Purpose****Objectives**

- > **We will make information accessible to all.** We will consider how best to engage using a number of different ways and in a variety of formats. We will work hard to include all communities who have a stake in the matter.
- > **Our engagement with communities will be timely and meaningful.**

Actions

We will make information accessible to all. We will consider how best to engage using a number of different ways and in a variety of formats. We will work hard to include all communities who have a stake in the matter.

- We will test our information with communities and improve it where necessary (CV)

Our Engagement with Communities will be timely and meaningful.

- We will establish a consultation hub where we can feed back to communities in a single place and promote the use of digital consultation platforms to gather views, ideas and insights (CV)
- We have a variety of forums that already support citizen voice and we will continue to support them but we will support new forums to help advise on different topics and issues (CV)
- We will apply the “make every contact count” principles (TD)
- We will create a Community Engagement Toolkit for staff (TD)
- We will commit to completing a simplified Due Regard statement as part of the consultation process (TD)

A

Commitment 4: We will make the most of what already exists in communities and where possible increase community capacity**Objectives**

- > **Communities will have access to information, advice and guidance to help themselves, their friends, family, carers and neighbours.** We will build upon the strong sense of community which already exists within Doncaster and encourage people to look out for one another within communities.
- > **We will support local community and voluntary organisations to help ensure that they have the capacity to improve the lives of the communities they serve.** We will work in partnership, recognise the crucial role that these organisations play in our borough and celebrate the work they do.
- > **We will maximise the use of our community buildings.** We will open up our community buildings as much as possible so that they are lively and thriving places for people to meet, connect and engage.
- > **We will encourage new and existing opportunities for volunteering and draw upon the potential for businesses and other organisations to support the community.** We will promote the benefits of volunteering and 'giving back' locally.
- > **We will make sure that we spend public money in ways which contribute to the local economy and our local communities.** We will ensure that the work we contract to others fits in with our vision and helps to make Doncaster a better place to live.
- > **We will celebrate and draw upon the strengths of our communities.**
- > **We will work in partnership with our communities to produce solutions.** We will encourage communities to be actively engaged and help to deliver these solutions.

Actions

Communities will have access to information, advice and guidance to help themselves, their friends, family, carers and neighbours. We will build upon the strong sense of community which already exists within Doncaster and encourage people to look out for one another within communities.

- We will follow the Community Led Support principles – exploring what is already available in communities through different agencies and organisations and wrapping these around the individual (CV)
- We will explore how we can use people in their community to deliver key messages to reach more people (CV)
- We will run awareness-campaigns to deliver relevant information to communities (CV)

We will support local community and voluntary organisations to help ensure that they have the capacity to improve the lives of the communities they serve. We will work in partnership, recognise the crucial role that these organisations play in our borough and celebrate the work they do.

- We will create a clear partnership position on support for the sector including funding advice, training opportunities, infrastructure support. (VCF)

A

- We will develop a portal to support VCF organisations to access support and connect to opportunities across the sector. (VCF)
- We will explore new opportunities to invest into the sector, including the potential to co-ordinate funding across the partnership to support common objectives (VCF)
- We will explore an annual celebration event for the work the Voluntary, Community and Faith sector do (VCF)

We will maximise the use of our community buildings. We will open up our community buildings as much as possible so that they are lively and thriving places for people to meet, connect and engage.

- We will work with our Team Doncaster partners to create a clear plan across the public estate to maximise use in local communities and develop clear disposal and development opportunities (A)
- We will review the processes around community lets (A)
- If appropriate, we will make our community assets available to local communities (A)

We will encourage new and existing opportunities for volunteering and draw upon the potential for businesses and other organisations to support the community. We will promote the benefits of volunteering and ‘giving back’ locally.

- We will support the development of a volunteering standard (V)
- We will support the development of a space for promoting volunteer opportunities (V)
- We will have a clear policy around staff volunteering (V)
- We will recognise the importance of volunteering and the impact it can have by including it specifically in a potential annual VCF celebration event (V)

We will make sure that we spend public money in ways which contribute to the local economy and our local communities. We will ensure that the work we contract to others fits in with our vision and helps to make Doncaster a better place to live.

- We will support and grow our Social Economy through our inclusive growth plan (SV)
- We will maximise Social Value through the implementation of our policy (SV)
- We will explore different ways to encourage local giving (SV)

We will celebrate and draw upon the strengths of our communities.

- We will tell more local stories and share community knowledge (CV)
- We will follow the Community Led Support principles – exploring what is already available in communities through different agencies and organisations and wrapping these around the individual (CV)

We will work in partnership with our communities to produce solutions. We will encourage communities to be actively engaged and help to deliver these solutions.

- We will encourage more positive perceptions of Doncaster as a place – ‘This is My Doncaster’ campaign for example, enabling community litter picks, sharing positive examples of community action in the sector (VCF)
- We will encourage community ownership of assets and leadership through initiatives like crowd funding (A)

A

- We will build upon our use of social impact bonds and continue to take a more creative approach to community issues (VCF)

Your part to play

We cannot deliver this strategy without your help.

Community Engagement is all about getting involved, forming relationships and playing an active role in building stronger communities.

If across the borough we can foster more informed, inclusive and engaged communities, we will be better able to make Doncaster a place which truly works for all of us.

There are three simple things you can do to help:

1. **Speak up**
2. **Share**
3. **Act**

Speak up

...and make your voice heard! If you feel strongly about a certain issue or if you would like to change something locally, let people know. **Give us feedback** on the things we do. If the information we publish is unclear or if you require it in a different format, please tell us so that we can do something about it. We want to hear about when you have positive engagements with us, but we also want to know where we can improve and do better.

Share

... and inform others. If you come across something that can help other people, share it. Signpost people to useful information and share knowledge of what's going on in your community... If we want Doncaster to feel like the kind of place where people pull together and look out for one another, it's really important that we share information with others as much as possible.

Act

...and make a difference in your local community. Communities are a sum of their parts and every individual contribution counts! From popping round to check on a neighbour, helping out with a community event, cleaning up a nearby green space or volunteering with a local organisation, there is something for everyone. In order to feel proud of where we live, we must take an active role in trying to shape and improve our local areas.

A

A

Ways to engage

MyDoncaster Social Media on Facebook: <https://facebook.com/MyDoncaster> and Twitter <https://twitter.com/mydoncaster>

Contact your local councillor: <http://www.doncaster.gov.uk/services/the-council-democracy/member-support>

Contact the Mayor: <http://www.doncaster.gov.uk/mayor/mayor-home>

Attend a Your Life Community Conversation Point:
<https://www.yourlifedoncaster.co.uk/s4s/WhereILive/Council?pagelid=4346>

Attend a local community group listed on the Community Directory:
www.yourlifedoncaster.co.uk/groups

Attend your local Tenants and Residents' Association:
<https://www.stlegerhomes.co.uk/getinvolved/customer-involvement-team/>

Attend your local Town/Parish Council: <http://www.doncaster.gov.uk/services/the-council-democracy/town-and-parish-councils>

Crowd fund for a community project: <https://www.spacehive.com/movement/doncastermovement>

Start volunteering: <http://www.doncaster.gov.uk/services/work-jobs-training/volunteering>
<https://do-it.org/>

Attend your local library: <https://library.doncaster.gov.uk/web/arena>

Contact Customer Services via the website on: <http://www.doncaster.gov.uk/services/get-in-touch/contact-the-council> or get the My Doncaster App

Attend a Police and Communities Together (PACT) meeting:
<https://www.southyorks.police.uk/contact-us/feedback/pact-meetings/>

Become a member of Youth Council: <http://www.doncaster.gov.uk/services/schools/doncaster-youth-council>

Get involved with the St Leger Young Persons' Engagement Board:
<https://www.stlegerhomes.co.uk/getinvolved/customer-involvement-team/young-peoples-zone/young-persons-engagement-board/>

EQUALITY, DIVERSITY AND INCLUSION

DONCASTER METROPOLITAN BOROUGH COUNCIL

Due Regard Statement Template

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	<p>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.</p>	<p><u>Community Engagement strategy.</u></p> <p>This strategy will form part of a wider framework and will consist of:</p> <ol style="list-style-type: none"> 1. The Community Engagement Policy 2. The Community Engagement strategy 3. The Community Engagement toolkit <p>The Community Engagement Policy, was agreed at Cabinet in 2017 and sets out our four policy commitments;</p> <ol style="list-style-type: none"> 1. We will listen and Understand 2. Doncaster people will inform our policy and we will keep people informed 3. We will be inclusive and act with purpose 4. We will make the most of what already exists in communities and where possible increase community capacity. <p>The Community engagement framework will complement the development of several other strategy developments which include our communications and engagement strategy, social value policy and our inclusive growth plan. We have made connections with the development of these to ensure alignment.</p>
2	<p>Service area responsible for completing this statement.</p>	<p>Strategy and Performance Unit. Doncaster Council.</p>
3	<p>Summary of the information considered across the protected groups.</p>	<p>We have used information from a variety of useful sources some of which can be viewed on line using the Team Doncaster Data Observatory website, in particular data on specific communities in terms of ethnicity and gender;</p> <p>http://www.teamdoncaster.org.uk/doncaster-data-observatory</p>

<p>Service users/residents</p> <p>Doncaster Workforce</p>	<ul style="list-style-type: none"> • DARTS - draft strategy sent in August 2018, comments received and outlined in section 5. • Customer Involvement team – draft strategy sent 3rd July 2018, comments received and outlined in section 5. • BME Advisory Group – draft strategy sent in August 2018, no comments were received. • Equalities, Diversity and Inclusion Board – Circulated for comments .
<p>4 Summary of the consultation/engagement activities</p>	<p>Utilising the four policy commitments (outlined in section 1) as our framework we, consulted and discussed the key objectives and actions we believe were in support of the 4 commitments.</p> <p>The development of the strategy was built by taking each policy statement and asking questions such as ‘what does it really mean to be listened to’, ‘what does a successful dialogue with communities look like?.</p> <p>Consultation was undertaken with the below:</p> <ul style="list-style-type: none"> • Internal officers and frontline staff (from Communication team, Democratic Services, Stronger Communities, Planning, Procurement, Public Health, Customer Services, (October 2017 and June 2018) • Overview and Scrutiny Management Committee (OSMC) (October 2017) • OSMC and extended Elected members workshop (July 2018) • Voluntary, Community and Faith sector workshop (November 2017) • Parish Council workshop (November 2017) • Public consultation (November 2017) • Partner engagement – customer involvement team from St Leger, Doncaster College (November 2017) • Directors (July 2018 & September 2018) • Joint Portfolio Group for ‘People’ Directorate (September 2018) • Doncaster Growing Together (DGT) Portfolio Group (August 2018)

		<ul style="list-style-type: none"> • Team Doncaster (August 2018) • Inclusion & Fairness Forum (April 2017) • Equalities, Diversity and Inclusion Board (September 2018)
5	<p>Real Consideration:</p> <p>Summary of what the evidence shows and how has it been used</p>	<p>Feedback received from DARTS regarding engagement with people with disabilities, will inform the actions under commitment three within the CE Strategy. Such as Dementia friendly, BSL and easy read formats. Comments received from Elected Members centred on the specific needs of their wards and the need to ensure the strategy was inclusive in its use of language.</p> <p>When considering the vast amount of feedback received from consultation workshops and meetings, there was evidence to support that pockets of good community engagement were in existence across the organisation, although this was not always consistent. Feedback has been compiled into themes, clustered around 6 areas of focus, which will support the delivery of the Community engagement strategy over the next three years, including:</p> <p>1. Citizen Voice</p> <p>Public consultation centred on how the public felt the council could help them to be heard, how the council could share information better, how information could be better promoted in communities and how we could make the best of existing community assets. It was identified that there is the need to develop one consistent approach to enable consultation with our communities that is easy to access, for example a consultation hub. In addition, where gaps exist, we need to seek opportunities for communities to engage with us through a variety of forums and we will improve our internal processes to ensure our community information is readily available and up to date. Feedback also suggested that there is the need to map customer service enquires to local areas in order to identify the types of enquiries we are receiving.</p> <p>2. Volunteering</p> <p>Feedback received highlighted that there is the need to better support the potential that volunteering offers by promoting and supporting the vast number of people and local</p>

		<p>businesses that give up their time to make a difference in the community. In order to make the delivery of this commitment as meaningful as possible there is the need to deliver this at both a Council and Team Doncaster level.</p> <p>3. VCF Sector Support Feedback gathered from the VCF workshop identified that there were inconsistencies in VCF support and as a result, the commitment is to create a clear partnership position on support for the sector including funding advice, training opportunities, and infrastructure support, making it clear how this will take place and how other VCF organisations can access it. Communications will also be improved to ensure relevant and timely feedback where is considered alongside the use of the appropriate tools and techniques to support this.</p> <p>4. Training & Development In order to support the use of consistent tools and techniques in the pursuit of good community engagement practice, it was identified that a range of training and development opportunities would be beneficial for staff and Elected Members. The community engagement toolkit will be one of the tools we can utilise to consider the most appropriate method of engagement during the planning stage of consultation. In addition, feedback highlighted that we also need to learn from the good examples of engagement that already exist throughout the organisation.</p> <p>5. Social Value We will ensure that we consider economic, social and environmental factors when we make decisions about the use of public money.</p> <p>6. Assets Feedback indicated that there was the need to we use our assets creatively to support local communities to improve their areas and bring people together.</p>
6	Decision Making	Directors – 17 September 2018 Executive Board – 25 September 2018

		Cabinet – 16 October 2018
7	Monitoring and Review	The Due Regard Statement is a live document and as such should be regularly reviewed, revised and updated, to ensure that due regard is taken at all points whilst the project is being implemented.
8	Sign off and approval for publication	Cabinet 16 th October 2018.

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Appendix C – Delivering the Community Engagement Strategy

Governance of the Strategy



Community Engagement Delivery Group

Each of the areas of focus will need a lead officer (s) who will manage the actions and stakeholders to deliver the changes articulated within the strategy. The community engagement delivery group will bring together officers that will deliver the six areas of focus in the strategy;

- Active Citizen Voice
- Supporting Volunteering
- Supporting the Voluntary, Community and Faith (VCF) Sector
- Opportunities for Training & Development
- Embedding Social Value in what we do
- Bringing people together through the use our Community Assets

Partnership Accountability

Team doncaster agreed that the Caring theme would take the lead for the partnership elements of this work which still needs to be worked through in detail but will be the method to ensure partnership collaboration against the key actions in this strategy.

ACTIVE CITIZEN VOICE (CV)

Provisional Lead Officers:

Steph Cunningham, Head of Communications & Engagement

Claire Scott, Head of Communities

Key Stakeholders

- Communities Team
- Communications Team
- Customer Services
- Frontline Staff (Early Help hubs etc...)
- SPU

Key Actions	18-19	19-20	20-21
We will establish a consultation hub where we can feed back to communities in a single place and promote the use digital consultation platforms to gather views, ideas and insights		✓	✓
We will make best use of social media to gather community views	✓	✓	✓
We will set up a borough wide community survey process to listen to your views		✓	
We have a variety of forums that already support citizen voice and we will continue to support them but we will support new forums to help advise on different topics and issues	✓	✓	
We will set up new opportunities for communities to engage, for example, whole Council surgeries, an evening with...events, Q&A sessions, or a citizen's blog			✓
We will make community information available and update it at least annually	✓	✓	✓
We will map customer enquiries to local areas to better understand local issues	✓	✓	✓
We will test our information with communities and improve it where necessary		✓	✓
We will follow the Community Led Support principles – exploring what is already available in communities through different agencies and organisations and wrapping these around the individual	✓	✓	✓
We will explore how we can use people in their community to deliver key messages to reach more people			✓
We will run awareness-campaigns to deliver relevant information to communities	✓	✓	✓
We will tell more local stories and share community knowledge	✓	✓	✓

Supporting Volunteering (V)

Provisional Lead Officers:

Allan Wiltshire, Head of Policy & Partnerships

Key Stakeholders

- Communities Team
- Communications Team
- DMBC volunteer Network
- HR/OD
- ICT/Digital
- SPU

Key Actions	18-19	19-20	20-21
We will support the development of a volunteering standard		✓	
We will support the development of a doncaster specific space for promoting volunteer opportunities		✓	✓
We will have a clear policy around staff volunteering	✓		
We will recognise the importance of volunteering and the impact it can have by including it specifically in a potential annual VCF celebration event (V)			✓

Supporting the Voluntary, Community and Faith (VCF) Support

Provisional Lead Officers:

Lee Tillman, Assistant Director for Strategy & Performance

Rupert Suckling, Director of Public Health

Key Stakeholders

- Communities Team
- Communications Team
- ICT/Digital
- SPU
- 'Your life' Doncaster
- Early Help Services
- Partners

Key Actions	18-19	19-20	20-21
We will create a clear partnership position on support for the sector including funding advice, training opportunities, infrastructure support.	✓	✓	
We will develop a portal to support VCF organisations to access support and connect to opportunities across the sector.		✓	
We will explore new opportunities to invest into the sector, including the potential to co-ordinate funding across the partnership to support common objectives		✓	✓
We will explore an annual celebration event for the work the Voluntary, Community and Faith sector do			✓
We will create more positive perceptions of Doncaster as a place – 'This is My Doncaster' campaign for example, enabling community litter picks, sharing positive examples of community action in the sector		✓	✓
We will build upon our use of social impact bonds and continue to take a more creative approach to community issues		✓	✓

Opportunities for Training & Development (TD)

Provisional Lead Officers:

Sarah Jones, Head of Human Resources and Organisational Development
 Andrew Sercombe, Governance Manager

Key Stakeholders

- Communities Team
- Communications Team
- HR/OD
- SPU

Key Actions	2018-19	2019-20	2020-21
We will provide a training programme for staff and elected members in community engagement techniques such as Asset Based Community Development		✓	✓
We will draw on the community knowledge of our frontline staff to better understand what is important to communities	✓	✓	✓
We will support opportunities for shadowing in the community and other work areas			✓
We will create a Community Engagement Toolkit for staff	✓	✓	
We will apply the “make every contact count” principles	✓	✓	✓
We will commit to completing a simplified Due Regard statement as part of the consultation process	✓		

Embedding Social Value in what we do (SV)

Provisional Lead Officers:

Holly Wilson, Head of Procurement

Claire Bossward, Business & Enterprise Manager

Key Stakeholders

- Procurement
- All services
- Partners

Key Actions	2018-19	2019-20	2020-21
We will support and grow our Social Economy through our inclusive growth plan (SV)		✓	✓
We will maximise Social Value through the implementation of our policy (SV)	✓	✓	✓
We will explore different ways to encourage local giving		✓	

Bringing people together through the use our Community Assets (A)

Provisional Lead Officers:

Dave Stimpson, Property Manager

Key Stakeholders

- Procurement
- All services
- Partners

Key Actions	2018-19	2019-20	2020-21
We will review the processes around community lets			✓
If appropriate, we will make our community buildings available to local communities		✓	✓
We will work with our Team Doncaster partners to create a clear plan across the public estate to maximise use in local communities and develop clear disposal and development opportunities	✓	✓	✓
We will encourage community ownership of assets and leadership through initiatives like crowd funding		✓	✓

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Appendix D: Ways we already engage

- **Attend a local Tenants And Residents' Association**
Tenants and Residents Associations (TARAs) and Tenants Clubs (TCs) help residents to improve their community and have a greater say on the issues affecting it. Details of established TARAs are accessible at <https://www.stlegerhomes.co.uk/search/?q=TARA>
- **Attend a Police and Communities Together (PACT) meeting**
Police and Communities Together' meetings are local events run by your Neighbourhood Police Team and are open to everyone. Attending the meetings are one way of raising your concerns about local issues and finding out what your local police teams are doing to tackle them. It is also a chance to influence what happens in your neighbourhood. A calendar of meetings is accessible at <https://www.southyorks.police.uk/contact-us/feedback/pact-meetings/>
- **Attend local Parish/Town Councils**
Parish and town (local) councils in England and community and town (local) councils in Wales are the first tier of local government. They deliver a range of services to meet local needs and improve quality of life and community wellbeing. Parish/Town Councils meet regularly to discuss a range of issues affecting their Parish/Town. To find out when the next Parish/Town Council meetings will be, please contact the Clerk using the contact details on the mailing list detailed [here](#).
- **Attend a local community group listed on the Community Directory**
Community Group Meetings can be found on the [Your Life Doncaster](#) website. There are many across Doncaster.
- **Contact your local councillor (Ward Member)**
Councillor surgeries provide an opportunity for you to meet your ward councillors in person and to discuss local issues, no appointment is necessary and people are seen on a first come first served basis. Details of councillor surgeries (including times and dates) can be found by clicking on the name of the relevant councillor, via the **find your councillor page**

- **Attend a forum**

Examples include:

- LADDER forum - for children and young people with disabilities and long term health conditions (mental, physical, sensory). The group is for people aged under 25yrs, passionate about making a difference and getting their voices heard. Details of forums can be accessed at <https://www.healthwatchdoncaster.org.uk/event/young-peoples-event-meeting-with-the-ladder-group/>
- Youth Parliament - provides a platform for key decision makers and young people to come together to improve services across Doncaster. Doncaster has 2 representatives; these are elected bi-annually from youth council group only and serve a 2 year term of office. This ensures that elected UKYP reps have served at least 1 year on the youth council to gain valuable experience in readiness for their youth parliament role. The National Youth Parliament can be found at <http://www.ukyouthparliament.org.uk/>
- Doncaster Youth Council - Are a diverse group of local young people (aged 11-19) who want to ensure the voices of the young people in Doncaster are heard, working to ensure young people have a say in the decisions that are made within Doncaster. The Council can be contacted at Youth.Council@doncaster.gov.uk

Details of forums and clubs are accessible on the [Your Life Doncaster](#) website.

- **Participate in surveys**

Complete surveys (post/telephone/email/online) on a variety of issues, from the comfort of your own home.

- **Contact the Mayor**

The Mayor is the council's political leader and is elected by constituents on a four-year term of office, having executive powers and is responsible for the effective implementation of council policy and delivering services.

Doncaster's Mayor is Ros Jones and can be contacted via <http://www.doncaster.gov.uk/doitonline/contact-the-mayor>

- **Contact your local Members of Parliament (MPs)**

- MPs are elected by a particular area or constituency in Britain to represent them in the House of Commons
- MPs divide their time between their constituency and the Houses of Parliament in London
- Once elected it is an MP's job to represent all the people in his or her constituency, in which they hold regular surgeries

- An MP can ask government ministers questions, speak about issues in the House of Commons and consider and propose new laws
- In Doncaster there are three local MPs

Details of MPs can be located at <http://www.doncaster.gov.uk/services/the-council-democracy/mps-and-meps>

- **Communications**

Newsletters, letters, questionnaires, leaflets, social media including facebook/twitter, local media including newspapers and radio, stands in public areas, face to face, MyDoncaster app and the Doncaster Council website.

- **Attend a NAG (Neighbourhood Action Group) Meeting - (staff only)**

The NAG is a monthly joint partnership meeting with selected agencies invited to discuss issues. Details of the NAG are accessible from DMBC Communities Area Teams.

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Doncaster Council

Report

Date: 16th October 2018

To the Chair and Members of the Cabinet

CHILDREN'S SERVICES FUNDING

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Nuala Fennelly	All	Yes

EXECUTIVE SUMMARY

1. Children's services cost local government in excess of £8 billion every year. In 2017/18 official figures showed that Councils overspent by £816m on Children's services. This is due to rising numbers, in 2016/17 72,600 children in England were in care, compared to 64,000 in 2010, and the complexity of care is also increasing.
2. Children's Services is the greatest financial pressure currently facing the Council. In September, a £5.2m overspend on the Doncaster Children's Trust contract was reported in the quarter 1 (June) Finance and Performance Improvement Report. This has increased to £6.0m based on the month 5 (August) financial forecast; further details are included in this report.
3. The Council has statutory responsibility for the children's social services and related functions delivered by the Doncaster Children's Services Trust, from 30th September 2014 following the direction from the Secretary of State. The Council is proposing to provide the £6.0m to fund the current pressures forecast for 2018/19.
4. Collaborative joint work will continue to be undertaken to understand, forecast and manage the demand. The future impact on both costs and funding will be considered as part of the 2019/20 budget setting process.

EXEMPT REPORT

5. This report is not exempt.

RECOMMENDATIONS

6. It is recommended that Cabinet approve:
 - a) £6.0m one-off funding is paid to Doncaster Children's Service's Trust in 2018/19 via a contract variation to cover the forecast overspend.
 - b) £6.0m budget virement for 2018/19 from Council Wide budgets to LOCYP to pay Doncaster Children's Service's Trust.
 - c) Any further changes to the Doncaster Children's Services Trust forecast overspend are agreed via the quarterly Finance and Performance Improvement report.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

7. The funding will ensure that Doncaster Children's Services Trust can continue to provide maximum protection for children and young people and that they have improved life outcomes.

BACKGROUND

8. The £6.0m forecast overspend includes the continuation of the budget pressures from 2017/18 £3.5m, and further increased demand/complexity of cases pressures in 2018/19 £1.7m. There is also an in-year saving of £2.0m of which £1.2m has been delivered on staffing restructures in the Leadership Team and Support Services, leaving a shortfall of £0.8m.
9. The pressure areas are Looked After Children £4.2m, Legal & Early Help £0.6m, Family Support Services £0.4m, Safeguarding Children £0.2m, and Support Services and Management costs £0.6m. Activity analysis shows that, on average, the Trust is anticipating that it will support 60 more young people than was assumed in the contract care ladder for all placement types (forecast activity 1,119 young people, budgeted activity 1,059 young people).
10. The Trust's management are taking actions to secure further efficiencies including the creation of a vacancy panel to review all agency extensions and requests to recruit or temporarily cover vacant posts. A Children in Care Strategic Overview Group meets on a fortnightly basis to review all young people in care and permanence arrangements (SGO/CAO/Adoption); including considering the potential for transferring each young person to in-house provision, independent living or a permanence arrangement. A new Joint Resource panel with representatives from the Council, the Trust and Doncaster CCG started in June 2018 to ensure a more joined up approach to multi agency case management, decision making and allocation of resources in relation to Children's placements.
11. There is no risk share agreement from 2018/19 onwards (subject to ongoing discussions on governance arrangements) nor does the Trust have any reserves. Therefore the Council will need to fund the full forecast variance to the contract of £6.0m.
12. Due to the forecast overspend position there was an impending pressure on the Trust's cash flow. To resolve this, the Council has taken urgent actions

including providing a £1m loan, which is detailed in section 12 of schedule 5 in the contract between the Council and the Trust, delaying payments due to the Council and deferring the payment of the £2m target savings. 8/13ths of £6m will be paid on approval of the recommendations in section 6 above with the remaining instalments to be paid on the first of every month via the monthly contract payment.

13. The Council is currently working with a DfE appointed person to review the options for the governance of the Trust going forward. So far this has identified the need to work closer together to understand demand and forecasts across the whole care ladder. And, to seek assurance that some immediate controls are put in place:

- a. Demonstrable gate-keeping and approval of all new placements at Director level whereby managers are required to set out alternatives considered, overall costs and how these may in time be mitigated.
- b. Strengthening the monitoring and forecasting of expenditure by moving away from a reliance on average costs to a single data source that captures the total costs of each child within the care ladder and the third-party contributions.
- c. Ensuring that in- year end dates are fed into the forecast and any drift in plans is regularly reviewed at a senior level.

14. In order to provide the £6.0m one-off funding to address the resourcing shortfall in 2018/19 we are proposing to utilise one off budget underspends from the pension prepayment underspend and Minimum Revision Provision (MRP). This budget will be transferred from Council Wide to LOCYP. Any future cost increases will be part of be considered as part of the 2019/20 budget setting process.

OPTIONS CONSIDERED

15. The Council has statutory responsibility for children's social services, and the Trust do not have any reserves, therefore do not have the funds to cover any of the forecast variance to the contract. It is prudent to provide adequate funding for this overspend.

REASONS FOR RECOMMENDED OPTION

16. We have a statutory requirement to provide children's social services, the Council is recommended to provide one off funding of £6.0m to the Trust based on the current forecast position detailed in the report.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

	Outcomes	Implications
	<p>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;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish 	

	<ul style="list-style-type: none"> • Inward Investment 	
	<p>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;</p> <ul style="list-style-type: none"> • 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 	
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • 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 	<p>The Council and the Trust as major partners in the Children and Families Partnership Board share the Children's plan outcome that all children should achieve their potential – in removing barriers and developing good quality service delivery children will be able to access the benefits of a thriving economy and will themselves be participants in creating and sustaining the strength of the economy.</p>
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • 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 	<p>Ensuring children and young people are free and feel from harm are key ambitions of both the Council and the Trust. Delivering against the service delivery contract between the Council and the Trust has clear implications for safeguarding communities, in reducing risk and exposure of risk to children; improved early help and thus better outcomes for families.</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money 	

	<ul style="list-style-type: 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 	
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RISKS AND ASSUMPTIONS

17. The forecast over spend of £6m is based on the latest modelling of all the placements types for the Looked After Children budget. There is a risk demand may increase more than predicted leading to further financial pressures on the Council's contract with Doncaster Children's Services Trust. This will be monitored on a monthly basis reviewing the whole care ladder and associated costs.

LEGAL IMPLICATIONS [Officer Initials: SRF Date: 26/09/18]

18. In 2014 the Council was directed by the Secretary of State for Education to contract with Doncaster Children's Services Trust Limited (DCST) for the provision of Children's Safeguarding and related services. The Council maintains the statutory duty to safeguard and promote the welfare of children within their area who are in need and maintains the statutory post of Director of Children's Services (DCS), who is responsible for ensuring the delivery of services to children and young people. It is essential that the Council continues to meet its Statutory duty regardless of who the organisation providing services is.

19. The Council has a contract with DCST which governs how the relationship between the parties work and within that there is no contractual requirement to provide the additional funding, however as set out above the Council has a statutory duty to ensure that services in relation to children are provided

20. The payment of the additional monies should be covered by a formal contract variation, which should also detail any additional obligations agreed by DCST in relation to the funding.

FINANCIAL IMPLICATIONS [Officer Initials: RI Date: 26.09.18]

21. As outlined in the body of the report, it is proposed to transfer funding of £6m to Doncaster Children's Service's Trust (DCST) in 2018/19 to cover the forecast overspend on the Council's contract with DCST. Budget of £6m for 2018/19 will be transferred from Council Wide budgets to LOCYP for the one-off funding required to pay DCST. The £6m virement will be funded from two sources: using an underspend of £2.1m relating to the prepayment of the pension deficit and future service rates; and using an underspend of £3.9m on the Minimum Revision Provision (MRP) arising from releasing funding previously ear-marked to fund the capital programme.

22. The 2019/20 budget is currently being reviewed to take account of current changes.

HUMAN RESOURCES IMPLICATIONS [Officer Initials: SM Date: 26/09/18]

23. There are no HR implications arising directly from this report.

TECHNOLOGY IMPLICATIONS [Officer Initials: SM Date: 26/09/18]

24. There are no technology implications arising directly from this report.

HEALTH IMPLICATIONS [Officer Initials: RS Date: 26.09.18]

25. Effective children's social care services should contribute to keeping children safe and supporting Doncaster's most vulnerable children to thrive. The reasons for the increased demand should be explored and understood in order to identify where additional investment in the health and care partnership's Starting Well strategy could prevent any further increase in demand or reduce existing demand.

EQUALITY IMPLICATIONS [Officer Initials: AB Date: 25/09/18]

26. There are no equality implications arising directly from this report.

CONSULTATION

27. The Director of Corporate Services & Company Secretary, Doncaster Children's Services Trust and the Director of People, Learning and Opportunities: Children and Young People/Adult Health & Wellbeing Directorates have been consulted on the contents of this report.

BACKGROUND PAPERS

Doncaster Children's Services Trust Finance Quarterly Performance Report – Quarter 1 2018/19

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