



# 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:** Council Chamber, Civic Office Waterdale, Doncaster, DN1 3BU

**Date:** Wednesday, 8th September, 2021

**Time:** 10.00 am

---

Please Note: Due to current restrictions arising from the Covid-19 pandemic, there will be very limited capacity in the public gallery for observers of the meeting. If you would like to attend to observe in person, please contact Governance Services on 01302 737462/ 736723/ 736716/ 736709 to request a place, no later than **12.00 noon on Tuesday, 7th September, 2021**. Please note that the pre-booked places will be allocated on a 'first come, first served' basis and once pre-booked capacity has been reached there will be no further public admittance to the meeting. For those who are attending the meeting, please bring a face covering, unless you are exempt.

### BROADCASTING NOTICE

This meeting is being recorded for subsequent broadcast via the Council's web site. The Council is a Data Controller under the Data Protection Act and images collected during this recording will be retained in accordance with the Council's published policy. Please be aware that by entering the meeting, you accept that you may be recorded and the recording used for the purpose set out above.

**Damian Allen**  
Chief Executive

---

Issued on: Tuesday, 31 August 2021

**Governance Services Officer for this meeting:**

Amber Torrington  
01302 737462

Doncaster Metropolitan Borough Council  
[www.doncaster.gov.uk](http://www.doncaster.gov.uk)

## Item

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 by e-mail to the Governance Team no later than 5.00 p.m. on Friday, 3rd September 2021. 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](mailto:Democratic.Services@doncaster.gov.uk)).**

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 7th July, 2021 for noting (previously circulated)

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

#### **Key Decisions**

- |   |          |
|---|----------|
| 6. Doncaster Delivering Together (DDT).           | 1 - 86   |
| 7. Adoption of the Doncaster Local Plan 2015-2035 | 87 - 104 |

**(The Appendix to the report is not for Publication, by virtue of Paragraph 5 (information in respect of which a claim to legal professional privilege could be maintained in legal proceedings) of Part 1 of Schedule 12A of the Local Government Act 1972, as amended).**

- |   |           |
|---|-----------|
| 8. Quarter 1 2021-22 Finance and Performance Report | 105 - 156 |
|---|-----------|

#### **Non-Key Decisions**

- |   |           |
|---|-----------|
| 9. St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2021/22 Quarter One (Q1) . | 157 - 170 |
| 10. Performance Challenge of Doncaster Children's Services Trust: Quarter 1, 2021/22.               | 171 - 198 |

## **Cabinet Members**

### **Cabinet Responsibility For:**

**Chair – Ros Jones, Mayor of  
Doncaster**

Budget and Policy Framework

**Vice-Chair – Deputy Mayor  
Councillor Glyn Jones**

Housing and Equalities

Councillor Lani-Mae Ball

Portfolio Holder for Education, Skills and Young  
People

Councillor Nigel Ball

Portfolio Holder for Public Health, Leisure, Culture  
and Planning

Councillor Joe Blackham

Portfolio Holder for Highways, Infrastructure and  
Enforcement

Councillor Rachael Blake

Portfolio Holder for Children’s Social Care,  
Communities and Equalities

Councillor Phil Cole

Portfolio Holder for Finance

Councillor Mark Houlbrook

Portfolio Holder for Sustainability and Waste

Councillor Jane Nightingale

Portfolio Holder for Corporate Resources

Councillor Andrea Robinson

Portfolio Holder for Adult Social Care

This page is intentionally left blank



## Doncaster Council

### Report

---

To the Mayor and Members of Cabinet

Date: 08.09.21

#### DONCASTER DELIVERING TOGETHER (DDT)

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

#### EXECUTIVE SUMMARY

1. This report seeks comment on a new Borough Strategy - 'Doncaster Delivering Together' (DDT) prospectus - and delivery programme up to 2030. This is the next chapter in our journey, setting out our recovery and a confident, bold ambition for Doncaster's future. It set out a central mission for **Thriving People, Places and Planet** which balances the well-being of people and places with the planet. The full prospectus can be found at **Annex C** and a one page summary can be found at **Annex D**
2. It is a partnership strategy, requiring inputs and collaboration from across the whole of the Council and from a wide range of public services, voluntary and community organisations, residents and the business community. It is designed to target everyone's attention and resources on the issues that matter most to Doncaster's present and its future.
3. It proposes **new ways of working** that respond to local needs and opportunities, seeks to reduce inequalities and improve people's well-being. There are six well-being goals that set out the vision for our future:-
  - Greener and Cleaner Doncaster
  - Skilled and Creative Doncaster
  - Prosperous and Connected Doncaster
  - Safe and Resilient Doncaster
  - Healthy and Compassionate Doncaster
  - Fair and Inclusive Doncaster
4. In order for us to deliver this longer-term vision, eight cross-cutting priorities (the 'Great 8') will drive the delivery of the work. Behind each of these priorities will be an action plan that sets out some high level deliverables that can be monitored and reported upon via Council and partnership performance management mechanisms.

5. A draft Executive Summary has been developed to ensure everyone can access and understand what we are trying to achieve. This will be presented for approval at Council on 23rd September 2021. This will be supported by a cross-partner communication and media strategy.

## **EXEMPT REPORT**

6. Not applicable

## **RECOMMENDATIONS**

7. It is recommended that Cabinet confirm support for the Doncaster Delivering Together Prospectus, and agree for it to be considered at Full Council on 23rd September 2021.

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

8. The principal mission of Doncaster Delivering Together is to have thriving people, places and planet that balances the well-being of all of these to create the kind of borough we want in the future. Bringing this to reality is a shared responsibility between public agencies, businesses, residents and the voluntary, community and faith sector. This strategy sets out how we can improve the well-being of residents whilst also improving the environment we hold for future generations.

## **BACKGROUND**

### **Why are we setting out a Borough Strategy to 2030 now?**

9. The existing Borough Strategy, Doncaster Growing Together, was agreed in 2017 and expires in 2021. It set out four key themes for delivery – Living, Learning, Working and Caring and a set of deliverables for each of these themes. A full review of Doncaster Growing Together is included at **Annex B**
10. Furthermore the next decade present massive opportunities and challenges not only for Doncaster, its people, places and businesses but for the whole planet. Our ability to respond to challenges such as how we tackle climate change and how we build back fairer and better from COVID will be key for the 2020s - having a plan now to set the direction puts Doncaster in the right position to respond in a positive and proactive way.
11. The new strategy provides a sense of shared direction bringing clarity and purpose to councillors, staff, partners, businesses and our communities, about the direction of the borough. Its title ‘Doncaster Delivering Together’ reflects the emphasis on ‘getting things done’ and a whole system approach to delivery.
12. Setting out the DDT Strategy now enables us to align our policy and budgetary planning cycle, with our partners in Team Doncaster, to jointly agreed goals over the longer term.

### **The Improvement Journey**

13. Doncaster had made several key improvements leading up to the pandemic including:

- A £1.623bn (+35%) increase in GVA in five years (2013-2018) taking the total to £6.325bn.
- The business base grew from 6,705 to 9,050 (+35%) in five years (2014-19)
- Over the five years to December 2019, Doncaster's Claimant Count rate fluctuated in a range between 2.4% and 3.7% and was marginally above the Yorkshire and Humber rate - by between 0.2 and 0.9 percentage points (pp) and England - by between 0.5 and 1.5 pp.
- The employment rate hit record highs and in June 2019 stood at 73.9% with 142,500 in work. This rate was marginally higher than the Yorkshire & Humber average (73.8%).
- Pupils reaching a Good Level of Development at Early Years Foundation Stage increased by +2.3pp in the three years to 2019 and the rate was above the national average by 0.7pp.
- The gap to the national average for Average Attainment 8 scores had started to close: from -3.2 to -2.8.
- Over 1,000 net homes were delivered for five years in a row (2015/16 - 2019/20). 2018/19 was a record year with approximately 1,327 net new homes built.
- Wage rates increased so that in 2020 the average Doncaster wage (£563 Weekly) was higher than the regional average
- Key capital projects were delivered delivering benefits across the borough for example, Great Yorkshire way, a new University Technical College (UTC), the new Railway Station Forecourt and the new Danum Gallery, Library and Museum.

14. However the disruption of the pandemic has really shone a light on inequalities and disrupted the progress we have made up to 2020. In addition the journey of recovery for the economy, residents, communities and public services as we learn to live with COVID may be a long and uncertain one.

### **How has the strategy been developed?**

15. There has been some excellent work by international organisations and various research that we have drawn upon to shape how we have approached the formation of DDT, including:

- Doughnut Economics<sup>1</sup> – we have used this work to shape the well-being goals and 'well-being essentials'. Also this work has helped to set out the balance between the well-being of people and places with the planet.
- The Welsh wellbeing goals – which are enshrined in the Well-being of Future Generations Act 2015<sup>2</sup>.
- United Nations Sustainable Development Goals (SDGs)<sup>3</sup> – we have used the SDGs as a cross check to ensure we have coverage in our indicators and that what we are trying to achieve in Doncaster contributes to wider international goals by 2030.
- Marmot (Build Back fairer)<sup>4</sup> – We have used the principles contained within this work to shape our approach to a fairer and inclusive Doncaster

<sup>1</sup> <https://www.kateraworth.com/doughnut/>

<sup>2</sup> <https://gov.wales/well-being-of-future-generations-wales>

<sup>3</sup> <https://sdgs.un.org/goals>

<sup>4</sup> <https://www.instituteofhealthequity.org/resources-reports/build-back-fairer-the-covid-19-marmot-review>

16. We have been listening and working closely with partners, residents and businesses to understand better the reality of life across the borough. A full explanation is included in **Annex A** but examples of this include:
- Doncaster Talks 2019 & 2020 – extensive surveys that have engaged people on the improvements and the hopes for the future of the borough.
  - A specific Doncaster Talks survey for the DDT Strategy.
  - Engagement with partners – this has taken place in a variety of forms from visiting formal boards to specific individual conversations with all Team Doncaster (TD) Partners
  - Engagement on recent key strategies;
    - Environment & Sustainability Strategy (2021) – a survey and series of focus groups engaging people on their views on how we tackle climate change and improve our local environment for the better.
    - Education and Skills 2030 Strategy (2021) – a series of workshops with practitioners and stakeholders on how we shape our skills and education system for the future.
    - Housing Strategy (2021) – a Series of workshops to better understand the housing market and current issues.
  - National Surveys that have allowed us to understand Doncaster better, for example the Make Your Mark Survey 2020 which showed the views of young people across the borough.
  - The engagement on big projects, for example the Town Deal in the Town Centre and Stainforth, which we have used to shape some of the actions sitting behind our priorities.
  - Discussions with regional partners in the South Yorkshire Mayoral Combined Authority (MCA) to ensure alignment with the Strategic Economic Plan<sup>5</sup>
  - Engaging the Doncaster Citizens Panel<sup>6</sup> through a survey and three focus groups, including one specifically with young people, to get their views on what we were proposing as part of the DDT Strategy.
  - Overview & Scrutiny Management Committee commented and supported the Doncaster Delivery Prospectus in August 2021 (**Annex E**)
  - Specific sessions / focus groups with;
    - Voluntary Action Doncaster and representatives from the Voluntary, Community and Faith Sector
    - The Inclusion and Fairness Forum
    - Minorities Partnership Board
  - Sessions to shape the well-being goals throughout 2020-21, including with:
    - Overview & Scrutiny Management Committee
    - Informal Cabinet
    - Health and Well Being Board
    - Safer Doncaster Partnership
    - Team Doncaster Renewal Board
    - Team Doncaster Horizon Policy & Design Group
    - Doncaster Chamber Board and a Roundtable

---

<sup>5</sup> [https://sheffieldcityregion.org.uk/wp-content/uploads/2021/01/SCR\\_SEP\\_Full\\_Draft\\_Jan\\_21-DPS.pdf](https://sheffieldcityregion.org.uk/wp-content/uploads/2021/01/SCR_SEP_Full_Draft_Jan_21-DPS.pdf)

<sup>6</sup> The Citizens Panel is part of the work of Get Doncaster Moving and is a representative sample for the population in terms of Gender, Age and Ethnicity for the Borough.

## Policy and Strategy Relationships

17. Doncaster Delivering Together does not sit in isolation to other adopted strategies, they have a relationship that we are bringing closer together with each new development. Doncaster Delivering Together sets the frame and ambition for other strategy work to align too. Figure 1 sets out this relationship showing key strategies aligning with Doncaster Delivering Together so there is a common purpose in our strategic ambition across the place.



Figure 1: Strategic Alignment of Key Strategies

### What are we trying to achieve with Doncaster Delivering Together?

18. We do have a hopeful future in Doncaster and this strategy sets out the vision up to 2030 with a recognition that we will need to take review points along the way.
19. The next ten years we must maintain momentum and build on those improvements made pre-pandemic, but with a context of even less public service resources and in an uncertain economic environment. This will demand a relentless focus on the things that matter most for Doncaster. Meeting this challenge will need new ways of working, with a focus on working closer with communities and delivering together.

### Well Being Goals

20. We have set out a central mission of 'Thriving People, Places and Planet' with six well-being goals setting out a future vision for the Borough.

Goal	Vision
<b>Greener &amp; Cleaner</b> Doncaster	All residents, communities and organisations working together to protect and enhance the local and global environment to improve wellbeing
<b>Prosperous &amp; Connected</b> Doncaster	A stronger, greener & fairer economy that provides good, well paid jobs and is supported by improved transport & active travel infrastructure and access to good broadband
<b>Safe &amp; Resilient</b> Doncaster	Residents feel safe and communities are more resilient to challenges and emergencies
<b>Healthy &amp; Compassionate</b> Doncaster	A compassionate borough where collectively everyone is supported to add life to years and years to life
<b>Skilled &amp; Creative</b> Doncaster	Residents have improved skills and a creative culture supports wellbeing, business success and solutions to the borough's challenges
<b>Fair &amp; Inclusive</b> Doncaster	A borough with reduced inequalities and improved access for all to social and economic opportunities

**Figure 2: Six Well-Being Goals**

21. For each of the well-being goals we have explained in further detail why this matters to Doncaster, what does long term success look like, how we will measure this and the opportunities and challenges associated with each goal. **Annex C** gives a presentation on the draft Doncaster Delivering Together prospectus that has more detail for each of the well-being Goals.

### **‘Great 8’ Priorities**

22. Setting out the future vision, understanding the key measurements that will tell us how we are doing and understanding the challenges are fundamental in terms of the well-being goals. However we need to set out what we will do to achieve these visions and many of the things we will need to deliver together will hit a number of these well-being goals. For example tackling climate change will impact on our Greener and Cleaner Goal but also on several others. For this reason we have set out eight cross cutting priorities which will act as our delivery programme to deliver the well-being goals. The eight priorities are:
1. Tackle climate change
  2. Skills to thrive in life & work
  3. Best place to do business & create good jobs
  4. Build opportunities for healthier, happier & longer lives for all
  5. Safer, cleaner & stronger communities where everyone belongs
  6. A child & family-friendly borough
  7. Transport & digital connections fit for the future
  8. Promote the borough & its cultural, sporting & heritage opportunities
23. Each of these priorities will have a high level action plan, drawing upon existing agreed strategies, setting out key important deliverables and targets. They will also set out how residents and employers can contribute to achieving these priorities as the collective efforts of everyone are needed to achieve the future we want.

## How will we deliver Doncaster Delivering Together?

24. Delivering the DDT Strategy will require innovation, new perspectives and new ways of working. There are six key approaches that must guide how go about delivering for Doncaster.



Figure 3: Six Approaches to Delivery

25. Many of these approaches are already being taken and the requirement now is to embed and mainstream them. Their relative importance will vary depending on the particular actions, projects or programmes being developed; but they should all be considered. These are imperatives, but they do not exclude other approaches. The six approaches to delivery are explained in more detail below:

New ways of doing things - to improve the future:

- Supporting innovation and behaviour change - to move from 'business as usual' to new approaches to improving wellbeing.
- Using the 'Three Horizons' model to develop a vision and consider the innovation required to achieve it.

Regenerative development:

- Pushing beyond sustainability (i.e. 'doing no harm') to regenerative development that renews and improves, including our biodiversity and waterways. Also moving from a linear 'take-make-dispose' economic system to a circular one that keeps finite resources in a loop of use and reuse.
- 'One catchment' joint working across boundaries, e.g. to consider whole river systems and flood risks.

Working closer with communities:

- Local Solutions for People, Places and Planet ("thinking local / acting personal" to help Doncaster people, Doncaster places and our planet").
- Place-based collaboration to improve wellbeing and greater residents' participation in decision-making
- Asset-based community development as part of localities working, building on distinctive local strengths and opportunities.

Shared responsibilities - locally and regionally:

- Residents, businesses and organisations all contributing to improvements in wellbeing.
- A leading role for Team Doncaster's anchor institutions.
- Working with regional partners, including those in the SCR, to deliver shared

priorities.

Intelligence led interventions:

- Using data to understand the factors driving relatively poor outcomes for different population groups and communities.
- Combining different local data and insights to target services and interventions.
- Using data to measure the impact of interventions on the wellbeing goals.
- Broadening access to information, knowledge and emerging technologies.

Whole life, whole system integration:

- Considering all life stages and the transitions between them - starting well, living well and ageing well.
- Integrating whole systems and considering the relationships and trade-offs between different actions.
- Early intervention and prevention - identifying and addressing concerns, risks and opportunities early.
- In everything we do, we need to seek other benefits too.

26. There will be a strong focus on managing the delivery of Doncaster Delivering Together, with a programme management approach linked to our resource and budgetary cycles.

### What's next?

27. Following the launch of Doncaster Delivering Together, further refinement and wider engagement will take place to ensure the plans and delivery remain current and relevant for Doncaster. A timeline of key milestones is shown below:

08.09.21	Cabinet
09.08.21	Team Doncaster Gold
23.09.21	Full Council
Sept. '21 to Nov. '21	Communications – Launch of the Great 8
Oct '21 to Feb '22	Engagement & further refinement of programmes & Governance
March 22	Full council – Budget 22-23 & Corporate Plan 22-23

28. A Communication and Engagement Plan is currently being developed, which includes a series of media that will be released post approval to ensure we reach as many people as possible and we maximise everyone's contributions towards our goals. This will include an overall brand for Delivering for Doncaster, a media product that draws together the review of DGT and an explanation of Doncaster Delivering Together and finally a set of eight media products to explain the Great 8 priorities. We will also be bringing forward a designed product that will be hosted on the Team Doncaster Website for people to access.

29. The period September to November will be a key time to ensure not only we communicate Doncaster Delivering Together but we set out a hopeful future for the Borough whilst also recognising the key challenges we face. We know there will be some key periods of time nationally for example the UN Climate Change Conference of the Parties (COP 26) will happen in Glasgow in November 2021 and also locally we will host the Global Education Leadership Programme in the same month. Both provide an opportunity to set out what Doncaster is doing and that hopeful future is there for people to engage and participate in.

30. In addition to this, we will refresh our Performance Management Framework and Governance model to support the delivery of the changes and reforms that make up Doncaster Delivering Together. This will be dynamic and reviewed regularly to ensure we respond quickly and adapt to the needs of the Borough whilst also fixing our eyes on our longer term goals. We plan to;
- Refresh the Team Doncaster Operating Model to ensure the partnership is configured to deliver this.
  - Align key action plans and projects with the Great 8 priorities.
  - Set out a spatial map of investment and initiatives linked to the Great 8 Priorities.
  - Set out Locality plans aligned to the Borough Strategy and locally important priorities.
  - Develop an interactive dashboard on the key indicators that will be accessible to all
  - Explore how we make decisions linked to the Great 8 Priorities and the well-being goals
  - Reflect the Doncaster Delivering Together priorities in the Council's Quarterly Monitoring report.

**OPTIONS CONSIDERED**

31. The options that were considered were to:-
- I. Not develop an updated partnership strategy and delivery programme (not recommended)
  - II. Develop a Team Doncaster long term strategy and delivery programme **(recommended option)**

**REASONS FOR RECOMMENDED OPTION**

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

**IMPACT ON THE COUNCIL'S KEY OUTCOMES**

33. Doncaster Delivering Together sets the key outcomes that the Council will need to contribute to.

<b>Outcomes</b>	<b>Implications</b>
<p><b>Doncaster Working:</b> 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"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are supported to flourish</li> <li>• Inward Investment</li> </ul>	<p>Doncaster Delivering Together sets the key outcomes that the Council will need to contribute to.</p>

<p><b>Doncaster Living:</b> 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"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>• Everyone takes responsibility for keeping Doncaster Clean</li> <li>• Building on our cultural, artistic and sporting heritage</li> </ul>	<p>Doncaster Delivering Together sets the key outcomes that the Council will need to contribute to.</p>
<p><b>Doncaster Learning:</b> 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"> <li>• Every child has life-changing learning experiences within and beyond school</li> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>	<p>Doncaster Delivering Together sets the key outcomes that the Council will need to contribute to.</p>
<p><b>Doncaster Caring:</b> Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> <li>• Children have the best start in life</li> <li>• Vulnerable families and individuals have support from someone they trust</li> <li>• Older people can live well and independently in their own homes</li> </ul>	<p>Doncaster Delivering Together sets the key outcomes that the Council will need to contribute to.</p>
<p><b>Connected Council:</b></p> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> <li>• Operating within our resources and delivering value for money</li> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	<p>Doncaster Delivering Together sets the key outcomes that the Council will need to contribute to.</p>

## RISKS AND ASSUMPTIONS

34. Due to the scope, and large number of, reforms and programmes in Doncaster Delivering Together, there is a risk that there are insufficient key staff and resources available to support and drive them.
35. There will need to be regular review points to ensure we continue to focus on the things that matter most. As a minimum we would review annually through progress reporting and a more in depth review in 2025 as a mid-term evaluation.

## **LEGAL IMPLICATIONS [SRF Date 09.08.21]**

36. There are no specific legal implications arising from this report. Further legal advice and assistance will be required as the Council begins to deliver the Doncaster Delivering Together themes and goals.

## **FINANCIAL IMPLICATIONS [MS Date 10.8.21]**

37. There are no immediate financial implications as a result of adopting the proposed Borough Strategy. The strategy underpins the way the Council will set its budgets (revenue and capital) over the coming years.

## **HUMAN RESOURCES IMPLICATIONS [SH Date 5.8.21]**

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

## **TECHNOLOGY IMPLICATIONS [PW Date 06/08/21]**

39. The specific technology requirements and implications relating to Doncaster Delivering Together are unknown at this stage. However, Customers, Digital & ICT should be fully involved from the outset to ensure the right processes and business requirements are identified to inform the procurement, development and implementation of the right technology to support the delivery programmes.
40. Technology will be an essential enabler to support the delivery programmes. Robust and effective technology governance arrangements will continue to be needed to ensure the delivery of the key priorities. New technology requirements to support the key priorities will be considered by the Council's Technology Governance Board (TGB) for inclusion in the Technology Forward Plan, to ensure the resources, expertise and capacity within services is available. This will be monitored and continuously reviewed via TGB.

## **HEALTH IMPLICATIONS [RL Date 06.08.2021]**

41. Each of the 6 wellbeing goals provide a clear opportunity to improve the health and wellbeing of Doncaster residents either directly or through enhancing the wider determinants of physical and mental health.
42. The slide set and summary report describes a focus and approach to improving health and wellbeing outcomes across the Borough. When developing and finalising the action plans for each of the 6 wellbeing goals, it is recommended that existing and new intelligence and insight continues to be used to understand where and how we can act to improve health wellbeing and reduce health inequalities.

## **EQUALITY IMPLICATIONS [AW Date 30.07.2021]**

43. 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.

44. As an over-arching key strategic approach the Doncaster Delivering Together Programme isn't subject to a 'due regard' statement. However, all the key programmes and projects that will deliver the DDT priorities will require a comprehensive due regard statement to evidence how equality, diversity and inclusion continues to underpin everything we do.
45. The engagement that has taken place to best understand the lived experience of residents and businesses is contained in Para. 16 and **Annex A**

## **CONSULTATION**

46. A list of consultation and engagement in developing DDT is provided in Para. 16 and contained within **Annex A**

## **BACKGROUND PAPERS**

47. Background Papers in support of this report are;
  - Environment and Sustainability Strategy - <https://www.teamdoncaster.org.uk/environment-and-climate>
  - Education and Skills Strategy 2030 - <https://doncaster.moderngov.co.uk/documents/s28925/i6%20cab%20090221%20-%20Appendix%201%20-%20Education%20and%20skills%202030%20Strategy%2029.01.21.pdf>
  - Inclusive Growth Strategy - <https://www.doncaster.gov.uk/services/business-investment/doncaster-inclusive-growth-strategy>
  - Housing Strategy 2025 - <https://www.doncaster.gov.uk/services/housing/our-housing-strategy-2015-2025>
  - Doncaster Place Plan - <https://www.doncasterccg.nhs.uk/your-care/doncaster-place-plan-refresh-2019-22/>

## **ANNEXES**

- Annex A – Doncaster Delivering Together Engagement Summary
- Annex B – Review of Doncaster Growing Together 2017-2021
- Annex C – Doncaster Delivering Together Prospectus

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

**DDT** – Doncaster Delivering Together

**DGT** – Doncaster Growing Together (previous Borough Strategy)

## **REPORT AUTHOR & CONTRIBUTORS**

**Andy Pattinson**, Senior Strategy & Performance Manager, Policy, Insight & Change Team

Tel: 01302 734896, E-mail: [andy.pattinson@doncaster.gov.uk](mailto:andy.pattinson@doncaster.gov.uk)

**Allan Wiltshire**, Head of Policy, Performance & Intelligence, Policy, Insight & Change Team

Tel: 01302 862307, E-mail: [allan.wiltshire@doncaster.gov.uk](mailto:allan.wiltshire@doncaster.gov.uk)

**Lee Tillman**, Assistant Director Policy, Insight and Change

Tel 01302 734552 E-mail: [lee.tillman@doncaster.gov.uk](mailto:lee.tillman@doncaster.gov.uk)

**Debbie Hogg**

Director of Corporate Resources

This page is intentionally left blank

# Annex A Doncaster Delivering Together - Engagement Journey

## Overview

Doncaster Delivering Together has been developed in partnership with a wide variety of stakeholders. It has taken account of key successes and achievements since the publication Doncaster Growing Together Strategy in 2017 and has also looked to best practice internationally, drawing on the United Nation Sustainable Development Goals and Donut Economics model, for example. It has noted the changing policy landscape and looked ahead to the key opportunities and challenges these present (for example, the UK's departure from the European Union, the government's Levelling Up and Devolution agendas, and the introduction of the Skills Bill and Integrated Care Systems).

Alongside this, we have engaged in a deep dialogue with residents, elected members, and public and private sector organisations through our **Doncaster Talks** programme in order to understand the variety of needs and aspirations within the borough, as well as what matters to people when it comes to improving the wellbeing of people and places. We want to get closer to communities and through his engagement we have a better understanding of what is important to our places across the borough.

Contributing to these discussions have also been key local, regional and national stakeholders including Team Doncaster member organisations and the South Yorkshire Mayoral Combined Authority.

This evolving conversation has helped to shape the mission, goals and priorities for the Borough over the next 10 years.

### Key points raised through engagement:

- There was broad support for all six wellbeing goals although the priority afforded to them varied based on organisation, age and the personal experiences of residents.
- There was strong support for the Great 8 Priorities, and consensus that these will help to achieve the wellbeing goals.
- People are proud of Doncaster but there is a need to address visible issues (e.g. fly tipping, crime) that affect the perception of Doncaster that would improve wellbeing and represent success in the short term.
- Access to better and more stable jobs will help with other things such community safety and mental health
- Addressing inequalities – particularly linked to health but wider related to income, education and access to housing.
- Mental Health issues that have been made worse by the pandemic were raised as key concern terms of personal experience and access to services.

- Aspects of transport and residents ability to move around the borough in terms of affordability and access are important to people.
- Investment in the Town Centre was seen as important but equally investment in other parts of the Borough was needed and should not be forgotten.
- The feeling of safety is paramount for residents and this linked to experience of Anti-social behaviour, drug use, organised crime and, in some cases, perceptions of homelessness/rough sleeping.
- Young people advocated for an expansion in further and higher education provision to meet demand for skills, particularly apprenticeships, including in the creative industries
- Greater access to better skills, training and apprenticeship was widely supported by residents and businesses to help improve the local economy but also to help with people's wellbeing and feeling of worth.
- Arts, Culture and Heritage was seen as important to people not only to improve those people who participate in various experiences but also to the wider borough and making it better place.
- The need to promote the borough wider was seen as important for businesses, partly to recognise the strengths of the borough but also to encourage investment.
- Issues such as climate change emergency are often regarded as national issues that require intervention at a policy level over the longer term and national investment will be important.
- Team Doncaster has a significant role to play in the achievement of the goals however, there is a need for further communication about *Thriving People, Place & Planet* being a collective responsibility which all sectors and residents need to take ownership of.
- The relative importance of priorities across different areas of the Borough tended not to vary, even though some issues (e.g. crime, emergencies) affect different parts of the Borough differently.
- Stakeholders are passionate about Doncaster and demonstrate a strong desire to improve the borough.
- There was some scepticism about whether things will change in practice. Clear action plans, transparency and accountability for progress were important to most stakeholders. Respondents were keen to see progress against these priorities and transparency in performance reporting moving forward.

## How did we get here?

The engagement journey has been a long and winding one, as shown in the roadmap below. It has included broader discussions across the borough concerning people's hopes and aspirations for the future, wider consultation exercises and independent commissions, as well as focussed consideration of the goals and priorities in this strategy.



## Doncaster Talks 2019

In 2019 we issued a **Doncaster Talks**<sup>1</sup> engagement campaign, inviting residents to reflect on what was good about Doncaster, what needed to improve, and what they thought we needed to focus on for the future. This received a huge number of responses from a demographically representative sample of the population. In total there were 3610 responses from the exercise with good representation across wards, ethnic minorities and ages in the Borough.

The exercise involved an online survey and over 60 events across the borough to talk to people face to face to ensure as many people as possible had the opportunity to take part and have their say. The responses were grouped into themes:

Doncaster Talks 2019 top 5 responses		
What's good about where you live?	What would you like to see improve?	What should Doncaster focus on for the future?
1. Community spirit	1. Street cleansing, littering and fly-tipping	1. More police visibility, less crime
2. Access to green spaces	2. Crime and ASB	2. Cleanliness, fly-tipping and litter
3. Local amenities	3. More activities	3. Regeneration, investment and development
4. Quiet	4. Road conditions	4. More activities
5. Transport	5. More police	5. Services, support

Figure 1 Doncaster Talks Priorities

## Team Doncaster Summit 2019

In addition to Doncaster Talks 2019, a group of artists used various mediums to depict responses in a different and creative way to develop a **Treasury of Local Wisdom**.

These findings of both Doncaster Talks and the Treasury of Local wisdom were shared with Team Doncaster partners later in year at the **annual partnership Summit**, providing the opportunity to share these findings and reflect on how the partnership could best address them. Since this point there has been significant disruptions across the Borough with the 2019 floods, Hatfield Moor Fire and the Covid Pandemic at some points running concurrently.

<sup>1</sup> <https://www.doncastertalks.com/survey-results>

These discussions helped to shape the framework that has formed the basis for this strategy, for example strengthening the prominence of community safety and future perspective on the local environment



Figure 2 Treasury of Local Wisdom - Presented at the Team Doncaster Summit 2019

However, they were not the sole basis and we have continued engagement since through a variety of further engagement to help us better understand the views of residents and businesses. Feedback from other key consultations such as the recommendations from the **Climate and Biodiversity Commission**, and engagement exercises that had taken place to inform our **key strategies and Town Deal exercises** were also crucial inputs.

## Climate and Biodiversity Commission

Following the declaration of the Climate and Biodiversity Emergency in September 2019 Mayor Ros and Team Doncaster convened a Climate and Biodiversity Commission chaired by Ed Miliband MP. A Doncaster Talks<sup>2</sup> evidence gathering exercise was done to determine residents' knowledge of anything happening in Doncaster to help reduce the impact of Climate Change and what they think Doncaster could do to reduce

<sup>2</sup> <https://www.doncastertalks.com/survey-results>

the impact in the future. 120 responses were received, along with examples of local groups and initiatives working to improve the environment and reduce Doncaster's contribution to climate change and the biodiversity crisis.

In addition to the formal survey, Commission members attended various community events including the Local Trust's Woodland Speaks event discussing climate change and the future for communities, as well as a green business event covering green growth and insight into the support available to businesses.

## Key Strategy Consultations

The **Environment and Sustainability Strategy**<sup>3</sup> was agreed in January 2021 and was widely consulted upon in its development. Firstly the Climate and Biodiversity Commission process helped to shape the strategy but in addition there was engagement via

- A survey of 450 respondents included 91% of respondents said that tackling climate change is extremely or somewhat important to them, with 87% agreeing or strongly agreeing with the need for big changes to address climate change.
- Workshops and drop in sessions with elected ward members and parish councillors
- Approval process to engage with
  - Team Doncaster
  - Overview and Scrutiny Panels
  - Cabinet
  - Council

The Environment and Sustainability strategy sets out 17 priority areas across four themes and these have influenced the Greener and Cleaner Wellbeing Goal as well as the Tackling climate Change and Safer, Cleaner and Stronger Communities where everyone belongs DDT priorities

The **Housing Strategy**<sup>4</sup> was agreed in January 2021 was a refresh of the existing strategy but engagement included;

- The Mayor and Portfolio Holder
- Elected members via a briefing session
- Two on-line seminar sessions with developers, landlords and other key stakeholders to shape the strategy
- Consultation with Minorities Partnership Board and the Gypsy, Roma and Traveller Workers Group.

---

<sup>3</sup> <https://www.teamdoncaster.org.uk/environment-and-climate>

<sup>4</sup> <https://www.doncaster.gov.uk/services/housing/our-housing-strategy-2015-2025>

The Housing Strategy sets out four key aims up to 2025. These aims demonstrate how housing can contribute to our well-being goals for example;

- A housing Retrofit programme to contribute to our priority to tackle climate change
- A strong and appropriate housing offer to contribute to Safer, Cleaner and Stronger Communities where everyone belongs and Healthier, happier and longer lives for all DDT priorities.

The **Education and Skills Strategy**<sup>5</sup> was agreed in February 2021 and engaged with young people, adult learners and a range of stakeholders. Specific engagement included;

- Youth Council and Young Advisors
- Family Hubs
- Schools Forum
- Working with a senior advisor from the Organisation for Economic Co-Operation and Development to shape the strategy around international best-practice.
- Two large interactive workshops including teachers, businesses, adult learners.

The Education and Skills Strategy set out five key priorities and 15 aims which has shaped the Skilled and Creative chapter and the specific DDT priorities of Skills to thrive in life and work and a Child and Family Friendly borough.

A reviewed **Community Safety Strategy** will be agreed Autumn 2021. There has been public engagement in the development of this strategy with a public survey seek views on;

- Feeling of Safety
- Experience of Crime and Anti-Social Behaviour
- What more could be done to improve how the partnership responds to community safety issues.

The Community safety Strategy sets out six priorities and these have informed the Safe and Resilient well-being goal and also the Safer, Cleaner and Stronger Communities where everyone belongs DDT priority.

---

<sup>5</sup> <https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MIId=3486>

## Locality Engagement

In December 2019 DMBC commissioned, Locality and Commonplace to carry out community consultations on behalf of Doncaster Town Deal Board and Stainforth Town Deal Board to help develop the proposed Town Investment Plans; Community and stakeholder support to the Towns Fund projects is key to their success. Town Deal boards include representatives from across businesses, public sector, charitable and community organisations.

As well as on-line consultation, focused working groups were formed with wider stakeholders. This has ensured that plans reflect the needs, aspirations and concerns of a wide group of interested people and organisations.

Public engagement is key to the approach to strategic development. Therefore, both our regular, ongoing conversations with the people of Doncaster/Stainforth and the specific feedback received via the #mytown portal and the Doncaster Talks campaign have been included in the decision-making process and to ensure linkages are maintained with the Urban Centre Master Plan and the Stainforth Neighbourhood Plan (in development). The strengths of this engagement process was an important factor in Doncaster securing over £45 million of government investment in the Town Deal.

Team Doncaster is continuing in its move towards working with local people and communities (locality working) and embedding community centred approaches in the way we work with communities across the borough. The approach we use is Appreciative Inquiry (AI) and it's a four staged evidence-based community-centred approach that gathers positive insight and works with the community to co-design and co-deliver action plans as outlined below:

**Discover:** Strength based conversations with residents focusing on gathering positive insight about their community which undergoes a thematic analysis to find key themes for each community

**Dream:** Community workshops where residents and stakeholders sense check and develop the themes identified through the Discovery into how they would like their community to look, feel and be.

**Design:** Community workshops where residents and stakeholder priorities ideas and aspirations developed in the Dream stage and co-design actions plans with short, medium and long term goals.

**Deliver:** Ongoing delivery of the co-produced community action plans by residents and partners

Well Doncaster has conducted a number of AI's over the past 5 years<sup>6</sup> with the most recent being August-September 2021<sup>7</sup>.

---

<sup>6</sup> Denaby (August 2015, June 2017, May 2018); September 2019 – Edlington, Stainforth, Balby, Intake, Wheatley, Bentley, Denaby; September 2020 (Virtual) – Denaby, Edlington, Mexborough, Balby, Intake, Wheatley, Mexborough, Stainforth, Thorne and Moorends, Bentley, Woodlands

<sup>7</sup> Communities engaged in 2021: Edlington, Mexborough, New Rossington, Denaby Main, Hexthorpe, Balby, Hyde Park, Town Centre, Intake, Wheatley, Clay Lane, Stainforth, Thorne & Moorends, Highfields, Woodlands, Carcroft, Askern, Bentley and Toll Bar

# Engagement response trends by locality

## Doncaster Talks 2019

	What do you like about where you live?	What would you like to see improve?	What should Doncaster focus on in the future?
<b>Central</b>	<ul style="list-style-type: none"> <li>• Neighbours and community</li> <li>• Parks and greenspaces – benefits to health and wellbeing</li> <li>• Good community spirit</li> <li>• Accessible – close to town, work and schools</li> <li>• Easy access to services and amenities</li> </ul>	<ul style="list-style-type: none"> <li>• Cleaner streets, less litter, fly-tipping and dog fouling</li> <li>• Anti-social behaviour – cycle nuisance, substance misuse, homelessness and crime</li> <li>• Local community services – more for people to do</li> <li>• More police presence</li> </ul>	<ul style="list-style-type: none"> <li>• General maintenance, litter and cleaning</li> <li>• Crime, ASB and policing</li> <li>• More activities to bring people together – leisure and culture</li> <li>• Economic regeneration – improve the look of town</li> <li>• More for young people</li> </ul>
<b>East</b>	<ul style="list-style-type: none"> <li>• Good variety of local amenities</li> <li>• Strong community spirit</li> <li>• Quiet place to live</li> <li>• Countryside and green/open spaces</li> <li>• Good transport links</li> </ul>	<ul style="list-style-type: none"> <li>• Greater police presence</li> <li>• Antisocial behaviour and crime</li> <li>• Road conditions and safety</li> <li>• More for kids to do</li> <li>• Better shopping provision</li> </ul>	<ul style="list-style-type: none"> <li>• ASB and crime</li> <li>• Transport accessibility and road repairs</li> <li>• Provision of activities for children and young people</li> <li>• Cleaner streets, less litter</li> <li>• Health and social care</li> </ul>
<b>North</b>	<ul style="list-style-type: none"> <li>• Good community spirit, friendly people</li> <li>• Close to parks and greenspace</li> <li>• Close to amenities and good variety</li> <li>• Good transport links</li> <li>• Quiet and peaceful</li> </ul>	<ul style="list-style-type: none"> <li>• Cleaner streets – less litter, better appearance</li> <li>• Roads – potholes and safety</li> <li>• More activities for children and young people – leisure facilities, parks, events</li> <li>• Reduce ASB and crime</li> <li>• Improve environment and access to greenspace</li> </ul>	<ul style="list-style-type: none"> <li>• Tackle crime, ASB and drug use in public spaces</li> <li>• Attract visitors with events</li> <li>• Improve condition of roads</li> <li>• Improve town centre and its offer – developments and increased footfall</li> <li>• Support services for vulnerable people</li> </ul>
<b>South</b>	<ul style="list-style-type: none"> <li>• Good community spirit</li> <li>• Historic buildings</li> <li>• Quiet</li> <li>• Access to parks and open spaces</li> <li>• Close to town and town centre</li> </ul>	<ul style="list-style-type: none"> <li>• Cleanliness of streets</li> <li>• Reduce ASB – off-road bikes, drugs, gangs, youths</li> <li>• Police presence and response</li> <li>• Shops and amenities</li> <li>• Road conditions and safety – speeding and volume of traffic</li> </ul>	<ul style="list-style-type: none"> <li>• Regeneration and investment</li> <li>• Reduce crime, ASB and improve perception of safety</li> <li>• Youth services and opportunities</li> <li>• Reduce litter and improve cleanliness</li> <li>• Job creation and employment</li> </ul>

## Doncaster Talks Environment

- More than 60% of respondents in all localities said tackling climate change is "Extremely important" to them while more than 70% of respondents in all localities said they have enough information about how they can take action in response to climate change.
- When asked how important benefits that may come from lifestyle changes linked to addressing climate change are, respondents in all four localities had over 60% response of "Extremely important" for "Better physical and mental health", "Better air quality" (highest for Central, South and East), "Enjoyment of nature" (highest for North and South) and "Doing the right thing for future generations".
- All four localities ranked "Health and Wellbeing" as the most important policy area, with the next two most important for each locality being:
  - "Environment & Climate Change" and "Education and Skills" (Central)
  - "Economy" and "Community Safety" (East)
  - "Education & Skills" & "Environment & Climate Change" (North)
  - "Education & Skills" and "Economy" (South)
- Almost half of respondents from all localities chose "A focus on community spirit and communities working together to address local issues" as the approach which would best help reduce fly-tipping across the Borough. When asked what other approaches should be considered, HWRCs and waste disposal was the most common theme for all localities (including changes to opening times and restriction at HWRCs).
- When asked how they could contribute to improving Doncaster, the most common response related to "Waste/litter/recycling", specifically litter picking. The second most common response for Central and South was "Local initiatives/groups" while it was "I don't know" for East and North.
- Similarly, when asked what would encourage them to offer their time to help keep the local area cleaner and improve the environment, the highest category was "Already do/would do" for Central respondents, "Organised activity in the community" for South, "Others to act or be held accountable" for North and "Won't/Can't/Not sure" for East.

## Doncaster Talks 2021 – Doncaster Delivering Together

Locality	Top 3 most strongly agreed goals
<b>Central</b>	<ul style="list-style-type: none"> <li>• Safe &amp; Resilient</li> <li>• Prosperous &amp; Connected</li> <li>• Healthy &amp; Compassionate</li> </ul>
<b>East</b>	<ul style="list-style-type: none"> <li>• Safe &amp; Resilient</li> <li>• Healthy &amp; Compassionate</li> <li>• Greener &amp; Cleaner/Fair &amp; Inclusive (percentage score the same)</li> </ul>
<b>North</b>	<ul style="list-style-type: none"> <li>• Green &amp; Cleaner</li> <li>• Prosperous &amp; Connected</li> <li>• Safe &amp; Resilient</li> </ul>
<b>South</b>	<ul style="list-style-type: none"> <li>• Greener &amp; Cleaner</li> <li>• Prosperous &amp; Connected</li> <li>• Safe &amp; Resilient</li> </ul>

Locality	Top 3 most strongly agreed priorities
<b>Central</b>	<ul style="list-style-type: none"> <li>• Safer, cleaner &amp; stronger communities where everyone belongs</li> <li>• Build opportunities for healthier, happier &amp; longer lives for all</li> <li>• Best place to do business &amp; create good jobs</li> </ul>
<b>East</b>	<ul style="list-style-type: none"> <li>• Safer, cleaner &amp; stronger communities where everyone belongs</li> <li>• Build opportunities for healthier, happier &amp; longer lives for all</li> <li>• Transport &amp; digital connections fit for the future</li> </ul>
<b>North</b>	<ul style="list-style-type: none"> <li>• Safer, cleaner &amp; stronger communities where everyone belongs</li> <li>• Transport &amp; digital connections fit for the future</li> <li>• Build opportunities for healthier, happier &amp; longer lives for all</li> </ul>
<b>South</b>	<ul style="list-style-type: none"> <li>• Safer, cleaner &amp; stronger communities where everyone belongs</li> <li>• Build opportunities for healthier, happier &amp; longer lives for all</li> <li>• Best place to do business &amp; create good jobs</li> </ul>

Priority	Rank			
	Central	East	North	South
Tackling climate change	5	4	4	4
Skills to thrive in life and work	3	3	=1	3
Best place to do business & create good jobs	4	5	5	5
Build opportunities for healthier, happier & longer lives for all	1	1	3	2
Safer, cleaner & stronger communities where everyone belongs	2	2	=1	1
A child & family-friendly borough	6	6	6	7
Transport & digital connections fit for the future	7	7	7	6
Promoting the borough's strengths & opportunities	8	8	8	8

## Citizens Panel

In summer 2021 we wanted to check that this framework had properly captured what people has told us, and so the public were invited to provide further views via our Citizens Panel. This included an online **survey** and **focus groups one of which was a joint Citizens Panel and Young People focus group**. A Summary of feedback is provided below by wellbeing goal.

### Prosperous and Connected

- Access to secure, well-paid jobs will help to ensure residents have sufficient income to meet their needs
- Residents also perceive that boosting households' income through better jobs will help to reduce crime and drug use and create a fairer and more inclusive community.
- Residents believe strongly that significant action is needed to make Doncaster a more attractive place for businesses to invest and for people to live, study and work
- The regeneration of Doncaster's Town Centre was discussed in this context. Homelessness, drug use and anti-social behaviour are perceived to be significant issues which deter many residents from going into town. They describe feeling '*unsafe*', '*intimidated*' and '*harassed*' (also see *Greener and Cleaner* and *Safe and Resilient*). Addressing these issues, along with littering and fly tipping which are also perceived to project a negative image of Doncaster, is therefore important for achieving prosperity.
- Residents recognise the value of previous investments in the train station and consider the borough to be well served by the rail network. But they cite significant issues with the buses, including a lack of direct routes across the borough (residents describe having to travel into the town centre and out again), affordability and lack of low-emission models. Cost is a significant barrier with some advocating for subsidised public transport for those on a low income.

### Fair & Inclusive

- The survey asked respondents to rank a series of statements in order of their importance for a fair and inclusive Doncaster. Most of the goals and priorities identified as priorities for the Strategy are also regarded as integral to the development of a fair and inclusive society and this was also reflected throughout the discussions. Fairness is assured if everyone's basic needs for food, housing and health care are met and they feel safe and secure in the area where they live. Access to social opportunities and free time to enjoy them are not perceived to create a fair and inclusive society; however, as noted above, access to affordable, reliable public transport that connects communities and brings people together is.

	Ranking
Everyone feels safe	1
Everyone can secure the income they need to avoid living in poverty	2
Everyone has access to essential health services	3
Everyone has decent, secure and affordable housing	4
Everyone has the food they need to be healthy	5
Everyone has affordable energy	6
Everyone is able to express their views and to influence decisions that affect their lives	7
Everyone has the education they need to secure employment	8
Everyone has access to social opportunities and support	9
Everyone has free time to rest and do the things they enjoy	10

<p><i>If the town becomes more prosperous, it'll attract more prosperous and educated people to Doncaster. The issues are caused by the lack of employment or a good living wage for people. There's probably a very big connection between low earners and crime, drug use, etc.</i></p> <p><b>Male resident, aged 45-64</b></p>	
<p><b>Greener Cleaner</b></p> <ul style="list-style-type: none"> <li>• There is significant concern about the environment from young people and strong desire to see this prioritised for the benefit of Doncaster residents. Young people recognise the significant attention <i>Greener and Cleaner</i> is receiving both nationally and locally in response to the environmental emergencies and champion the continuation of the activity. Young people expect to see investment in greener travel, cleaner energy and a reduction in plastic pollution to achieve this goal.</li> <li>• It is very apparent that the cleanliness of the environment has a significant impact on people's wellbeing because it effects how the area, and the people who live in it, are perceived</li> <li>• All the residents who took part in the discussions were passionate about Doncaster and were proud of what the area had to offer. However, increasing volumes of fly tipping and littering undermines this and reduces residents' satisfaction with the community in which they live. The prevalence of fly tipping and littering also raised safety concerns, for example, from broken glass or obstructions in the road; as one resident highlighted, it could also mitigate the effect of measures to attract new talent and businesses to the area.</li> </ul> <p><i>In the area where I live, there is a lot is agricultural land and people just dump things on the roads. It is quite a bit of an issue because when you're driving down there...it's not a pleasant sight and you're having to keep your eye out.</i></p> <p><b>Female young person (A)</b></p>	<p><b>Healthy and Compassionate</b></p> <ul style="list-style-type: none"> <li>• Both young people and adults highlighted the caring nature of Doncaster residents and how people have demonstrated compassion during the COVID-19 pandemic. There is a community spirit in the areas in which people live that should be fostered to support the development of a fairer and more inclusive society.</li> <li>• Healthcare was a more significant issue for older residents with many identifying failings in mental health provision in particular. Those with first-hand experience of mental health services described the difficulties they had encountered when accessing support, exacerbated by COVID-19 restrictions which prevented face-to-face contact with clinicians and support staff/groups.</li> <li>• Residents reflected that one positive thing to come out of the pandemic was greater openness about mental health issues. They felt there was an opportunity to capitalise on this to improve provision.</li> </ul> <p><i>I have struggled with mental health issues... I got help but it wasn't the right help for me but all they said was, 'This is it or nothing.' I know mental health is now being challenged and it's nice to be able to talk about it.</i></p> <p><i>Female resident aged 45-64</i></p>

*I live just on the edge of Cusworth, and walking my dogs every day, it's so sad to see the number of smashed bottles and abandoned food packages that we have to swerve around. I agree with [A] it is definitely a massive issue.*

**Female young person (B)**

### **Skilled & Creative**

- Young people advocated for an expansion in further and higher education provision to meet demand for skills, particularly apprenticeships, including in the creative industries
- Skilled people are recognised as critical to Doncaster's future economic success and there is widespread support for the pledge to **transform education and skills**. Younger residents in particular advocate for greater provision of further and higher education to help upskill local residents and also attract new talent. Increasing and diversifying the skills base of the local economy is regarded as a way to attract other skilled people and new businesses

*I think education is a massive thing. Apprenticeships are on the rise but there's not many in the creative sectors and I think we should be building that. Especially for young people who don't want to do A levels. A lot of them are higher level, degree level. They are so valuable, to get work experience and education at the same time.*

**Female young person**

*If we want to bring quality companies to the area, we've got to be able to link them with the skills infrastructure and give them the workforce they want. Whether it's engineering, green energy or something else, we need to be able to make that link. Employers aren't going to come here if we don't have the skills to deliver what they want because people won't want to commute to Doncaster. They're going to have to draw on the local skills.*

**Male resident, aged 45-64**

### **Safe & Resilient**

- **Safety concerns** were raised by all residents linked to increased levels of drug use, anti-social behaviour, organised crime and homelessness in the borough. Although the actual incidence of crime and anti-social behaviour varies by ward - and homelessness affects mainly the town centre – there is consensus among young people and adults that the prevalence of these issues makes them feel unsafe.

*There's more people in [the] town centre homeless than non-homeless. They're always on drugs and asking for money. You feel harassed.*

**Female resident, aged 25-44**

*I believe sometimes the centre of our village is pretty intimidating and a bit of a no-go area. We have a small [supermarket] and a car park and that's great for doing wheelies. Of course, there's no police presence.*

**Female resident, aged 45-64**

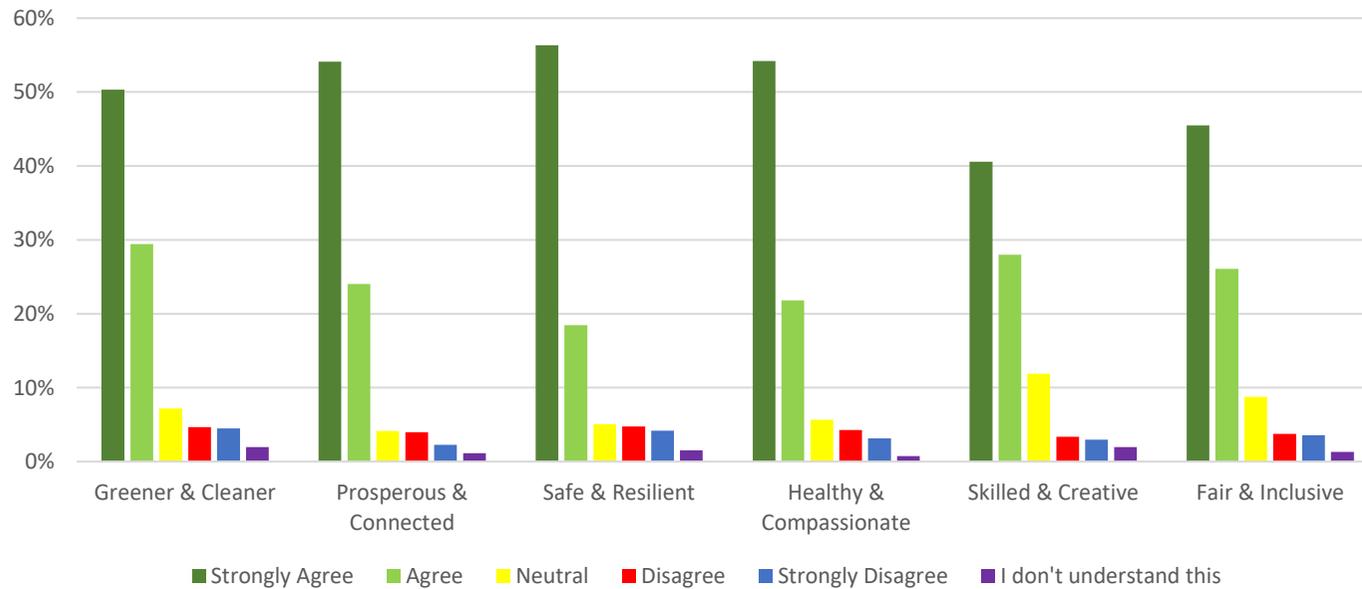
## Doncaster Delivering Together Survey Results

During summer 2021<sup>8</sup> we held a further Doncaster Talks engagement consultation dedicated to Doncaster Delivering Together, which invited residents to answer three short questions on the wellbeing goals and priorities developed based on all of the previous consultation insights outlined above. Residents were asked to what extent they agreed or disagreed with the wellbeing goals and the affiliated priorities. This survey gained good coverage with a total of 1312 responses, being open for three weeks ending 08.08.2021.

The feedback from the engagement is summarised below.

### Overall Vision and Goals

To what extent do you agree or disagree that each of these goals for the future will help to ensure Doncaster will be thriving in ten years' time?



The majority of respondents either agreed or strongly agreed that all of the goals will help Doncaster over the next 10 years.

Although all six are shown to be important, the top three goals that most respondents strongly agreed with were:

- Safe & Resilient
- Prosperous & Connected
- Healthy & Compassionate

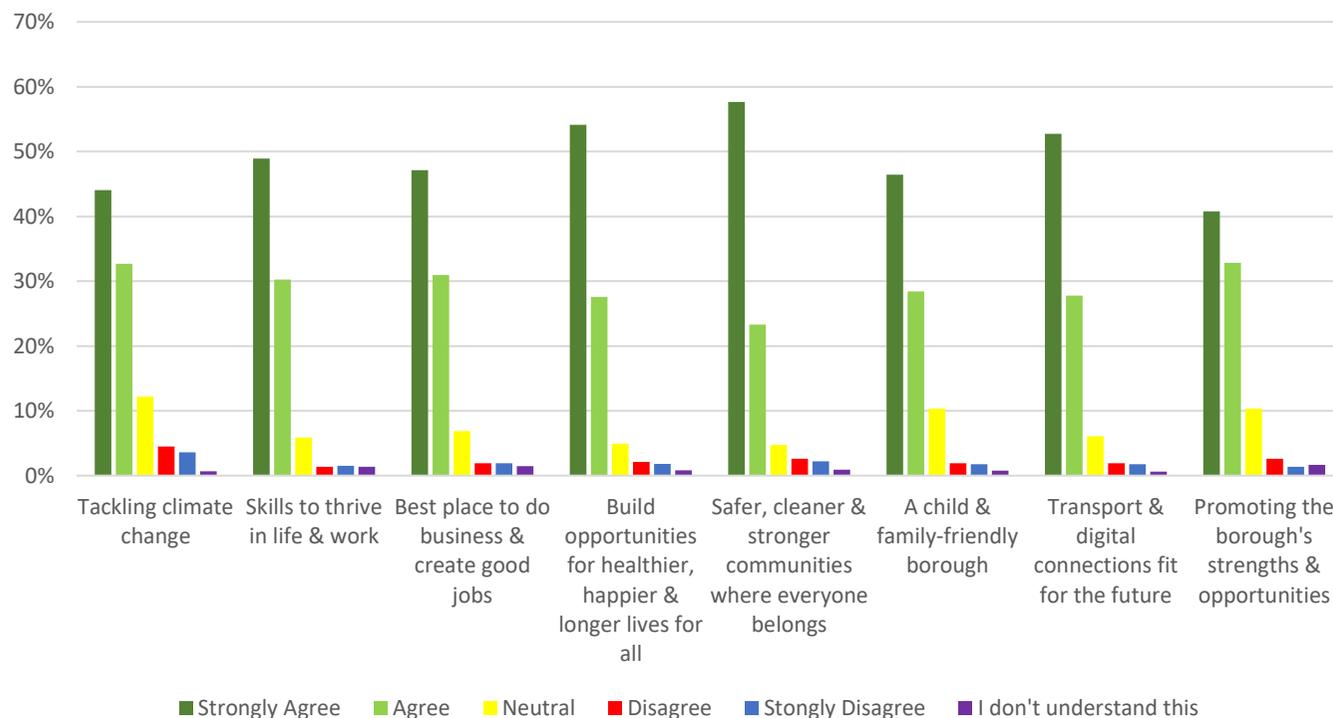
In combination with comments left, residents highlighted the need for improvements at a community level which they felt would subsequently help with improving the other three goals.

Chart 1: Level of agreement with Wellbeing goals

<sup>8</sup> <https://www.doncastertalks.com/survey-results>

## Great 8 Priorities

To what extent do you agree or disagree that the following are the right priorities to be making to Doncaster residents?



Similar to the goals, the majority of respondents either strongly agreed/agreed to all of the priorities. The two priorities that people most strongly agreed with were:

- Safer, cleaner, stronger communities where everyone belongs
- Build opportunities for healthy, happier, longer lives for all

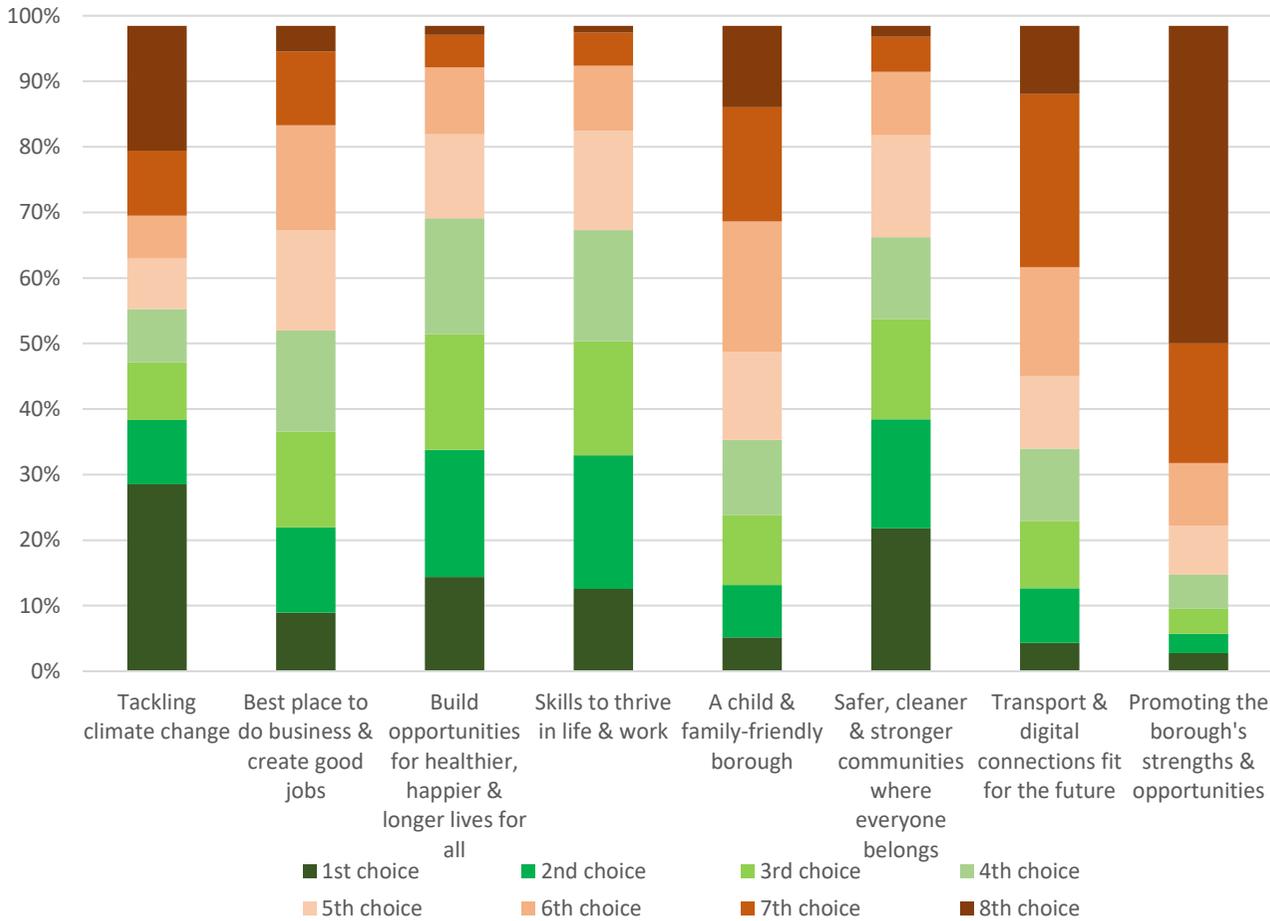
These were followed most closely by:

- Transport & digital connections fit for the future
- Skills to thrive in life & work

Although responses disagreeing with the priorities were all low; the highest number for this answer were for 'Tackling Climate Change' – many comments suggested that this priority was too high level for a borough strategy and more needs to be done internationally than locally to combat climate change.

Chart 2: Level of agreement with Great 8 priorities

### Great 8 priorities ranking



1	Safer, cleaner & stronger communities where everyone belongs
2	Build opportunities for healthier, happier & longer lives for all
3	Skills to thrive in life & work
4	Tackling climate change
5	Best place to do business & create good jobs
6	A child & family-friendly borough
7	Transport & digital connections fit for the future
8	Promoting the borough's strengths & opportunities

Overall ranking of the priorities is shown in the table above. This takes into consideration all the positions assigned to each priority and averages them to provide an overall rank.

"Tackling climate change" was ranked 1st choice for most respondents (29%), but a high number ranked this as their 8th choice (19%), second only to "Promoting the borough's strengths and opportunities" which was ranked 8th choice by most respondents (48%).

Chart 3: Rank of importance of Great 8 priorities

"Safer, cleaner & stronger communities where everyone belongs" was ranked 1st choice by the second highest number of respondents (22%). This was supported by the high prevalence of comments relating to the safety and cleanliness of town centres and wider communities which residents want the focus to be on going forwards.

"Build opportunities for healthier, happier and longer lives for all" was ranked 1st choice for the third highest number of respondents. This was reflected in the comments in which residents felt that improving all aspects of community living would most help with achieving this priority.

As part of the survey, residents were also asked to leave further comments if they felt anything had been missed from either the wellbeing goals or the priorities. The following themes emerged from the general comments provided:

Targets and action plans	Although the public were in agreement with the goals and priorities outlined as the basis of the strategy, many comments were related to the need to know what action plans and associated targets would be to achieve the goals. A number of respondents highlighted the need for more transparent performance reporting to allow residents insight in to how well the work towards achieving the goals is progressing.
Environment	A small number of respondents were in agreement that more must be done to tackle climate change and that this is a significant priority for the near future and beyond including organisations themselves doing as much as possible whilst also promoting/encouraging residents to do the same. However, a significant proportion of the responses considered environmental issues to encompass more local issues such as litter, fly-tipping, dog-fouling, poor road conditions, lack of green spaces and general cleanliness of communities. Comments also included the need to improve recycling, reduce noise and air pollution, to protect wildlife, help residents to find ways to improve energy efficiency of homes and retrofitting, reduction of greenbelt developments in favour of brown belt regeneration.
Education, jobs, skills, youths	This theme encompassed education and skills from school age through to adulthood. Respondents acknowledged the need to promote local progression of skill acquisition which, in turn, would widen the types of industries in the borough; attraction of worthwhile and better job opportunities and the increase of minimum wage. Comments emphasised the need for practical life skills to be learnt at school alongside traditional curriculums, promotion of apprenticeships ad post 16 opportunities. Youth services requires more funding and more appropriate after school activities for older children/teenager. A number of respondents referenced the need for more inclusion including more opportunities for those with disabilities, the need to provide opportunities for those out of work and better promotion to get people back in work.
Health	This theme encompassed responses that the public felt were missing from a health point of view with a large number highlighting the need for more social care particularly funding for and access to care services. Addressing inequalities such as those within communities, community cohesion, enable local communities to do more and promote inclusion, equality and diversity that, in turn, will improve the health of individuals. Respondents emphasised the need for Doncaster to be Disability Friendly and more community cohesion. A small number of comments praised the co-ordination of health and support services but that more can be done for vulnerable cohorts (to help homelessness, addiction, etc.). A number of comments centred on specific health services including better access to GP services, a new hospital and reduction of ambulance wait times. Respondents also gave mention of improving physical/mental wellbeing through more cycle routes, improved access to leisure, attractive environments, for all to improve kindness/empathy towards others and reduction of isolation for all ages.

Society	This theme was split in to two subthemes; social and crime/safety. The responses categorised as social related to the need to address cultural differences in society, the promotion of individual responsibility and pride within the community and more community driven enterprises. The majority of responses were categorised as relating to crime/safety. Residents felt that more needs to be done to make areas across the borough safer including the town centre and more local towns, villages and communities. They felt this could be done by increasing police presence, reducing the amount of ASB and tackling begging, homelessness, drug/knife crime issues and tackling social issues in communities.
Infrastructure	This theme was split in to several subthemes; development, highways, wider borough, transport and digital connectivity. The majority of subtheme responses related to development ranged from housing developments, regeneration of the town centre and local towns, villages and areas, to the need for more affordable housing across the borough. The highways subtheme concentrated on road infrastructure, the need to promote disabled access of pathways and parking concerns. Respondents were keen to address the need for more investment, regeneration and promotion of the wider borough as they felt much is concentrated in the town centre. A small number of respondents highlighted the need to make public transport more inter-connected and the need for a rail link to the airport. Digital connectivity was also mentioned by some respondents, particularly relating to rural areas.
Culture	This theme centred around the need for more cultural activities across the borough including more borough festivals, more of a community offer in terms of arts & crafts for all ages, more accessible leisure facilities particularly in the town centre and overall showcasing of Doncaster as an attractive, recreational place to visit.
Miscellaneous	This captured the comments that did not easily fit in to the above themes. Many comments highlighted that all goals and priorities were inter-connected with a small number highlighting the need for the concentration on the basics of service provision rather than aspirational goals. A number also commented on the need for more central government funding to allow both current and aspirational goals to be achieved.

## Protected Groups Engagement

Throughout the engagement journey, we have made sure that protected groups are heard. Several additional engagement exercises, usually in the form of focus groups, have been done alongside formal surveys to ensure perspectives from these groups are gathered. The summary below illustrates coverage of ethnicity, age and disability demographics for various engagements completed:

### Doncaster Talks 2019

- Ethnicity: 93% White British, 3.1% White other, 1% Black/Black British, 1.3% Asian/Asian British, 0.7% Mixed/Multiple ethnicity, 0.9% Other ethnic group;
- Age: 5% under 18s, 73.5% 18-64 and 21.5% over 65s.

## **Doncaster Talks Environment**

- Ethnicity: 96.1% White British, 2.3% White other, 0.7% Mixed/Multiple ethnicity, 0.2% Asian/Asian British, 0.7% Other ethnic group, 0% Black/African/Caribbean/Black British;
- Age: 0.7% Under 18, 69% 18-64, 30.3% over 65s;
- Disability: 79% No disability, 16% consider having a disability

## **Commission evidence gathering exercise**

- Ethnicity: 92% White British, 5% White Other, 0.8% Mixed/Multiple ethnicity, 0.8% Asian/Asian British, 0.8% Black/African/Caribbean/Black British, 0% Other ethnic group;
- Age: 1.7% Under 18s, 87% 18-64, 11.8% over 65s

## **Community Safety Survey**

- Ethnicity: 0.6% African, 87.3% English, 0.6% Indian, 0.6% Irish, 0.6% Polish, 0.6% Russian, 1.9% Scottish, 0.6% Welsh;
- Age: 5.6% Under 18, 82% 18-64, 11.7% over 65s.

## **Doncaster Delivering Together survey** –The distribution showed:

- Ethnicity: 93.5% White British, 3% White other, 0.7 Mixed/Multiple ethnicity, 1% Asian/Asian British, 0.5% Black/African/Caribbean/ Black British, 0% Other ethnic group;
- Age: 0% Under 18, 69.2% 18-64, 29% over 65s;
- Disability: 76.2% No disability, 18% consider having a disability

DDT specific citizen's panel was conducted with two focus groups were held with adults aged 16+ and one group with young people aged 13+. DDT specific engagement has been done with Voluntary, Community and Faith organisations, members of the Ethnic Minorities Partnership, the BAME Advisory Group and the Inclusion and Fairness Forum by sending information out for feedback, focus groups and other methods.

## **Team Doncaster Engagement**

The original framework was shaped in further 'one to one' discussions, focus groups and wider meetings with key partners. Feedback from these discussions highlighted the need to make clear the actions that would need to be taken to achieve the goals, and to make more prominent particular areas of policy such as culture, business, children and families.

The following specific sessions were held:

- Focus groups with Voluntary Action Doncaster and sent information to +/- 120 members on VAD mailing list for feedback

- Doncaster Chamber board
- Roundtable with Doncaster Businesses in association with Doncaster Chamber
- Minorities Partnership Board and sent information to Inclusion and Fairness Forum and BAME Advisory for feedback
- Inclusion and Fairness Forum
- Team Doncaster Regular Meetings;
  - Health and Well Being Board
  - Safer Doncaster Partnership
  - Team Doncaster Gold
  - Horizon Policy and Design Group

A number of changes were made to the framework, including the formation of the 'Great 8 Priorities' and deliverables and a clearness in language to make these products as accessible as possible.

## **Ward, Parish and Town Councillors**

Engagement with elected representatives has occurred in two phases – through the development of the Corporate Plan for 2021-22 and through the engagement for Doncaster Delivering Together.

We first consulted on the well-being goals as part of the Corporate Plan in Jan-Mar 2021 where discussions on the well-being goals concluded in their inclusion in the plan as well as the approach. This involved Overview and Scrutiny Panel, Cabinet and Full Council.

Secondly, we have sought views on the Wellbeing goals and the delivery of the goals through a number of other mechanisms leading up to approval and have gained support of the Strategy from:

- Parish Council Joint Consultative Committee
- Informal Cabinet
- Overview and Scrutiny Management Committee (OSMC)

## **Making it happen**

Doncaster Delivering Together (DDT) makes it clear on the approach and in particular that there is a shared responsibility that means everyone has a part to play in Doncaster Delivering Together. We will need to continue to engage and work together to make the ambitions set out in DDT a reality which will continue throughout the lifespan of the strategy and beyond through:

- Development of future key supporting (or 'tier one') strategies
- Being evidence led - Further Doncaster Talks consultations
- Consultations to inform other work such as funding bids
- Working closely with Communities - Development of the localities model of service provision
- Work to firm up the strategy's wellbeing essentials through a potential fairness commission
- Further development of the data observatory
- Communication of DDT in an accessible and engaging way
- Also, continued reference to goals and priorities in all communication messaging

## Who have we engaged with?

The following is a list of some of the stakeholders engaged throughout development of Doncaster Delivering Together (this is not exhaustive):

- Mayor and elected members including Parish and Town councillors
- Health and Wellbeing Board
- Health Forum
- South Yorkshire Mayoral Combined Authority
- Citizen's panel
- DARTS
- Doncaster Cultural Education Partnership
- Voluntary, Community, and Faith Sector focus groups
- Minorities Partnership Board
- Residents - Doncaster Talks and others (see roadmap)
- Young people's focus group
- Businesses
- Horizon Policy and Design Group (attendees not included in Team Doncaster):
  - Health Watch
  - Department for Work and Pensions
  - Yorkshire Wildlife Trust
- Team Doncaster:
  - Doncaster Council
  - Voluntary Action Doncaster
  - Doncaster Chamber
  - Inclusion Fairness Forum
  - Age UK
  - Mirata Ltd
  - Job Centre Plus
  - Clinical Commissioning Group
  - Rotherham Doncaster and South Humber NHS Foundation Trust
  - St Leger Housing Doncaster
  - Primary Care Doncaster
  - South Yorkshire Police
  - South Yorkshire Fire and Rescue
  - New College Doncaster
  - Club Doncaster Foundation
  - Doncaster Culture and Leisure Trust
  - DN Colleges
  - National College for Advanced Transport and Infrastructure
  - Doncaster Bassetlaw Teaching Hospital
  - Doncaster Children's Services Trust



# Doncaster Growing Together

## Our Journey to 2021



# Introduction

*In 2017, Team Doncaster published Doncaster Growing Together, a route map for our ongoing improvement journey that focused on key challenges and interventions to fundamentally change and enhance our borough.*

*The steps outlined were more than just ticks in boxes: each step, no matter how big or small, provided a platform for real, sustained change; each step represented a genuine improvement or enhancement a better way of doing things.*

*Some of the changes were big, and resulted in new buildings and improved facilities and services, and you will see these across the borough. Some of the changes are perhaps hidden to the casual observer, but no less important.*



**Mayor Ros Jones**

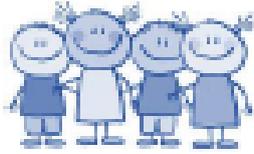
*In this document, we want to celebrate the steps we have taken so far, big and small, the achievements we have made but also new challenges that have emerged. COVID-19 has had a major impact on service delivery, with many resources being diverted to help fight the pandemic, protecting lives, livelihoods and each other. Despite this unprecedented demand on time, people and resources, we have continued to deliver, just as we did in the preceding years and as we will in the years to come.*

*Doncaster Growing Together is not just words on paper, it's a journey. We're proud of our progress so far, but this document isn't a final report or a full stop to our activity. We've come a long way and we have a long way to go.*

*In 2017, we talked about Doncaster's moment to shine. It still feels like Doncaster is having its moment. Things are still coming together, and we're in a much better place than we were four years ago. This is down to the hard work and dedication of Team Doncaster in all its diversity, and it's down to you, the people who live, and work, learn and care here in our borough.*

*We all want more, and we deserve more, and so we will continue to do all we can to recover, to build, to thrive, to grow and we will deliver this together.*

# HEADLINES



Pupils reaching a Good Level of Development at Early Years Foundation Stage increased by +2.3pp in the three years to 2019 and the rate was above the national average by 0.7pp.

The employment rate hit record highs and in June 2019 stood at 73.9% with 142,500 in work. This rate was marginally higher than the Yorkshire & Humber average (73.8%).



In May 2019 the Tour de Yorkshire returned to Doncaster for the second time attracting over 50,000 spectators to watch the riders.



Over 1,000 net homes were delivered for five years in a row (2015/16 - 2019/20). 2018/19 was a record year with approximately 1,327 net new homes built.



Wage rates increased so that in 2020 the average Doncaster wage (£563 Weekly) was higher than the regional average.



Home energy efficiency investment has led to 13,555 Council homes having improved boilers and heating, external wall insulation fitted or Solar PV installed.

The Stronger Families Programme continues to make a real difference to the lives of families in the borough, even during the pandemic. We've supported around 9,600 families with multiple needs...



The new University Technical College opened its doors in September 2020.



Community clean ups collected over 700 bags of rubbish as part of the 2020 Doncaster's Great British September Clean, under the 'Keep Britain Tidy' initiative, and we continue to support community clean ups.



Doncaster Chamber  
Inspiring success  
in business

There are dozens of new enterprises receiving support through the Launchpad programme. The programme provides fully funded support to pre-start and new businesses.

## ACHIEVEMENT AWARDS 2021



Complex Lives continues to work closely with partners to support the most vulnerable members of our community and won the prestigious Municipal Journal award for care and health integration in recognition of their challenging work with people who are sleeping rough.

The gap to the national average for Average Attainment 8 scores had started to close: from -3.2 to -2.8.



In 2020 our iconic Danum Gallery, Library and Museum building opened, providing a fantastic community space whilst showcasing a rich heritage.



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

- Major support provided to communities during the 2019 floods; assisting families to get back into their homes
- Revamped Wool Market opens, a place to eat, shop and socialise
- The iconic Danum Gallery, Library and Museum opens
- The return of the Tour De Yorkshire attracts 50,000 spectators
- The new cycle track at The Dome hosted the UCI World Championships
- The £10m Get Doncaster Moving programme continues to tackle health inequalities across the borough
- 13,555 council homes received improved efficiencies such as new boilers, heating and insulation
- 925 new affordable homes built across the borough
- 15 local parks will be improved in partnership with Sport England
- Homeless and Rough Sleeping Strategy in place - and working
- 20% Reduction in complaints about anti-social behaviour
- In addition to an ongoing programme of indoor and outdoor events at Cast, Doncaster hosts the Booker Prize Shortlist, The Museum of the Moon, The Festival of Light, Get Doncaster Dancing, Delicious Doncaster, Doncaster Pride, Art Bomb, Cultural Crawl

## TOWN CENTRES

The look and feel of the town centre has changed significantly over the last four years with much improvement work at the station forecourt, footpath repairs and businesses taking pride in the shop fronts.

- The revamped **Wool Market** opened in spring 2019 with almost 75,000 people visiting the market area during the opening weekend.
- We secured **£24.8m Town Deal** accelerated funding to support the development of a Town Investment Plan working alongside businesses and residents.
- We have worked with developers to create better residential properties in our town centre.
- The Integrated Town Centre Management Team, made up of council officers and wider partners, continue to support **homeless and vulnerable people** whilst working closely together to target anti-social behaviour and as a result of increased visibility and presence we have seen a 20% reduction in complaints about anti-social behaviour in the town centre and we have reviewed the powers under Public Spaces Protection Order to support partnership working with police.
- In June 2020 the Town Centre hosted **Armed Forces day** celebrating the contribution of our Armed Forces community.



- As well as supporting businesses with Covid-19 grant applications, we introduced new pedestrian zone areas within our town centre and ran workshops to support the reopening of retail and hospitality sectors with the 'Good to go' national campaign highlighting the specific safety measures that local businesses have implemented as they open back up amidst the pandemic.

## HOMES FOR ALL

- A detailed study of our **Housing Needs** has provided us with an up-to-date analysis of our housing requirements across the borough, leading to a year on year delivery averaging around 1,200 new homes - exceeding our 925 annual target figure.
- Between April 2015 to March 2020, 925 new **affordable homes** were built across the borough.
- We have fewer council owned **Empty Properties** through the successful reduction in the length of time between tenancies and we continue our work to target privately owned empty properties.
- Our newly developed **Local Plan**, which details the planning policies and proposals for housing and employment sites for the future, will be officially adopted in September 2021.
- **Standards of homes** within the Borough have improved:
  - Council Housing decency standards have been maintained in 100% of our properties
  - Introduced Selective Licencing Schemes in Hexthorpe and Eddington aimed



- at improving private rental properties.
  - Design standards for new Council Homes exceed the current Building Regulations.
  - Following the aftermath of the Grenfell Tower disaster, all nine Council High Rise blocks have had improved fire safety measures installed.

## HOMELESSNESS AND ROUGH SLEEPING

- We continue to support our most vulnerable rough sleepers who have both multiple and complex needs as we implement our new **Homelessness and Rough Sleeping Strategy**.
- During the initial lockdown period in spring 2020, people who were rough sleeping or presenting as homeless were provided with emergency accommodation as part of the **'Everyone In' initiative** to help protect them from the risks associated with Covid-19. A successful bid for Next Steps Accommodation Programme (NSAP) funding enabled us to continue this support until March 2021.

## TRANSFERRING OWNERSHIP OF LOCAL GREEN SPACE

- Bespoke **Park Plans** are delivering improvements to 15 of our local parks through Sport England funding.

## THE DEVELOPMENT OF A CYCLING PARTNERSHIP WITH WELCOME TO YORKSHIRE

- In May 2019 the **Tour de Yorkshire** returned to Doncaster for the second time attracting over 50,000 spectators to watch the riders.

- A new Cycle Track at the Dome was constructed in time to host the **2019 UCI Road World Championships**. This provided an exciting opportunity to see the world's top cyclists in action.
- We are utilising research by the Leeds Beckett University to see if big sporting events encourage more people to become physically active and we are using the findings to plan future events.

## KEEPING DONCASTER CLEAN

- In June 2019 'Clean Air Day' saw the closure of the road outside West Road Primary School in Moorends, with the space used for activities by both pupils and members of the community.
- Community clean ups collected over 700 bags of rubbish as part of the September 2020 **Doncaster's Great British Clean**, under the 'Keep Britain Tidy' initiative; and we continue to support community clean ups, providing vital equipment including litter pickers, waste sacks and high visibility vests to the volunteers who help to keep our borough tidy.
- In September 2019 Mayor Ros Jones declared a Climate and Bio Diversity Emergency. In response to the declaration made, an **Environment & Sustainability Strategy 2020 - 2030** has been agreed in January 2021.

## GET DONCASTER MOVING

Doncaster has been working resolutely on addressing physical inactivity. Sport England recognised this and awarded **Doncaster Local Delivery Pilot (LDP) status** which has now extended to 2025, with almost £10m in funding available. As part of this programme we have:

- Provided Well Doncaster Officers and Active Community Grants to

empower our communities to become 'Active Communities'.

- Designed a communications campaign aimed at supporting and encouraging the residents of Doncaster to be active.
- Engaged with Team Doncaster Partners to work together to create the right conditions for Doncaster residents to be active.
- Explored how we can use major events such as the Tour de Yorkshire and UCI World Championships to engage and benefit residents both socially and physically.
- Projects to support engagement in sport and walking for health were working well, with more people helped and volunteers trained than we expected. Although they were paused during the Covid-19 pandemic, delivery included the training of 53 walking volunteers, attendance at Health Walks 3,593, 65 Coaches, volunteers/officials recruited and deployed into sports settings and 27 new clubs or sections of clubs were helped to be established
- With Covid--19 affecting scheduled delivery, we supported and delivered a number of other key activities via different methods instead, addressing the psychological and physical impacts of the pandemic. This included behavioural science led communications, realignment of Active Community Grants, virtual support and the delivery of over 20,000 physical activity booklets to households with vulnerable residents.

## BRINGING CHEAPER ENERGY TO DONCASTER RESIDENTS

- 13,555 Council homes have been made more **thermally efficient** through improved boilers and heating, external wall insulation fitted or Solar PV installed.
- Within the Private Rented Sector, 1,051 properties have had loft, wall and floor insulation, 200 properties have been fitted with gas central heating for the first time, 150 of the borough's most vulnerable households have had inadequate heating systems replaced and 50 residential park homes have been connected to mains gas.



## CULTURE

- In 2020 our iconic **Danum Gallery, Library and Museum** building opened, providing a fantastic community space whilst showcasing our rich heritage.
- In 2018 we created our first **Public Realm Art Strategy** which outlines the aspirations and aims for public art in Doncaster
- **Creative Doncaster** - A new online resource for creative people and organisations to promote, share and search for information about local events, practitioners and venues.
- Local creatives, Doncopolitan, launched **Doncaster's first Culture Crawl** in July 2019 and following its success hosted a second event later that year.
- In September 2019, **Cast hosted a free outdoor performance** with fire breathing, music and a giant winged ship as the outdoor spectacular Akra returned for

third year, with worldwide performers taking part in this spectacular event and the same summer **the Royal Ballet** got Doncaster Dancing with the recording and premiere of a community dance film. Through the National Learning Programme, in partnership with Doncaster Create and CAST, **the Royal Opera House** announced they will work with every school in Doncaster over 3 years.

- In 2018 **the Museum of the Moon** exhibition hosted by St. Georges Minster welcomed 16,000 visitors and we hosted The Booker Prize shortlist along with regular events like Delicious Doncaster, Doncaster Pride, Art Bomb and The Festival Of Light.

- **Doncaster Cultural Education Network** brought creative educators and local artists from across the borough to exchange ideas and build opportunities for and with young people.

- **Doncaster Talks** – in summer 2019 we carried out a borough wide consultation



on our Doncaster Growing Together plan in order to revisit our priorities and plan ahead for our future action. 3610 individual responses and 110 business responses, engaged helping us to keep focus on the things that matter to them. Our Team Doncaster summit in 2019 built upon these findings in a 'Treasury of Local Wisdom' exhibition led by local artist.



**DONCASTER WORKING:** in ways that create purpose and meaning, and allow more people to pursue their ambitions

- The University Technical College (UTC) is built and opened
- The Danum Gallery, Library and Museum is built and opened
- Revamped Wool Market opens, a place to eat, shop and socialise
- A new cinema and restaurant complex open in Nigel Gresley Square
- Phase Two of the Great Yorkshire Way completed
- Weekly earnings increasing (pre-Covid)
- Employment figures reach an all-time high (pre-Covid)
- Major improvements to the Railway Station forecourt, including extensive public realm work
- The Unity project is transforming brownfield land into a new community
- Funding has been approved which moves us closer to the delivery of a 'truly transformational' film and television studio in Doncaster
- Doncaster's employment service Advance has helped hundreds of people into work

## THE PEOPLE OF DONCASTER HAVE BETTER ACCESS TO GOOD, FULFILLING WORK

- Phase two of **Great Yorkshire Way** officially opened for traffic on Friday 15 June 2018. This offers a direct link between the M18 and Doncaster Sheffield Airport and also White Rose Way and Lakeside, providing a gateway to the site of the new National College for High Speed Rail.
- Doncaster's Employment Advancement Service, has been instrumental in supporting Doncaster people to gain and progress in employment. The programme has been so successful that it has now been rolled out across Sheffield City Region. Advance staff have been busier than ever during COVID, ensuring that residents are supported to find and progress in employment even in the most difficult of circumstances.
- Sector prospectuses have been developed to highlight hidden careers for all, targeting information to inspire and inform
- Funding has been approved which moves us closer to the delivery of a "truly transformational" film and television studio in Doncaster
- Working collaboratively with Doncaster Chamber of Commerce, has resulted in dozens of new enterprises receiving support through the **Launchpad** programme.
- Our Enterprise offer was further enhanced by the inclusion of **pop-up business schools** which saw over 50 people attend two week courses, which encourage local people to turn their passions into businesses. We're planning to deliver more of these, with a combination of face to face and on-line provision.

## DELIVER KEY DEVELOPMENT PROJECTS

We have continued to transform the town centre's expanding **Civic and Cultural Quarter**, as well as other areas of Doncaster, which is crucial to sell Doncaster as an ideal place to live, work, visit and invest.

- A new **cinema and restaurant complex**, providing an impressive six screen cinema, complemented with 5 restaurant units, creating around 100 jobs.
- A new **Danum Gallery, Library and Museum (DGLAM)** opened in May 2021, incorporating four existing buildings into one amazing creative space (*Doncaster Central Library, Doncaster Archives, Doncaster Museum and Art Gallery, and Library Services for Schools*)



- The opening of **University Technical College (UTC)** which will transform the educational experience based on an innovative and engaging learning environment. The building was specifically designed to address the significant skills gap in the region with links to current and future jobs with our industry partners.
- Under the **Quality Streets scheme**, we have transformed Hall Gate and Silver Street to increase pedestrianised areas, improve safety and increase footfall. It also creates more

outside space for businesses to have alfresco areas, a new cycle lane, new trees planted and new lighting. Specialist lighting on Silver Street can be used for themed light shows for major events held in the town centre (i.e. Tour de Yorkshire, St Leger Festival and the Christmas lights).

- The refurbishment of the **Wool Market** was completed in March 2019 at a cost of £6.8m, providing a vibrant and trendy venue with specialist international artisan eateries. Development of the **Railway Station Forecourt** was completed in 2020, providing a new and attractive gateway that creates a positive sense of arrival into Doncaster. Incorporating new public art sculptures celebrating the St Leger and our railway heritage.

- In September 2018, the **Hilton Garden Inn Doncaster** opened at the Racecourse, enhancing Doncaster's offer of quality accommodation to support visitors to the town.

- The **Unity Project** masterplan has seen the build of **Unity Way**, a new link road between Junction 5 (M18) to the former Hatfield Colliery. This is crucial infrastructure, creating improved motorway access for people living in Stainforth, Hatfield and surrounding areas.

- The next phase of **Unity Project** masterplan is now underway. This will transform 250 hectares (618 acres) of brownfield land off Junction 5 into a sustainable new community, triggering potential inward investment of £800m, create over 7,000 jobs and build more than 3,000 homes. The development includes a marina,

new leisure and open spaces, a new school and transport hub, shops, healthcare facilities and a number of commercial opportunities.

- The **A630 Westmoor Link** project is a major road improvement scheme costing £10.7m which will deliver significant improvements on the A18 and Thorne Road. We have already constructed a new bridge and widened the footpaths with new cycle lanes. Final phase will see the A18 carriageway widened to improve traffic flow
- The **iPort Bridge** scheme improves connectivity and flow for buses, cyclists and pedestrians between the new Pit Top Rossington housing estate and the iPort.
- The **Quality Streets Active Travel and Digital Infrastructure scheme** is improving 4 key streets in the town centre (St Sepulchre Gate, Duke Street, Cleveland Street and Wood Street), which are part of a route that links up to the Rail Station Forecourt.
- **Improving footways and access** between the Train Station and Doncaster College, including new lighting and CCTV, will make the route safer and encourage active travel along with improved cyclist routes at North Bridge, including a new crossing point and the completion of the Bennetthorpe to Hall Gate cycle lane scheme.

## PLACE THE PRACTICAL, LIVED EXPERIENCES OF RESIDENTS AT THE CENTRE OF OUR APPROACH TO GROWTH

- In November 2018 Team Doncaster agreed an **Inclusive Growth Strategy (IGS)** to focus on improved prosperity and economic growth. It is a long-term Strategy with actions to progress.



## DONCASTER INCLUSIVE GROWTH STRATEGY 2021

Creating jobs and opportunities for everyone

- Pre covid we already started to see the weekly earnings in Doncaster increase and at £519.60\* (for 2018-19) are now on a level with regional incomes.
- Doncaster's '**Manufacturing and Engineering**' Forum held events bringing companies together with an aim of improving the supply chain within the borough, with a range of expert talks from organisations in the sector and the Advanced Manufacturing Research Centre (AMRC).
- We continue to work collaboratively to develop our Education and Skills strategy, which strives to ensure that economic opportunities are accessible to all.

### DONCASTER BUSINESSES ARE SUPPORTED TO FLOURISH

- Doncaster will once again be presented on the world stage after being chosen as a host venue for three **Rugby League World Cup** fixtures, which has been postponed until 2022.
- Building on our successful **Business Showcase** event, with the next event scheduled for February 2022, we expect it to be another sell out.
- During 2020-21 **investment from Doncaster companies** in new growth projects was over £10.7m.
- In 2020-21 we delivered an ERDF funded **Productivity Project**, which offered 26 grants, supporting £523k of investment to assist SMEs improve their

productivity, this will continue until March 2023.

- In addition we delivered a £1k discretionary grant scheme to businesses that didn't qualify for any of the other Business Rate schemes and approved 620 grants totalling £620k.
- £21.3 million of new contracts were generated through supply chain interventions working with local companies to develop **spend with local businesses**.
- COVID 19 has had a huge impact on our local businesses with culture and service delivery changes, staff resourcing and additional costs being borne to ensure that business can re-open safely. It has also demonstrated our business community's resilience and ability to adapt and react to these challenges with many companies seeking to invest, diversify and grow.

### TARGET THE INWARD INVESTMENT WE NEED

- Doncaster was selected by the Department for Trade as a high priority opportunity area for rail related inward investment and has been promoted across the world on this basis. We have worked with the Department of International Trade and the Sheffield City Region to develop an offer which has been presented to the overseas Investment advisors.
- During the last year construction commenced on over 150k sq ft of speculative commercial space.
- During the year we have supported companies that created 82 new jobs with a salary of above £29k and over 225 new property enquiries were received (with almost half of these relating to new inward investment).

### BREXIT

- The onset of Covid-19 has made it difficult to gauge the full extent of the impact and the opportunities raised by the UK's departure from the EU. A multi-agency forum has met regularly since late last year to determine the risks and opportunities resulting from the end of the Brexit transition period. This continues (as of July 2021) as the full impact of the new relationship with Europe is revealed and covers a wide spectrum, in particular: work (employment and travel), jobs and business (imports and exports and access to supplies) and citizenship (right to stay, entitlements).

### DEVOLUTION

- The Deal marks a significant breakthrough for the region, equipping local leaders with the tools and resources **to build back better** from the coronavirus pandemic. In Doncaster it is seen as a step towards being part of the wider **Yorkshire deal** in the future. This journey has been long and difficult, however The Deal comes at a crucial time, as we look to overcome the coronavirus pandemic.
- The devolution deal brings benefits including control of a new, flexible **single pot of funding** for economic growth, which incorporates an additional £30 million annual allocation over the next 30 years for South Yorkshire. It also secures devolved transport powers and funding; full devolution of the Adult Education Budget, from 2021, of around £35m a year, for colleges and training providers; increased planning capacity, deliver housing and economic growth; and greater control over how and where funds are directed.



**DONCASTER LEARNING:** that prepares all children and young people for a life that is fulfilling

- *The new University Technical College (UTC) was approved, built and opened*
- *The new Bader Communication and Interaction School opened*
- *Opportunities Doncaster helped bring business and education closer together*
- *The Essential Life Skills Programme provided free activities and healthy meals to thousands of our children and young people*
- *The Launch of 100 Things To Do Before You're 11*
- *The Big Picture Learning School (BPL) goes from strength to strength*
- *A new careers hub oversaw 100,000 new interactions*
- *Specialist funding and support to tackle anti-social behaviour and attendance issues*
- *Ongoing development of 'University City'*
- *Damian Allen delivers Doncaster Council's first ever TEDx talk*
- *Education & Skills Strategy 2030 completed*
- *Doncaster hosts Global Education Learning Partners events*

**CREATE A NEW UNIVERSITY TECHNICAL COLLEGE (UTC) THAT WILL TEACH STEAM SUBJECTS**

- In June 2018 it was announced that a successful application for a new **Doncaster University Technical College** – specialising in engineering, creative, and digital design for students aged 13 to 19 had been agreed. The College (working in collaboration with Hungerhill school as part of the Brighter Futures Learning Partnership Trust) opened its doors in September 2020, and currently has a total of 280 pupils on roll (including 6<sup>th</sup> form students).



**OPEN A NEW SCHOOL WHICH WILL HELP CHILDREN AND YOUNG PEOPLE WITH COMMUNICATION SUPPORT NEEDS**

- The **Bader Communication and Interaction School** opened at the Bridge in Edenthorpe at the beginning of September 2020, starting with over 50 children, learning and getting to know one another and their teachers. The full new school site was completed and handed over to Nexus in October 2020.

**WE WILL IMPROVE CHILDHOOD**

- The **100 Things to Do before you're 11** scheme was launched in April 2019 and includes 100

exciting low cost or free activities in Doncaster that are a must do for children and families. It has proven a popular scheme and, from the Instagram hashtag (#100ThingsDN) we can see that those Doncaster businesses and key destinations mentioned in the scheme, have received more mentions through the social media platform. We are now working on developing a refreshed list of activities, including those that are also COVID-friendly.



- **Essential life skills:** Doncaster's ELS programme brought together 32 VCS providers to provide regular, extracurricular provision to the area's most disadvantaged children and young people.
  - 113 of 127 of Doncaster's schools/colleges accessed ELS extra-curricular provision within their settings and 23,036 participants engaged in one or more ELS programme.
  - Over the 2018 and 2019 summer holidays the local youth consortium coordinated a summer holiday activity programme in 11 disadvantaged wards. In each weekday throughout the holidays at least 4 free activities were available for

children and young people aged 5-18 to take part in within each of the 11 wards. Activities included sports camps, forensic science & virtual reality activities, anti-bullying workshops, performing arts classes and trips to local attractions.

- Across summer 2018 and 2019 this summer programme engaged over 13,000 children and young people and provided almost 15,000 free healthy meals.

### STRENGTHEN ROUTES TO WORK BY GIVING PEOPLE A REAL TASTE OF WORK

- **Opportunities Doncaster** is a new organisation, co-created by Doncaster Chamber, the Doncaster Opportunity Area Programme and Doncaster Council to bring business and education together. In 2019, Opportunities Doncaster published the Doncaster Promise – a charter between the business/employment sector and the education sector, with the express aims of developing (*inter alia*) careers pathways, work experience, work-based learning and corporate social responsibility.
- **A new Careers Hub** was created that builds on the existing enterprise coordinator network brings together careers leads from across all Doncaster schools who opt in to develop and share best practice. The hub has worked with schools to meet the 8 Gatsby Benchmarks, and to date has currently facilitated 100,000 'meaningful encounters' with the world of work.
- We (Council co-funded with SMOA) have invested in **new digital platform 'Start Doncaster'** which delivers careers information and advice

to people of all ages. To date, just under 8,000 young people have an account, with the website due to further extend its services for adults in imminently.

### INTRODUCE A NEW MODEL OF LEARNING WHICH GIVES AN ALTERNATIVE TO YOUNG PEOPLE SWITCHED OFF FROM TRADITIONAL LEARNING.

- **The Big Picture Learning School (BPL)** achieved formal accreditation as an independent school by Ofsted in March 2019. This was a land-mark achievement, as the first school of its kind in the UK.

### WE WILL STRENGTHEN SCHOOLS

- A borough **Inclusion Charter** was developed and all secondary schools are being asked to sign up to it.
- The **Brilliant Club's Scholars Programme Placements** will support primary schools in the most deprived parts of the borough
- **Mentoring for Newly Qualified Teachers (NQTs)** – Sheffield Hallam University will be providing mentoring to NQTs in schools across the borough.
- **£1,000 training bursaries for 25 schools identified in need of support** - through collaboration with the School Improvement Lead Professional, schools will be able to access a range of professional learning programmes
- **Improving Literacy Programme** - Partners in learning will be extending the current programme aimed at Key Stage 2 level pupils to a second group of 15 schools whilst providing continued support for the four schools currently on the programme.

- **Specialist mentoring for the most vulnerable** – Doncaster Children’s Services Trust will be building and training a network of volunteer mentors to provide mentoring to over 300 vulnerable children.
- **Support to help schools tackle behaviour and attendance issues**  
At the start of Lockdown, the local authority, schools and health and social care agencies came together to ensure that schools were offering effective mental health support. This allowed schools to improve practice around managing behaviour and reducing the number of exclusions, now down by 80% compared to last years level
- The Care Quality Commission (CQC) conducted a joint inspection to judge the effectiveness of the area in implementing the **special educational needs and disability (SEND) reforms** as set out in the Children and Families Act 2014.

## WE WILL SEEK TO BECOME A UNIVERSITY CITY

- Four joint Centres of Excellence are being developed as part of a collective prospectus for **University City**, including Health & Medical, Engineering, Creative & Digital and Green technology. Work is underway to develop a new campus, student accommodation and training/teaching facility on the Waterfront site. Other Waterfront developments will also support University City and help create an effective learning community.

## OTHER THINGS TO MENTION:



- In October 2018, we had a **return visit from the Independent Commission for Education & Skills** who came to assess progress against the recommendations of the One Doncaster Report produced in 2016. Partners from across Team Doncaster attended to provide the commissioners their evidence and demonstrated a strong picture of partnership working, alignment and commitment to the development of learning and skills in our borough. The Commissioners have now returned an outstanding judgement on the transformation of learning, education and skills in Doncaster, noting that education had entered into a ‘virtuous circle of improvement’ and that progress had been made on a substantial scale against many of the initial objectives set.
- In mid-October 2018, we welcomed **14 Australian delegates** who visited the UK to exchange information and ideas around learning and education. The party visited a range of schools and colleges across Doncaster and the wider Yorkshire region where they

learnt about what we are doing over here and shared best practice from their home schools. This visit has helped us create an international community and network of practice sharing and ensure that all of our research and development in learning is informed by current international developments.

- The Chief Executive, Damian Allen delivered Doncaster Council’s first ever **TEDx lecture**, explaining how Doncaster can perform beyond expectation by developing a new ‘hybrid’ approach to Further Education.
- In June 2021, Doncaster was also honoured to host a **Global Education Leaders Partnership (GELP)** event for the first time, via an international virtual link up. GELP brings together education and other experts from around the world to discuss system change and innovation. GELP will return in November, and Doncaster will, once again, be at the forefront of the agenda.
- **Education & Skills 2030 Strategy:** We have engaged in a lengthy, multi-phased consultation to develop a new, long-term all-age Education and Skills Strategy for Doncaster. This development has involved an independent strategic review, and working together with a senior advisor from the OECD to develop a blueprint for system-wide change. The strategy will be completed this year, ready for publication in January.



**DONCASTER CARING:** together for the most vulnerable in our communities

- Major support provided to communities during the COVID-19 pandemic, including £250k in grants to help community groups 'fight back'
- Doncaster Localities Working Model 'Local solutions for people and place' is having a major impact on communities
- First 1001 days – additional support during pregnancy and the first two years of a child's life
- Award winning Complex Lives continue to support the most vulnerable, including during the COVID-19 pandemic
- Improved access to electronic records amongst partners brought quicker and more joined up working
- Improved online guidance and support allows more people to make informed decisions about their own care
- Thousands of families continue to be supported through the Stronger Families Programme
- Extensive and unprecedented call on resources due to the COVID-19 pandemic with targeted focus on our most vulnerable – testing, tracing, vaccination rollout
- Created a Single Point of Access to improve people's access to services
- Rapid Intermediate Care Team shortlisted for the Health Service Journal improving value in the care of older patient's award

## COMMUNITY LED SUPPORT

- **Complex Lives** continues to work closely with partners including South Yorkshire Police and St Leger Homes to support the most vulnerable members of our community and won the prestigious Municipal Journal award for care and health integration in recognition of their challenging work with people who are sleeping rough
- The alternative giving scheme **Real Help Doncaster** was launched, allowing people to donate funds they might normally give to street beggars to a scheme that provides structured support to individuals.
- The Complex Lives Team participated in the **CEO Sleepout** event at the Keepmoat Stadium supporting the charity that raises awareness and funding to address homelessness and poverty.
- By promoting the use of **direct payments**, an increasing number of Doncaster residents now have more choice and control over their own care

## TRANSFORMING THE WAYS OUR HEALTH AND SOCIAL CARE SERVICES ARE DESIGNED

- The **Integrated Doncaster Care Record - iDCR** - went live. This is an electronic record which allows health and care professionals in Doncaster to quickly and securely access medical information about people while they are caring for them. The iDCR enables approved professionals to see a detailed picture of individual's health and care history. It means quicker and more efficient care by replacing more traditional

forms of information sharing, such as letters and phone calls.

- The **Your Life Doncaster** programme implemented a new 'front door' model, streamlining the access route in to adult social care, supporting a more robust self-service model and links to better community support when necessary with a website providing better information, advice and guidance about social care for a wider range of people; subsequently leading to people being better-informed, and helping to avoid the need for costly care packages



### FOCUSSING ON THE FIRST 1001 DAYS OF A CHILD'S LIFE.

- **First 1001 days** – after extensive consultation with families and professionals a three year action plan has been agreed that outlines how services will be delivered differently during pregnancy and the first two years of a child's life to provide more support and guidance.
- The **Stronger Families Programme** continues to make a real difference to the lives of families in the borough, even during the pandemic. We've supported around 9,600 families with multiple needs. Due to these successes we've secured the maximum funding available from government into the next year, where there will be a greater focus on early help

transformation and continued support for families to overcome difficulties and resolve problems at an early stage.

### JOINED UP SERVICES READY TO HELP

- Doncaster Council and Doncaster Clinical Commissioning Group established **joint commissioning** arrangements that will focus on the development of integrated neighbourhood teams, the development of primary care Local Care Networks, and creating Developing a Single Point of Access to improve people's access to services, whatever their age.
- An Urgent and Emergency care an online survey was launched to try and understand demands for **emergency care**.
- Extensive Learning Disability Consultation with current residents of residential care homes and their families concluded that, for the majority of people, their needs could be better met through a **different way of delivering services**. The current model of care homes will change to create more opportunities for people to live as independently as possible, with the right support. Approval has been given to convert nine residential care homes into supported tenancies where residents can live a more independent life and be supported in a way they want to. Coproduced a Learning Disability and Autism Strategy to inform Doncaster's medium and long term plans.
- New arrangements are being finalised to support **vulnerable adolescents** (age 12 to 18 years old) who are at risk of needing to become looked after by the local authority or are at risk of

requiring significant mental health care.

- The **Rapid Response** part of the Intermediate Care service in the community continues to develop and to keep people safely at home and our Rapid Intermediate Care Team was also shortlisted for the **Health Service Journal improving value in the care of older patient's award**. They specialise in helping people avoid unnecessary admission to hospital when there is a safe alternative available.
- The Stronger families programme has also helped services develop a **whole family approach** to supporting people in need. Supporting staff capacity, training, extra resources and initiatives to help families overcome issues in their lives (with over 7,800 families of which 6,500 are progressing towards positive outcomes)
- The #AnotherWay campaign drew attention to **social isolation** and community support as a way of increasing suicide awareness.

### CHILDREN WILL HAVE THE BEST START IN LIFE AND VULNERABLE FAMILIES AND INDIVIDUALS WILL HAVE SUPPORT FROM SOMEONE THEY TRUST.

- **Doncaster Localities Working Model** provides a new 'whole system' localities model, joining up public services and locality working to support local communities. This programme of work has accelerated and focused on prevention, integration and whole family working and work on place. The central aim of this approach is to connect people and places to economic opportunities and early support for vulnerable people.

## RESPONSE TO EMERGENCIES

The last 2 years have been challenging with both national and localised emergencies. Emergencies that put both homes and lives at risk. In response, partner agencies came together in full force to respond, providing support and humanitarian aid to those impacted. Support which meant the redirection of services and review of our priorities as we responded to the emergencies that faced us and the huge impact they had.

### Floods – 2019

On 8th November 2019 a major emergency incident was declared across South Yorkshire as more than a month's worth of rain fell in 24 hours. This very heavy rainfall over a short period meant flooding took hold quickly across a number of areas of the borough. The emergency response from across Doncaster was immense. Support during this time of crisis lasted well into 2020 as community volunteers, partner organisations worked together to support those effected.

- We supported our communities by removing flood damaged goods, cleaning roads and footpaths and the deployment of sand bags. Throughout 2020 we worked alongside our community volunteers and organisations to distribute donations from residents and businesses to support those families whose homes were impacted by those devastating floods.
  - Over 700 residential Properties were flooded
  - Approximately 200 Businesses were affected
  - Established 2 rest centres that supported around 125 people with somewhere to stay, food, advice and support
  - Dealt with nearly 2000 calls to our emergency helpline

- £352,500 of Business Recovery Grants paid out from Grant Recovery
- £354,000 of Residential Claims paid out from Grant Recovery
- 262 Tonnes of waste was removed
- Processed and delivered 243 referrals for flood donations

### Hatfield Moor Fires – 2020

On 17th May 2020 South Yorkshire Fire and Rescue were called to a fire on Hatfield Moors. Fire crews from across the region and beyond attend the incident, also a specialist helicopter was drawn upon to attack the fire from above in a bid to tackle the fire.

- Firefighters spent around two weeks tackling the blaze and continued to work with a range of partner agencies to get this fire totally extinguished and protect as much of the rare, unique wildlife as possible.
- Work continues to rebuild the Hatfield Moors as well as asking that people take extra care when out and about to help prevent further incidents like this from happening again

### Covid 19 Pandemic

Covid-19 has had a massive impact on the whole of the UK in the last year. An unprecedented emergency requiring unprecedented measures. All partners have worked tirelessly throughout the pandemic, often in extremely difficult circumstances.

There are too many examples to provide a complete list, but the work ranges from identifying and targeting outbreaks, enforcement, Test and Trace, financial and practical support to families, grants to businesses and community groups, helping the homeless, working with schools, patrolling communities and offering ad hoc help to residents, etc. We are proud of our response, and we know it has made a massive difference to thousands of people, and will continue to do so while the crisis is still affecting lives and livelihoods...

In Spring 2021 the Mayor launched a Six Point Sprint Plan to help support Doncaster residents, communities and businesses as the fight continues against the pandemic. This includes a number of grants and awards to individuals, families and businesses that will provide vital additional help during the crisis, as well as the provision of technology to children who might otherwise have their education interrupted through no fault of their own.

- £250k grant money was provided to communities during the Covid-19 pandemic to help community groups 'fight back'.
- Contacting more than 14,000 shielding residents
- Providing almost 2,900 Food parcels and collecting 3,200 prescriptions
- 



# Conclusion

The Doncaster Growing Together plan was created in 2017 to move our borough forward – to make it a better place to live, work, learn and care. Four years on, and after one of Doncaster’s most challenging periods on record this document takes stock, both noting and celebrating our achievements and reflecting on the progress made against our priorities.

Our Doncaster growing together journey has seen some amazing things, and we have detailed these within this document. Doncaster is not the same place that it was four years ago. The skyline has changed, as has the economy. People of all ages have been given better opportunities, and more chances to have happy, fulfilling lives.

We also acknowledge that the last two years have been tough, with all our partners and residents needing to come together to tackle an onslaught of local and national emergencies, including extensive flooding, the serious Hatfield Moors Fire and, of course, the global Covid-19 Pandemic which changed the way we all lived in an unprecedented and sometimes frightening way

Our work has continued through these emergencies, and, although there have been some necessary delays and diversions, we have kept our eye on the prize. Our improvement journey cannot be derailed by difficulties, no matter how grave, it’s far too important and there’s still too much to do.

We are proud that, in troubled times, we have both been able to rise to pressing challenges but also

continued to progress, continued to meet our overarching priorities. Covid-19 is not over yet, but we feel confident that, when it is right and safe to do so, we can turn the full beam of efforts back to the things that matter most to our residents, and to all who live, work, learn and care in our borough.

We know that we still have a long way to go to make Doncaster the best possible place it can be, so a revised Borough Strategy called **Doncaster Delivering Together** will be launched in autumn 2021.

It will build upon the successes of Doncaster Growing Together to deliver a transformation in the well-being of Doncaster people and places over the next 10 years, starting with quality of life issues that local residents have identified through ‘Doncaster Talks’ and global shared challenges like the climate change and biodiversity crisis.

Our Well-being goals will include creating a greener and cleaner borough, improving the safety and resilience of places to challenges like flooding and developing a more compassionate Doncaster, harnessing the experiences of the Covid-19 pandemic, a crisis that has brought out the best in our community. Alongside these will be the following goals: creating an economy that provides skilled, well paid jobs; an education and skills system that fully meets the needs of children and young people, as well as employers; tackling inequalities, and supporting culture and creativity.

The Doncaster Delivering Together Strategy will aspire to work even closer with our communities, sharing responsibilities, supporting and empowering organisations and individuals and taking a more regenerative approach to development. Most of all, it will provide opportunities: to talk and to listen, to improve and expand; to build and to grow, to make Doncaster an even better place.

Useful links or further information

- Doncaster Talks  
<https://www.doncastertalks.com>
- Team Doncaster website  
<https://www.teamdoncaster.org.uk>

# Doncaster Delivering Together

**Prospectus**

**2020-2030**

**A Doncaster partnership plan for**

*Thriving People, Places & Planet*



# Contents

Section	Page
Foreword from Mayor Ros Jones	3
Our journey so far	4
Mission & Wellbeing Goals – Overview	5-6
Wellbeing Essentials & Environmental Safeguards	7-8
Goal 1: Greener & Cleaner	9-10
Goal 2: Fair & Inclusive	11-12
Goal 3: Prosperous & Connected	13-14
Goal 4: Safe & Resilient	15-16
Goal 5: Healthy & Compassionate	17-18
Goal 6: Skilled & Creative	19-20
Delivering the Goals – <b>GREAT 8</b> Priorities	21-23
The impact you will notice	24
Ways of working	25
DDT on a page	26
How you can contribute	27
Wellbeing at the heart of decision-making	28
Government & Regional Partners	29
Further information	30

# Foreword from Mayor Ros Jones

## What is Doncaster Delivering Together?

Doncaster Delivering Together marks a significant change of gear in the collective effort to improve the wellbeing of everyone in the borough - and to ensure that we leave a better place for future generations.

This is a plan for everyone who has a stake in Doncaster's future. It has actions that residents, community groups, businesses and organisations of all kinds can get behind, help shape and deliver.

It is ambitious for the future, but also grounded in 'here and now' requirements - such as being able to get around the borough easily, access a good job and reliable broadband and live in an affordable home in a clean, safe, supportive community with plenty of things to do.

We have reached a significant point in Doncaster's improvement journey - where a major step forward is both possible and essential.

It is possible because of our achievements in the past five years – including more residents in work, higher wage rates, improved educational outcomes and more investment into the borough. We have developed new ways of working, for example to reduce homelessness and to support healthier communities.

It is essential because too many residents and communities have not shared in Doncaster's recent success and instead have to live with poor health, low incomes and unemployment. This challenge combines with two huge imperatives that demand our attention...

Firstly, to recover from the devastating impact of COVID on the health of residents, jobs, incomes and businesses - a recovery that leaves no one behind, supported by the partnership working that has been crucial to our response to the pandemic. I am immensely grateful to the many people who take pride in making our communities safer, healthier and happier through their acts of kindness, creativity and energy.

Secondly, Doncaster needs to be on the front-line in tackling the growing threat of climate change. Our wellbeing is directly linked to the health of the planet. We saw this with the devastating floods in 2019 and wildfires in 2020. We need to reduce the carbon produced by heating our homes, travelling and the production of goods and services. In the process, we can create good 'green' jobs, for example to support the switch to low-carbon homes, renewable energy and electric vehicles. We can also increase the amount of greenspace across the borough including 'Green Hearts' in our town centres.

This plan raises big questions about the type of borough we want to see now and in the future and what true success looks like in an ever changing and unpredictable world.

It also requires the Government to provide adequate, long-term funding for the local public services that are so essential for the wellbeing of residents and communities.

Team Doncaster continue to consult with local residents and organisations and have established six Wellbeing Goals to provide the long-term 'beacons in the distance' we will move towards.

We will deliver them through a focus on eight priorities – the 'Great 8'.

We need to develop new ways of working, get closer to communities, seize new opportunities for jobs and investment and work across geographical boundaries to tackle common challenges like pandemics and climate change.

For current and future generations, we cannot just re-establish the status quo that existed before.

I invite you to be part of Doncaster's decade of delivery with one central mission: Thriving People, Places and Planet.

## Our journey so far

In the five years to 2020, the borough had record levels of employment, house building and investment, together with an increase in the number and variety of businesses. Average wage rates also increased and in 2020 were higher than the regional average.

In 2019, the proportion of Doncaster's young people reaching a Good Level of Development at Early Years Foundation Stage was above the national average and the gap to the national average Attainment 8 scores (GCSEs) had started to close. The long-term trend showed an improvement in healthy life expectancy and good progress being made in enabling people to live independently in the place they call home for as long as possible. However, Doncaster is the 41st most deprived area in England (out of 317) and quality of life varies significantly across the borough.

The 'Doncaster Growing Together' (DGT) plan (2017-2021) was launched by the council and its Team Doncaster partners from the local public, private, voluntary and community sectors as a collective commitment to create a thriving place to live, learn, care and work. It faced up to Doncaster's deep-rooted challenges, particularly inequalities, low wages, in-work poverty and low levels of social mobility that still affect too many people. Shared improvement programmes have included Get Doncaster Moving (to increase physical activity), Complex Lives (to tackle homelessness), Stronger Families (new ways of supporting families), Well Doncaster (community level health improvements) and the integration of health and care services.

DGT also prioritised quality jobs with higher wages and ensuring local people have the skills to access them - to help create a more inclusive economy with higher productivity. Doncaster's Opportunity Area Programme, Employment Advancement Service and Launchpad Programme have all contributed to this aim. Growth sites such as the iPort and Gateway East at Doncaster Sheffield Airport (DSA) have contributed many jobs alongside the thousands of micro businesses that make up 90% of our economy.

Investment in the town centre has included the new railway station forecourt and the opening of a new University Technical College, cinema, Wool Market and the Danum Gallery, Library and Museum.

Doncaster Delivering Together (DDT) retains the ambitions of DGT, but adds to them in response to major new challenges and opportunities.

COVID has disrupted the borough's progress and worsened inequalities, especially for those with underlying health conditions. The journey of recovery could be a long and uncertain one. However, COVID hasn't removed the strong foundations we have laid; instead, it has highlighted the borough's compassion, cooperation and what we value – including access to greenspace and those that deliver the essentials of life, for example food and health support.

Doncaster's declaration of a Climate Change and Biodiversity Emergency in 2019 marked a shift to a more regenerative borough that renews and improves what we have, for example by reducing waste, reusing and recycling products and enhancing our countryside.

DDT provides a set of wellbeing goals to aim for, clear actions and new ways of delivering them.

Doncaster is the largest metropolitan borough by area in England with a growing population and the assets and talent to match many cities. Expectations of what is possible are increasing locally, regionally and nationally.

In the next stage of our journey we can meet those expectations - in ways that are noticeable across the borough and welcomed by future generations.

# Our Mission

***Thriving People, Places & Planet.***

Doncaster Delivering Together (DDT) is about everyone being able to thrive and contribute to thriving communities and a thriving planet. Happy lives. Lives with a sense of purpose.

## Doncaster Wellbeing Goals

### What is 'wellbeing'?

Wellbeing is about 'how we're doing' - as individuals, in the community we are part of, as a borough and as a planet. It is the sense of whether life is good or not - and what the future holds.

*'Feelings of happiness, contentment, enjoyment, curiosity and engagement...Experiencing positive relationships, having some control over one's life and having a sense of purpose are all important attributes of wellbeing.'* (The New Economics Foundation)

### Doncaster Wellbeing Wheel

Doncaster and the world around us are changing in many different ways and it is time to rethink what it means for Doncaster's residents and communities to live well together now and in the future. We need a clear set of goals to aim for.

The wheel opposite shows Doncaster's **six Wellbeing Goals** →

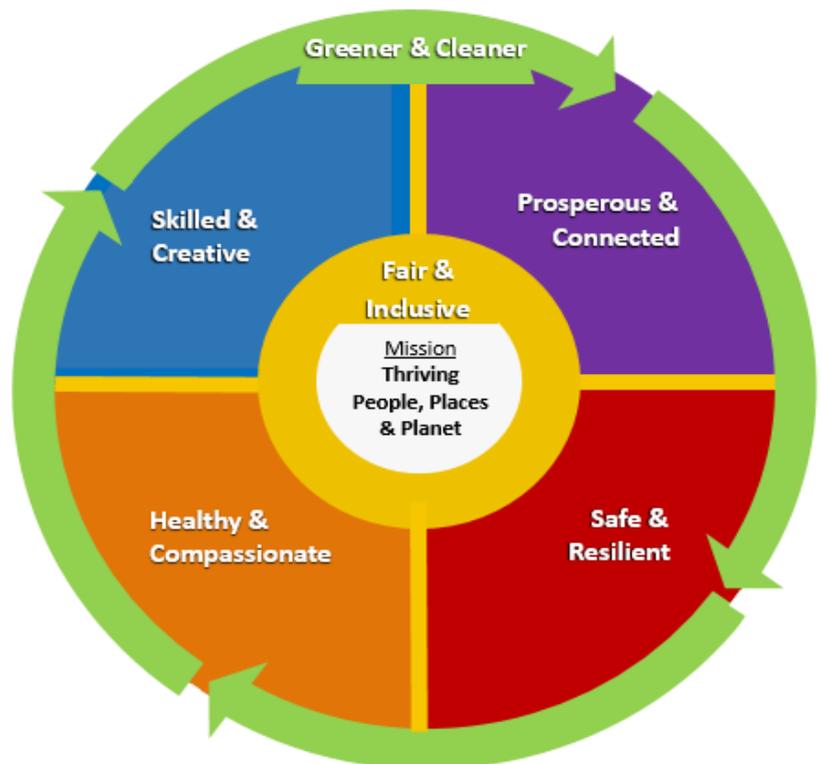
These are the long-term 'beacons in the distance' we will work towards.

The Wellbeing Goals interconnect, for example reducing unemployment must go hand-in-hand with plans to improve health outcomes, skills and transport connections.

Together, they contribute to one overall **Mission:**

***Thriving People, Places & Planet.***

This reflects that our wellbeing is directly linked to that of the planet.



By meeting these Goals, Doncaster will also be contributing to United Nation's global Sustainable Development Goals which aim to build a more environmentally sustainable, inclusive and prosperous world.

## Wellbeing Goals – Vision

We have a vision for each of the Wellbeing Goals:

Goal	Vision
<b>Greener &amp; Cleaner</b> Doncaster	All residents, communities and organisations working together to protect and enhance the local and global environment to improve wellbeing
<b>Fair &amp; Inclusive</b> Doncaster	A borough with reduced inequalities and improved access to social and economic opportunities for all
<b>Prosperous &amp; Connected</b> Doncaster	A stronger, greener & fairer economy that provides good, well paid jobs and is supported by improved transport & active travel infrastructure & access to good broadband
<b>Safe &amp; Resilient</b> Doncaster	Residents feel safe and communities are more resilient to challenges and emergencies
<b>Healthy &amp; Compassionate</b> Doncaster	A compassionate borough where collectively everyone is supported to add life to years and years to life
<b>Skilled &amp; Creative</b> Doncaster	Residents have improved skills and a creative culture supports wellbeing, business success and solutions to the borough's challenges

## Wellbeing Essentials & Environmental Safeguards

Two important parts of the Doncaster Wellbeing Wheel are the inner and outer circles – because of the wellbeing priorities they represent, their impact on the other Goals and how they will influence decision-making.

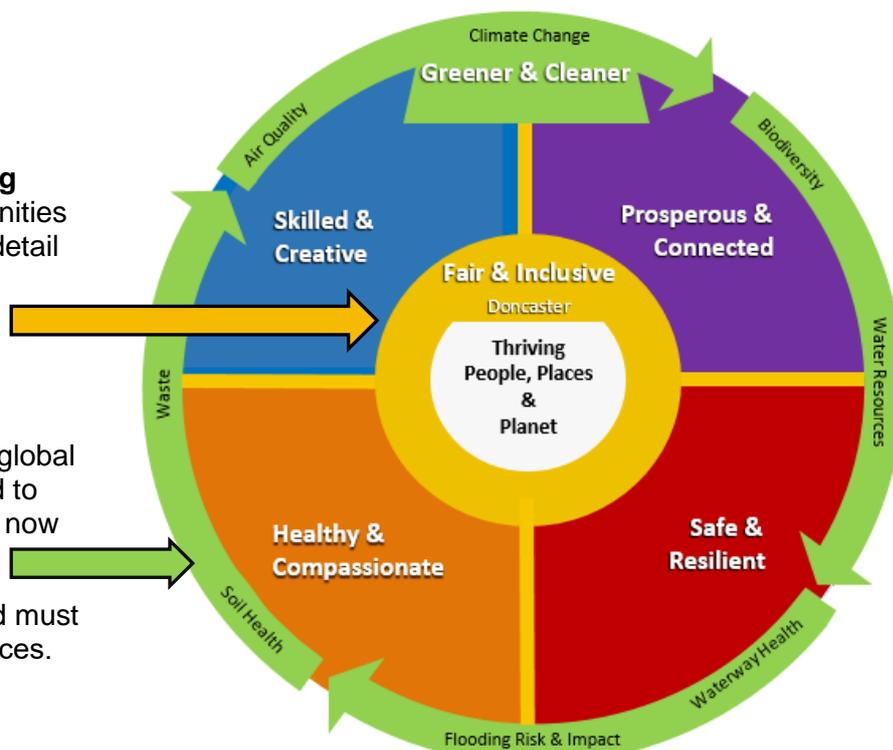
### 'Fair & Inclusive' inner circle

This includes a focus on the **'Wellbeing Essentials'** that residents and communities need to thrive – as explained in more detail on the next page.

### 'Greener & Cleaner' outer circle

This includes a focus on the local and global **'Environmental Safeguards'** we need to consider in all we do if we are to thrive now and in the future.

It recognises that we all live within, and must not exceed, the planet's natural resources.



## Fair & Inclusive Goal - Wellbeing Essentials

Better wellbeing requires solid foundations. We all need to have our basic needs met before we can have the chance to thrive and wellbeing cannot flourish when there are inequalities between people and between communities.

Through the engagement undertaken to develop this strategy, we have identified a number of potential wellbeing essentials to ensure no one is left behind. These are set out in the table below and will be developed through further engagement, along with a clear set of measures of success. They will then be the focus for a relentless partnership effort to ensure everyone has the opportunity to thrive:

Wellbeing Essentials	Why?
<b>Homes</b>	So everyone has an appropriate home that is decent (e.g. clean, warm with good facilities), secure and affordable - and are therefore free from fuel poverty
<b>Food</b>	So everyone has access to the nutrition they need
<b>Income</b>	So everyone can secure the income they need to have a decent minimum living standard. Also ensuring residents can access debt advice and support if needed
<b>Digital</b>	So everyone has access to the digital connections and skills needed in the home, at work and when out and about
<b>Training</b>	So everyone has access to the training and education that will allow them to achieve their goals in life
<b>Employment</b>	So everyone has opportunities and support to access meaningful employment
<b>Social Contact</b>	So everyone has access to social opportunities and support
<b>Greenspace</b>	So everyone has access to quality greenspace (e.g. parks)
<b>Influence</b>	So everyone has the opportunity to influence positive change and has a voice in the decisions that affect them
<b>Safety</b>	So everyone feels safe
<b>Health Services</b>	So everyone has access to essential health services
<b>Social Equity</b>	So everyone is free from discrimination and treated fairly
<b>Transport</b>	So everyone has access to affordable, reliable transport

## Greener & Cleaner Goal – Environmental Safeguards

In September 2019, the Mayor of Doncaster declared a Climate Change & Biodiversity Emergency and Doncaster has agreed an Environmental and Sustainability Strategy to both tackle this and deliver a range of environmental improvements. It highlights that there are a number of local and global environmental 'safeguards' we need to consider in all we do if we are to thrive now and in the future.

So for example, when planning a new housing development, what will be the impact on air quality or greenspace?

The safeguards in the table below will be further developed through engagement, along with a clear set of measures of success. They will then be the focus for a relentless partnership effort to ensure our wellbeing needs are balanced with those of the planet:

<b>Environmental Safeguards</b>	<b>Why?</b>
<b>Climate Change</b>	So current & future generations don't suffer the effects of an overheated planet
<b>Biodiversity</b>	So we bring back more of the plants, trees, animals, insects and ecosystems that live on our planet and make human life possible
<b>Flooding Risk &amp; Impact</b>	So our communities are less likely to be affected by flooding
<b>Air Quality</b>	So everyone can breathe clean air
<b>Reducing Waste</b>	So future generations have enough resources
<b>Water Resources</b>	So everyone has adequate clean water
<b>Soil Health</b>	So our land is healthy and pollution free
<b>Waterway Health</b>	So our waters are healthy and pollution free

## Greener & Cleaner

***Our vision is for borough-wide collective action that protects and enhances the local and global environment to improve wellbeing***

The environment has a major impact on the wellbeing of residents and the attractiveness of Doncaster as a place to live, work, visit and grow a business. This goal is about improving quality of life for current residents and future generations by ensuring a sustainable natural and built environment and a cleaner borough.

### Where are we now?

***Doncaster has agreed a challenging target to tackle the Climate & Biodiversity Emergency***

The Team Doncaster partnership is committed to taking the local action needed to help tackle this global challenge.

Doncaster aims to be carbon neutral by 2040 – and to achieve 85% of the required reduction in carbon emissions by 2030.

***Residents want to live in a cleaner borough***

Feedback from 'Doncaster Talks' highlights the need to tackle day to day environmental issues such as litter, air quality, the cleanliness of streets and the quality and availability of parks and greenspace.

***We are already making changes***

For example:

- ***More people are recycling and reducing waste*** – and seeing it as a normal, everyday activity.
- ***We continue to address the day-to-day challenges*** – including keeping our streets, roads and communities clean.
- ***We are investing in our 'natural capital'*** – including the trees, plants, clean air and biodiversity that support human life and provide a range of recreational and health benefits.
- ***We are investing in reducing the risk and impact of flooding*** – working hard to ensure residents and businesses are less likely to be affected by flooding.
- ***We are already investing in green energy*** – and the consumption of electricity supplied by locally generated solar and wind energy is increasing.
- ***A long-term plan for greener homes is taking shape*** – we are designing and starting to deliver a long-term borough-wide Housing Retrofit programme.
- ***We are investing in greener travel and improving air quality*** – including a zero emission Council fleet, public electric vehicle charging and active travel infrastructure across the borough.
- ***Many local businesses are at the forefront of new green technology*** - including hydrogen fuels and biogas and are changing their working practices to be more environmentally friendly.

### Opportunities

***There is a growing local commitment to take action***

We all need to make our own contributions to a greener and cleaner borough. Team Doncaster members belong to a number of partnerships that we can build on and the borough has a long history of environmental conservation. Doncaster has the potential to be a beacon for green jobs, greenspace and the decarbonisation of homes, transport, infrastructure and organisations.

A culture change is needed to reduce consumption and create less waste, to effectively tackle issues such as fly-tipping and to encourage buying local to support local businesses in their efforts to become more environmentally friendly.

Achieving our net zero target would put us ahead of the target set by UK Government. We have a window of opportunity and a limited amount of further emissions we can produce (a 'carbon budget') to stay within if we are going to play our full part in the global effort. We need to act fast to reduce the likelihood of harm and to be resilient to the changes in the climate that are already making an impact.

### ***The COVID crisis has demonstrated that radical changes are possible***

For example, the pandemic brought many changes to both travel and work patterns with significant increases in home working and schooling and businesses reconsidering the size and location of their commercial premises. Some of the further changes we will need to make will be very large scale, costly and beyond Doncaster's current resources. There will be some difficult choices and decisions to make.

### ***Local nature recovery networks can help to restore and increase nature***

We have the opportunity for wildlife-rich nature recovery in Doncaster, expanding upon existing environmental assets and developing new ones. These will form part of a regional and national strategy to improve our natural capital assets and the essential environmental ecosystem services they provide.

### ***Greener and cleaner...but also fairer***

Many of the changes we need to make involve more than just 'giving up' something. They can, in fact have significant benefits, for example, the transition to more energy efficient homes provides the opportunity to reduce fuel poverty and health inequalities.

We need to ensure the benefits of acting on climate change are shared widely and the costs of the transition to a net zero carbon future do not fall on those least able to pay, or whose livelihoods are most at risk as the economy changes. This need to enable a 'just transition' matters to both residents and businesses.

## **Measuring Progress**

We will use a number of performance indicators to measure progress, including:

**Perceptions of the borough's cleanliness\***

**Value of our natural capital\***

**Across our Environmental Safeguards**

Doncaster target is to be:  
**Carbon neutral by 2040 – and achieve 85% of the reduction in emissions by 2030\*\***

**'Doncaster Talks' Surveys**

\* New measure to be considered.

\*\*This will be accompanied by other indicators, for example to cover the contribution of housing and transport.

## Fair & Inclusive

### ***Our vision is for a borough with reduced inequalities and improved access to social and economic opportunities for all***

An unfair and unequal Doncaster will never thrive. To maximise the wellbeing of our people, places and planet, we need to reduce inequalities and the barriers to living a good life in Doncaster.

#### **Where are we now?**

### ***Through DGT we have made good progress in ensuring that residents have equal opportunities and that everyone can fulfil their potential***

Despite progress, poverty and deprivation still affect too many residents and communities. There are many types of inequalities within Doncaster (e.g. between people of different ethnic backgrounds or genders), but also between Doncaster and the rest of the country. These unfair inequalities include differences in the way people experience access to services (e.g. healthcare) and opportunities (e.g. training), as well as in terms of the outcomes they experience (e.g. health, educational attainment, and earnings). These unjust differences prevent individuals from being able to fulfil their potential. They also create an unfair and an unequal society.

We aim to reduce the number of areas within the borough falling within England's 10% most deprived.

COVID has further laid bare these deep fractures of inequality. At the same time, the Black Lives Matter movement has shone a light on the racism and discrimination that plagues our society. The recent Marmot reports have highlighted further challenges, as well as principles to help address them.

#### **Opportunities**

DDT provides the opportunity to say '*enough is enough*' and to work together to transform the lives of everyone in Doncaster - not just people here right now, but also building a Fair & Inclusive borough for future generations to come.

### ***Building the Wellbeing Essentials of life***

Central to a Fair & Inclusive Doncaster is ensuring that all residents have a basic platform from which to thrive. A set of Wellbeing Essentials will be the social safeguards put in place that collectively we work towards to ensure that no one is falling short.

These essentials will target tackling poverty as a starting point. However, it is crucial that they also address what residents consider to be their most pressing issues, as well as what key local, regional and national agencies take to be fundamental to wider wellbeing. We will therefore make sure that this set of Wellbeing Essentials is shaped by the lived experience of local people, and we will also explore undertaking a Wellbeing Fairness Commission to improve our understanding of these essentials and the multi-agency action needed to deliver them.

### ***Reducing inequalities across our Wellbeing Goals***

A shared endeavour to reduce inequalities and improve the opportunities for social mobility will underpin all of our goals and priorities. We commit to closing the gap with national standards, as well as the gaps that exist within Doncaster. Adopting the following 'Marmot principles' will help guide our actions to achieve this:

- Give every child the best start in life
- Enable everyone to maximise their capabilities and have control over their lives
- Create fair employment and good work for all
- Ensure a healthy standard of living for all
- Create and develop healthy and sustainable places and communities

It is vital to step up collective action, such as pushing for a real living wage for all, exploring innovative ideas such as universal basic income, citizens’ assemblies and participatory budgeting.

### ***A diverse and inclusive Doncaster***

Our Inclusion & Fairness Forum acts as an independent advisory group to help identify ways in which we can make Doncaster a fairer place to live and work. It commits to Understand, Listen, Represent, Act and Educate. Doncaster’s anchor institutions also have a key leadership role, as employers and through the wider local impact they create, for example through inclusive, local procurement practices.

To be a Fair and Inclusive Doncaster we must be relentless in achieving equality across the spectrum of ‘protected characteristics’. This includes empowering all women and girls to achieve their potential and eradicating misogyny, for example by reducing the gender pay gap and increasing access to leadership positions across Team Doncaster and beyond.

It also includes ensuring all people in the borough feel welcome and valued, including by being a ‘disability-friendly’ borough, supporting and celebrating our LGBTQIA+ community and addressing the issues highlighted by the Black Lives Matter movement – for example, acknowledging that we need to do more to address structural racism and racial inequalities.

Vital to all of this is the need to better understand the ‘lived experience’ of each of our communities, including through undertaking ‘needs assessments’ as part of Localities Working to help inform actions and target interventions.

### ***Equity at the heart of Doncaster***

To deliver a Fair & Inclusive Doncaster, *equity* has to be at the heart of everything we do in our efforts to achieve equality. Being equitable in our approach means acknowledging that not everyone starts at the same place in life, and that equality cannot be achieved unless we recognise that different people require different levels of support to achieve the same outcome.

We will work relentlessly and collectively to embed a Fair & Inclusive Doncaster across our wellbeing goals; thinking long-term, prioritising and targeting resources, and pulling every lever to create a borough where everyone has the opportunity to thrive. Localities Working will be the key way that we respond to local needs.

There will be universal work across the wellbeing goals to improve the lives of everyone. Failure to do this will mean that these gaps will remain and potentially increase.

## **Measuring Progress**

We will use a number of performance indicators to measure progress including:



\* New measures to be explored

## Prosperous & Connected

***Our vision is for a stronger, greener and fairer economy that provides good, well-paid jobs and is supported by improved transport, active travel and digital infrastructure.***

Doncaster is joining a global movement that is re-considering what true economic success looks like for people, places and the planet.

### Where are we now?

***Doncaster has started the journey to a 'wellbeing economy'***

Prior to the COVID pandemic, Doncaster had record levels of employment, an increase in average wages, growth in the number of businesses and record levels of investment into the borough. Many programmes of work have contributed to this, for example the Working Win health-led employment trial that combines support for good health, employment and in-work progression. COVID has disrupted the borough's progress, however it has not removed Doncaster's strong economic foundations

***Prosperity is not yet reaching all people and places***

Economic growth does not automatically create vibrant places or increase earnings for low paid workers. Good, stable work, a decent standard of living and the chance to buy a home are not yet available to all residents and in-work poverty and job insecurity are also a concern for many people. Our productivity is lower than it should be and too few businesses export and benefit from the access to more customers and innovative ideas this can provide.

Doncaster's growing population and employment sites are spread across the borough that this presents a significant challenge in connecting people and businesses to economic and social opportunities. The pandemic has also reinforced the need for strong, reliable digital connectivity in our homes, workplaces and daily lives and the confidence and skills to use the latest technology.

### Opportunities

***Stepping up the transition to a wellbeing economy***

Around the world the success of an economy tends to be based on how much it produces and how much people consume. However, an increasing global collaboration of governments and organisations believes that economic growth should be a means to the end – to deliver human and environmental wellbeing. Doncaster shares the ambition to develop a 'wellbeing economy' and to explore the new approaches needed to create one. The creativity and innovation of local businesses will have vital role in this.

More fundamentally, we cannot assume there will always be economic growth to deliver prosperity – something the impact of COVID has demonstrated. We need to improve the economy's resilience to future crises, for example by building more resilient supply chains to keep food, resources, products and materials flowing.

***Embracing the digital & technology revolution that is transforming our lives***

New product design, artificial intelligence, automation and smart devices present opportunities for new jobs, productivity improvements and solutions to our wellbeing challenges. Automation is also a risk to some roles, including low skilled trades and administration and support for re-training will be required.

***A zero-carbon, 'circular' economy is something we can all get behind***

We can use Doncaster's transition to 'net-zero' to create good jobs and thriving businesses as part of a 'circular economy' – which moves away from a 'take, make, use, waste' approach to finite resources to one that keeps them in a continuous loop of use and reuse for as long as possible. It includes the shift from carbon-intensive industries and the growth of green technology sectors (e.g. renewable energy).

## **Maximising the potential of our key industries to create good jobs**

We can combine the opportunities presented by a net-zero carbon economy with the aim of growing our industry specialisms (e.g. rail engineering) and the aim to create others, including in the creative and digital sector. Growing supporting services (e.g. financial and professional services) is also a key opportunity. This work will go hand in hand with the development of our key growth sites for jobs and businesses, including Unity (Hatfield and Stainforth), the town centre and Gateway East at DSA. A joined up approach that supports residents to develop new skills, alongside incentivising businesses to create the good, well-paid jobs that require them, is essential for an inclusive, prosperous economy. Doncaster's University Technical College is an example of this approach that we can build upon.

## **Ensuring our town centres fully contribute to a thriving borough**

Clear plans are needed to support our towns to be a thriving mix of businesses, housing, culture, leisure and greenspace. They must respond to any changes to the use of town centres driven by the pandemic.

## **Delivering quality new homes for communities**

We will work with housing developers to meet the growth targets in Doncaster's Local Plan and we will increase the number of council homes available for those who need them.

## **Tackling health inequalities for a successful, wellbeing economy**

Good health is an asset that reaps rewards in the workplace as it enables people to find and keep well-paid employment and contribute fully to the success of businesses and organisations.

In Doncaster, of those who are economically inactive, nearly 1 in 3 (12,100 in 2020) is due to long-term sickness. Encouragingly, 23% want to work compared to 21% for the Yorkshire and Humber overall.

COVID has demonstrated the importance of the 'foundational economy' which delivers essential goods and services (e.g. health and social care). Our hospitals are major anchor institutions with the potential to lead the drive to create good jobs, healthier workplaces and thriving communities.

## **Fair work for all**

Doncaster can be a beacon for good employment by building upon the work of local businesses and organisations who are committed to reducing in-work poverty, boosting health and wellbeing, supporting training and promoting greater workforce equality, diversity and involvement in decision-making.

## **Circulating the Doncaster '£' and supporting the Wellbeing Goals**

We will continue to promote 'community wealth building' by keeping more of the Doncaster '£' circulating around the economy. We will also encourage more businesses and organisations to support the Wellbeing Goals, for example by offering good jobs to local people or supporting improvements to the environment.

## **A transport system that works for everyone and the environment**

Climate change, congestion and air pollution requires a shift to electric vehicles on both the road and rail network and greater use of public transport. In addition, some shorter journeys could be taken by walking or cycling. Doncaster Sheffield Airport is already working on low carbon, sustainable aviation solutions.

### **Measuring Progress**

We will use a number of performance indicators to measure progress, including:

Number of  
Businesses

Number &  
quality of Jobs

Productivity

Wage Rates

Employment  
Rate

Out of Work  
Benefits

Highly Skilled  
Occupations

Net new homes  
built

'Doncaster Talks' Surveys

# Safe & Resilient

***Our vision is that residents feel safe and communities are more resilient to challenges and emergencies.***

Ensuring that people are safe and *feel* safe is a wellbeing essential and a foundation to be able to thrive. Crime and anti-social behaviour have a huge impact on people and places and affects the attractiveness of Doncaster for businesses and its ability to attract and retain talented people.

The strength and ability of residents and communities to adapt to change and deal with shocks and emergencies is referred to as 'resilience'. By being more resilient we can limit the negative impact of these challenges and save the resources needed to fix problems that could have been reduced or avoided.

## Where are we now?

***We have a strong partnership with clear priorities for keeping people safe***

The Safer, Stronger Doncaster Partnership has worked successfully for over twenty years to make Doncaster a safer place. The Community Safety Strategy was updated in 2021 and has six priorities:

- Protecting vulnerable people
- Reducing anti-social behaviour
- Reducing crime & re-offending
- Tackling serious & organised crime
- Reducing substance & alcohol misuse
- Reducing violence and violent crime

Doncaster's Safeguarding Boards have developed effective arrangements for keeping children and adults safe. However, both still have challenges and priority focus areas in the protection of our vulnerable residents.

***The borough has shown it can respond to major emergencies***

The flooding of 2019 and wildfires of 2020 were followed by the COVID pandemic that severely tested the borough's resilience – but we have pulled together to save lives, provide care, reduce the spread of the virus and provide financial support to those whose businesses and livelihoods have been affected.

***Communities have both common and distinctive resilience challenges***

Doncaster is diverse. Some areas have a relatively good quality of life, whilst others struggle with deprivation that can leave people feeling left behind. There are common challenges (e.g. the threat of climate change) whilst others reflect the unique local character of communities.

## Opportunities

***Localities working means local solutions for local people***

In thriving communities, a positive combination of people and place creates local pride and encourages active citizenship and cooperation, contributing to greater safety, resilience and overall wellbeing. Localities often have different priorities and needs and the council and its partners are responding to that by working closer with communities, recognising that residents know their place best and everyone has a positive role to play.

By rolling out this approach across the borough we can identify and address the many factors that can affect community safety and resilience, including the Wellbeing Essentials and also:

- Levels of trust, local pride and active citizenship
- The spaces, places, networks and cultural opportunities where people can come together and thrive
- The extent to which there is a shared local identity
- How positive residents are about racial and cultural differences

A 'whole system' approach is needed and a focus on early intervention and prevention, building on examples like the Stronger Families programme that helps families to improve their lives by tackling the issues they face together.

We can also further improve the safeguarding of vulnerable children and adults through place-based discussions and solutions.

### ***We can do more to unlock the potential of everyone to deliver local solutions***

This requires identifying and building the local leadership, expertise and capabilities to shape and deliver local solutions, drawing upon the lived experience of residents. The council and its partners do not have all the answers or resources and there may be better ways of delivering local services, for example through the voluntary, community and faith sector.

Two key questions are:

***What can we do to enable you to step up and deliver local solutions?***

***What should we stop doing?***

### ***We can use our experience of COVID to prepare the borough for future pandemics***

Doncaster like the rest of the world will need to be prepared for further pandemics and we can use all our experience from responding to COVID to minimise the impact of any more in the future.

### ***Reducing the risk and impact of flooding through a one catchment approach***

We will work in partnership across regional boundaries on a 'one catchment' approach that recognises that river systems are interlinked and that flooding knows no boundaries.

### ***All the Wellbeing Goals can help improve our resilience to life's challenges***

For example through the:

- Wellbeing Essentials in the 'Fair & Inclusive' Goal (e.g. a decent, secure and affordable home).
- 'Greener & Cleaner' Goal's commitment to prepare for, and adjust to effects of climate change.
- 'Healthy & Compassionate' Goal's aspiration to support more residents to continue to be active and independent for as long as possible by making changes to their lifestyle and home earlier in life.
- 'Prosperous & Connected' Goal's aspiration to build a stronger, more resilient economy.
- 'Skilled & Creative' Goal's commitment to support residents to gain the transferable skills for a range of job opportunities.

## **Measuring Progress**

We will use a number of performance indicators to measure progress, including:

**Personal  
Wellbeing  
Rating**

**Levels of  
Crime**

**Levels of  
Anti-Social  
Behaviour**

**Safeguarding  
Measure\***

**'Doncaster Talks' Surveys**

\*To be developed

## Healthy & Compassionate

***Our vision is for a compassionate borough where collectively everyone is supported to add life to years and years to life***

Good health is the heartbeat for the wellbeing of our residents. For too long, this has not been felt evenly across the borough. The inequalities in health is a crisis no one can ignore, and one that Team Doncaster need to tackle together across the health system.

### Where are we now?

***We have made good progress in enabling residents to live safe, healthy, active and independent lives***

For example, the long-term trend in healthy life expectancy has been positive and good progress has been made in enabling people to live independently in the place they call home for as long as possible. However, we still face significant health challenges in Doncaster. Social, economic and environmental factors are blocking the potential for good health for many residents. COVID has made this even worse - not only with its direct impact, but also the impact on services and waiting times for treatment. We will need to deal with both the immediate pressures and the long-term challenges.

Doncaster aims to increase people's overall healthy life expectancy and reduce the gap between Doncaster and the England average.

### Opportunities

#### ***Improving Health and Wellbeing for Good Lives***

We all rely on good health and wellbeing to live long, healthy and happy lives. Whether we need to access services, social care support or benefit from population health improvements, this requires a Doncaster with strong communities and partnerships. We will think in the long term and take a preventative approach, but act promptly when needed. Providing timely, high quality wrap around care and empowering good health across the life course, is at the heart of our approach.

This will require us to work together across the health system in Doncaster and regionally through the South Yorkshire Integrated Care System. We will also need to work with all our partners across the Wellbeing Goals to promote good health for all residents and enable them to live healthy, happy and longer lives.

#### ***The power of wellbeing in our communities***

We will build on the strengths of our places through asset based community development. Our localities approach will help to identify and deliver the local solutions required to level up health and wellbeing. This requires a 'whole systems' approach, scaling up improvement programmes to all communities that need them and developing integrated neighbourhood working.

#### ***Building the social conditions for better health... a Compassionate Doncaster***

Level of health and wellbeing are not just the result of the decisions people make; they are hugely affected by the social environment they live in – which can be improved if we have the collective ambition to do so. We need to shift away from blaming individuals for their poor health and instead build the social conditions for better health across our Wellbeing Goals, by reducing health stigma, practicing 'no judgement' and investing in prevention.

We will establish and trial compassionate principles of social justice and empowerment. Starting with obesity and weight management, this will then be adopted across different health outcomes to improve wellbeing

across the borough. Doing so will be vital to support people to act with compassion as well as enhance the work of Community Wellbeing Hubs and the 'Be Well Doncaster' team.

### ***A Doncaster that elevates mental wellbeing***

Everyone will experience mental health challenges at some point in their life and we need to ensure mental health has parity with physical health. This is about increasing access to the right support in a timely fashion, but then building communities that support everyone to be happy - through social opportunities and connections, and maximising the access to the arts, culture, heritage and greenspace of our diverse places.

However, whilst poor mental wellbeing is important across all ages, we are seeing the need to focus and scale up support for children and young people. This is vital for them now, but also to help them reach their potential in life.

### ***Ensuring the health of our people is at the heart of our green transition***

The need to become more sustainable and regenerative will drive Doncaster for the next decade and beyond. We will support local people, groups and organisations to build sustainable and affordable food networks and create healthy, green, connected '20-minute' neighbourhoods. These neighbourhoods will be supported by our work to build healthy and vibrant communities through physical activity and sport, access to quality greenspace and active travel through the Get Doncaster Moving programme.

### ***Embracing the power of digital health, research & innovation...but with the heart of human care***

The next decade will see the scaling up of digital health services, research and innovation to deliver 24/7, high quality, global care. Digital Doncaster is already being shaped through our Place Plan, and we now have the opportunity to grasp this potential.

A new teaching hospital will help Doncaster be a leader in health and care innovation and technology. We need to ensure we are people-centred and co-productive with the type of care we deliver and the creation of services, by listening and working with people on their care. It is also vital we support rewarding careers in health and care, as well as supporting carers, both paid and un-paid.

### ***Working towards reducing health inequalities***

Collectively, placing health equity at the heart of everything we do is essential for creating a Doncaster that is relentless in ensuring good health for all.

We will need to focus on the social factors that determine health outcomes and to use data and intelligence to target resources based on the level of individual and social need across our communities. This requires focusing on those groups who are most excluded and breaking down barriers and disadvantages. Through being progressive and ambitious, we can achieve a healthier Doncaster for current and future generations, address health inequalities and allow us to start well, live well and age well.

## **Measuring Progress**

We will use a number of performance indicators to measure progress, including:

Healthy Life Expectancy

Inequalities in Life Expectancy

Physical Activity

Social Care for Adults & Children

Poor Health Prevention

A&E Attendances

'Doncaster Talks' Feedback

## Skilled & Creative

***Our vision is that residents have improved skills and a creative culture supports wellbeing, business success and solutions to the borough's challenges***

The development of a broad set of skills, including creativity plays a crucial role in an individual's health, education, employment and life chances, as well as supporting thriving businesses and communities.

### Where are we now?

#### ***A 'virtuous circle' of improvement***

Over the past five years, Doncaster entered into what an independent commission cited as a 'virtuous circle of improvement', becoming a more vibrant and creative place in which high quality lifelong learning and cultural experiences support people to fulfil their ambitions. More children are now leaving school with the qualifications needed to progress into adulthood, there are more opportunities for our communities to engage in cultural experiences and Doncaster has the potential to grow its creative and digital sector. In spite of these achievements, Doncaster still falls within the 10 per cent of most deprived Local Authority Areas for Education and Skills. There are large gaps to the national average, particularly at Level 3 and 4 and consequently too few residents manage to access high skilled, high paid employment. This low supply of higher skills is met by a low level of demand for skills from employers.

The borough has a lower than expected number of small and medium arts organisations and a lack of high-quality public-realm art. As a consequence, our towns and villages are not as vibrant as they could be – something that has a detrimental impact on individual and economic wellbeing. Too many of our young people leave Doncaster to access employment, education, and opportunities in other, more vibrant places. The loss of the creativity and skills of young people impacts on the borough's future success and is made worse by population projections that by 2030 the number of people aged 65 and above will increase by 42 per cent, while the percentage of those aged 14-64 will grow by 3 per cent.

#### ***The COVID pandemic has severely disrupted education and our cultural and creative sectors***

Along with the rest of the country, our borough has seen closures of schools, businesses, and third sector organisations. The pandemic has laid bare existing inequalities and exacerbated long-standing challenges.

#### ***There is a pressing need to align education and culture with the needs of the 21<sup>st</sup> Century***

The technological and digital revolution that is underway will require 9 in 10 adults to retrain or upskill by 2030. The jobs of the future will also increasingly require social, emotional, and creative problem solving competencies that are currently under-developed within the existing education system.

### Opportunities

#### ***We can develop the talent and innovation needed to meet our borough's 'grand challenges'***

The Doncaster Talent and Innovation Ecosystem, or 'TIE', will bring together learners of all ages, employers and community partners to collaborate on meeting real-world challenges. We will provide informal and formal, academic and vocational learning opportunities to ensure that all residents can learn, train, re-skill and up-skill at all ages and stages. By putting learners at the forefront of innovation, the TIE will provide them with opportunities to develop the broad set of competencies that allow them to flourish in life and work. By putting employers at the heart of the education system, they will be able to recruit local talent with the skills their organisations need.

#### ***Putting the vocational on a par with the academic***

The TIE is helping to place a greater value on technical education and skills. Through our University City Centres of Excellence we can support increases in jobs in growth industries, such as green technology, engineering, creative and digital, as well as supporting careers in the health and social care sector.

More widely, there are also opportunities for:

- Employers to work more closely with schools, colleges and universities on designing curricula
- New courses and provision such as T-levels and Institutes of Technology
- Local influence in adult learning provision through the devolution of the Adult Education Budget
- Opportunities for people to reskill and retrain for new careers supported by new national legislation

### ***A sharper focus on skills and creativity***

'Skills' is a very broad area and every resident has something to offer. There is a wealth of unrecognised talent that can be tapped into for the benefit of the borough. For example, creativity is a key skill – supporting improved work place performance and innovation, inspiring art and culture and helping to revitalise communities. We need more ways of recognising and using the range of skills and talent that are currently not captured by traditional academic qualifications. Team Doncaster will support creativity and the development of broader life skills in schools, in businesses, in our communities and in our arts institutions. It will also seek out new ways of promoting, assessing and accrediting them.

### ***Understanding and promoting Doncaster's cultural and educational potential***

The economic contribution of Culture and Heritage is important - in 2019 Cast, Doncaster Museum & Art Gallery, Higher Rhythm, and the Point collectively contributed £3.6m to Doncaster's economy. We need to better understand the economic value of our cultural industries and creativity as a skill more generally, as well as how to support them and build stronger connections with formal education. By identifying and sharing data, intelligence and best practice held locally, regionally and nationally we can develop our education, employment, and creative and cultural offer and our understanding of its value. This information will also help to raise awareness of the opportunities for creative careers in Doncaster.

### ***A more equitable and innovative approach to provision***

The innovations and changes made in response to the COVID pandemic provide the opportunity to deliver a fairer, inclusive and accessible skills and creative offer. For example, through:

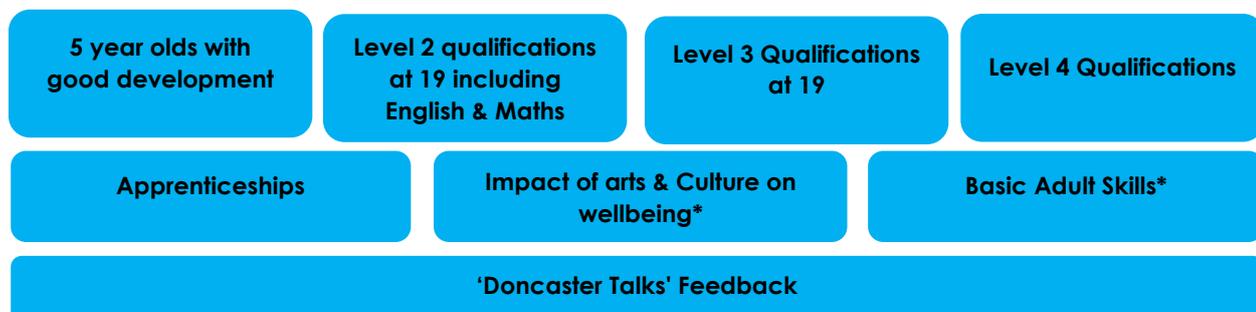
- More 'virtual' or online learning and cultural activity supported by a high-quality digital offer
- Opportunities for intergenerational learning and cultural activities
- Arts-based social prescribing ('arts on prescription') for better mental wellbeing

### ***Raising Doncaster's national reputation and revitalising our town centres***

We can develop Doncaster as a cultural destination, showcase the borough's city-standard assets, and put Doncaster at the forefront of innovation in learning as a University City. Visible examples of creativity are vital for successful high streets, particularly as town centres are increasingly becoming multi-functional, and cannot exclusively depend upon retail. The presence of culture and creativity can serve to build civic pride, attract footfall and investment and develop Doncaster's identity as a vibrant destination.

## **Measuring Progress**

We will use a number of performance indicators to measure progress, including:



\*To be developed

# Delivering the Goals

## The 'Great 8' priorities

To meet the goals in the Wellbeing Wheel we need to build on our strengths and achievements and identify new opportunities to tackle the things that get in the way of wellbeing. We need actions to not only recover from COVID, but to reduce inequalities and create a better borough.

The Team Doncaster partnership has listened to the views of residents and employers and agreed the 'Great 8' priorities below:

The <b>Great 8</b> - Doncaster's priorities for thriving people, places & planet	
1.	<b>Tackle climate change</b>
2.	<b>Skills to thrive in life &amp; work</b>
3.	<b>Best place to do business &amp; create good jobs</b>
4.	<b>Build opportunities for healthier, happier &amp; longer lives for all</b>
5.	<b>Safer, cleaner &amp; stronger communities where everyone belongs</b>
6.	<b>A child &amp; family-friendly borough</b>
7.	<b>Transport &amp; digital connections fit for the future</b>
8.	<b>Promote the borough &amp; its cultural, sporting &amp; heritage opportunities</b>

Delivering these priorities will require closer working with communities on local solutions - we need to use all the skills, ideas, resources and passion Doncaster has to offer

They will also require Government and regional support and working regionally and beyond on the shared actions that will make the biggest difference.

## The Great 8 - Further Detail

### 1. Tackle climate change

#### Actions:

- A borough-wide effort to achieve 85% of Doncaster's net-zero carbon target by 2030
- Improve the energy efficiency of council homes and encourage homeowners and landlords to do the same as part of a housing retrofit programme. Use this programme to also reduce fuel poverty
- Increase the energy generation and usage from renewable sources, including solar
- Support businesses to decarbonise their operations and supply chains and create good 'green' jobs
- Plant 1 million trees
- Devote more land to greenspace & nature (Doncaster's 'natural capital') – including supporting a 'Great Yorkshire Fen'
- Create 'Green Gateways' into our borough and 'Green Hearts' in our town centres

#### To impact on these Goals:



### 2. Skills to thrive in life & work

#### Actions:

- Deliver the actions in the Education & Skills 2030 strategy
- Bring together learners, employers and communities to tackle real world challenges as part of a talent and innovation 'ecosystem'
- Improve performance at all education key stages to at least match the national average
- Support adults to improve their basic skills
- Improve Level 3+ skills amongst working age adults to at least match the regional average
- Increase access to vocational pathways to work
- Ensure our anchor institutions lead the way in offering work-based learning opportunities
- Work with schools/colleges to raise aspirations & improve careers awareness & work readiness
- Better align the education system to the needs of growth sectors such as green technology
- Achieve equitable and inclusive lifelong learning and creativity

#### To impact on these Goals:



### 3. Best place to do business & create good jobs

#### Actions:

- Continue to recover from the impact of COVID
- Achieve the North's highest growth in quality jobs and more residents in work
- Support local businesses to innovate, improve their productivity & thrive locally & globally
- Develop the borough as a beacon for good, inclusive employment, workforce equality and fair wages that people can live on.
- Support businesses to become better employers of young people
- Maximise the potential of our key industries for investment, jobs and productivity
- Ensure our growth sites (e.g. at the airport) fully contribute to borough-wide prosperity
- Develop a 'circular' economy to minimise waste, help meet our net zero targets & create jobs
- Maximise the potential of the health and social care sector for good, well-paid jobs
- Deliver our Doncaster & Stainforth Town Deals & develop them for our other principal towns
- Create more quality commercial premises
- Keep the Doncaster '£' circulating locally
- Work with businesses to deliver local social value

#### To impact on these Goals:



### 4. Healthier, happier & longer lives for all residents

#### Actions:

- Catch up on the services impacted by COVID
- Explore undertaking a Wellbeing Fairness Commission
- Progress a fully integrated health and care system, including the third sector
- Embed 'Health in all Policies' and prevention to close health gaps through everything we do
- Develop a Compassionate Approach and improve the social conditions for better health
- Improve all-age mental health support, including support & prevention for a zero-suicide borough
- Support residents to live independent, rewarding lives in the place they call home
- Develop our Social Care Futures approach to work with residents on the care and support they need
- Push for a new hospital and develop Doncaster as a Health Research & Innovation Centre
- Support rewarding careers in health & care
- Promote and invest in accessible, quality physical activity and leisure
- Work towards becoming an even more Age-Friendly borough & Disability-Friendly borough

#### To impact on these Goals:



## 5. Safer, cleaner & stronger communities where everyone belongs

### Actions will include to:

- Rollout Localities Working to maximise & connect local strengths, heritage and civic pride
- Support the community spaces, facilities & networks that enable local people to come together, shape their area and thrive.
- Tackle inequalities to reduce the local areas in England's most deprived 10%
- Work with residents to develop Wellbeing Actions Plans for the 20 most deprived areas
- Capture the knowledge and priorities of all 88 communities in Locality (improvement) Plans
- Tackle crime and ASB and the root causes.
- Improve the safeguarding of vulnerable adults and children through Local Solution Groups.
- Reduce the risk and impact of borough emergencies, e.g. floods & pandemics
- Reduce fly-tipping and regularly clean the streets and roads
- Create 15 Future Parks
- Support residents to take positive action for themselves and their communities
- Build an average of 920 high quality new homes a year & invest £100m in council houses
- Improve the quality and safety of private rented housing
- Ensure nobody needs to sleep rough

### To impact on these Goals:



## 6. A child & family friendly borough

### Actions will include to:

- Invest in ensuring children have the best start into life (first 1001 days)
- Increase the availability and quality of activities for families and young people
- Tackle child poverty and ensure families have all the Wellbeing Essentials
- Use Family Hubs to deliver a range of activities, services & information
- Embed whole family working to safeguard children and reduce neglect through a strong Early Help offer and by building on our Stronger Families Programme
- Tackle domestic abuse and its root causes
- Support all primary school pupils to walk a mile a day
- Implement our Healthy Learning, Healthy Lives programme in schools, including improving diet and nutrition and physical activity
- Promote family and community learning
- Improve the readiness to learn and build strong foundations in learning (e.g. literacy and numeracy)

### To impact on these Goals:



## 7. Transport & digital connections fit for the future

### Actions will include to:

- Support the shift to electric vehicles with more charging points
- Better connect the borough with reliable, appropriate and affordable public transport
- Grow the active travel network to increase walking and the use of cycle paths
- Support the flow of traffic with a well-maintained and efficient road network and a pothole response team
- Secure new train stations across the borough
- Work with partners to provide access to full fibre broadband and 5G for all
- Support residents and businesses to improve their digital and technology skills

### To impact on these Goals:



## 8. Promote the borough & its cultural, sporting & heritage opportunities

### Actions will include to:

- Support a growing creative and cultural sector, including through evidencing its economic value
- Promote careers and pathways to access employment within cultural industries
- Increase the Government's awareness of Doncaster's city-standard assets & potential
- Encourage inward investment
- Encourage more cultural & sporting events
- Provide more equitable and inclusive opportunities to enjoy art, culture, heritage, sport and community activities
- Promote our economic, social and 'green' assets to residents, investors and visitors
- Increase opportunities to embed lifelong learning within local culture and heritage

### To impact on these Goals:



## The impact you will notice

Here are some examples, if we successfully deliver this strategy:

Cleaner neighbourhoods & less flytipping	More quality jobs & residents in work	More options to gain the skills needed for good jobs	A new hospital	Busier town centres with higher footfall
Better public transport connections	Local services & support closer to communities	1 million trees planted	More support for the most deprived communities	More opportunities for walking & cycling
Improvements in educational attainment	A reduction in poverty	More thriving local businesses	More opportunities to enjoy arts and culture	Less crime and anti-social behaviour
Clear plans to improve your neighbourhood	More support for physical and mental health	More places to enjoy nature and recreation	£100m invested in new council homes	More work based learning opportunities

### Key

The boxes above are colour coded to represent the six different Wellbeing Goals.

Greener & Cleaner
Fair & Inclusive
Prosperous & onnected
Safe & Resilient
Healthy & Compassionate
Skilled & Creative

Delivering the wellbeing goals will require new perspectives and new ways of working.

The chart opposite includes the key approaches that will guide how we improve wellbeing.

They are essential if we are to achieve long-term improvements, however they do not exclude other approaches as we continue to engage and develop Doncaster Delivering Together.



## **New ways of doing things - to improve wellbeing now and in the future**

- Supporting new approaches, innovation and behaviour change to improve people's lives.
- Taking a long-term view to support the collective wellbeing of future generations.

### **Regenerative development**

- Pushing beyond sustainability (i.e. 'doing no harm') to regenerative development that renews and improves – for example our biodiversity, waterways and soil health.

### **Working closer with communities**

- Improving wellbeing is not something that can be 'done to' people - it has to be done by and with them.
- Using borough-wide Localities Working to deliver Local Solutions for People and Places, building on distinctive local assets, strengths and opportunities.

### **Shared responsibilities - locally and regionally**

- Putting strong relationships at the heart of everything we do.
- Residents, businesses and organisations all contributing to improvements in wellbeing.
- A leading role for Team Doncaster's anchor institutions – the public, private and third sectors.
- Working with regional partners to deliver shared priorities.

### **Intelligence led interventions**

- Using data to help understand the relatively poor outcomes of some population groups and communities.
- Combining different local data and insights to target services and interventions and reduce inequalities.
- Using data to assess and understand the impact we are having on wellbeing.
- Opening up access to knowledge and data to help residents take actions to improve wellbeing.

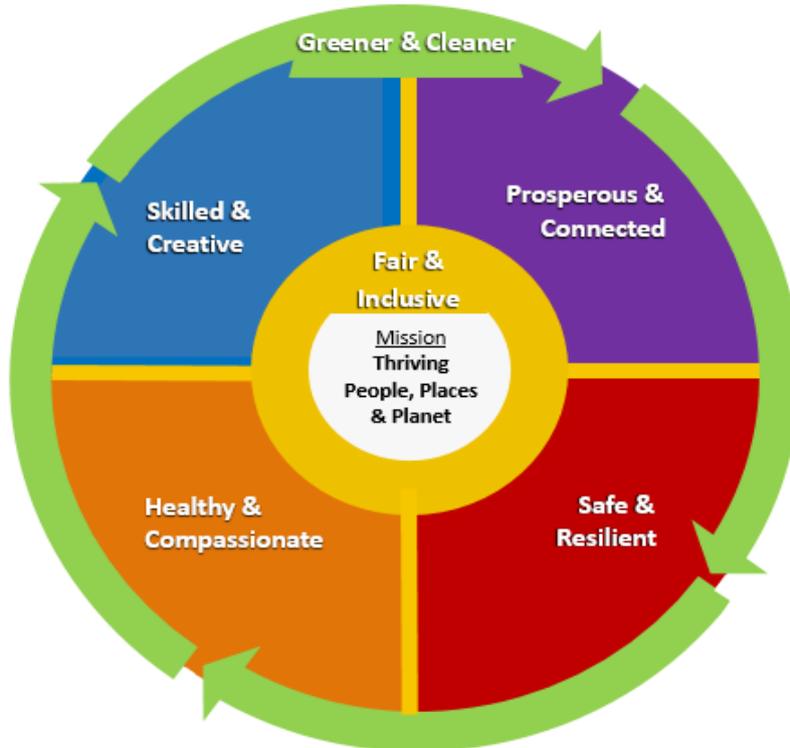
### **Whole life, whole system integration**

- Considering all life stages and the transitions between them - starting well, living well and ageing well.
- Integrating whole systems and considering the relationships and trade-offs between different actions.
- Early intervention and prevention - identifying and addressing concerns, risks and opportunities early.

# Doncaster Delivering Together

On a Page

## 6 Wellbeing Goals



## 'Great 8' Priorities Delivery Programme

1. Tackle Climate Change

2. Skills to thrive in life & work

3. Best place to do business & create good jobs

4. Build opportunities for healthier, happier & longer lives for all

5. Safer, cleaner & stronger communities where everyone belongs

6. A child & family-friendly borough

7. Transport & digital connections fit for the future

8. Promote the borough & its cultural, sporting & heritage opportunities

## Ways of Working

Working closer with communities

Intelligence led interventions

Regenerative Development

Whole life  
Whole system  
Integration

New ways of doing things to improve the future

Shared responsibilities - locally & regionally

## How you can contribute

Here are some examples of how you can contribute to a thriving borough and protect the planet:

<i>As a resident...</i>	<i>As a business or organisation...</i>
<b>For a Greener &amp; Cleaner Doncaster</b>	<b>For a Greener &amp; Cleaner Doncaster</b>
Maximise the energy efficiency of your home	Maximise the energy efficiency of your business premises and processes
Switch to a local supplier of renewable energy or install your own renewable energy supply (e.g. solar) if possible	Maximise the energy efficiency of your private rented accommodation if you are a landlord.
Replace your petrol/diesel car with a zero emission vehicle, public transport or active travel	Replace the use of petrol/diesel vehicles with the use of zero emission vehicles
Don't drop litter	Ensure your supply chains are as 'green' as possible
Increase the amount of recycling you do	Help to improve the local environment
<b>For a Fair &amp; Inclusive Doncaster</b>	<b>For a Fair &amp; Inclusive Doncaster</b>
Spend locally to support local businesses and employees	Support local voluntary, community and faith organisations in your local area
Understand and celebrate the diverse cultures and voices in your community	Be committed to workforce equality and diversity and paying fair wages
Call out racism and discrimination and support others to do the same	Promote more opportunities for a diverse workforce, especially in leadership roles
Volunteer to support your neighbours to gain the Wellbeing Essentials	Ensure workers have an effective voice in the workplace
<b>For a Prosperous &amp; Connected Doncaster</b>	<b>For a Prosperous &amp; Connected Doncaster</b>
Take advantage of opportunities to gain new skills and retrain if needed	Recruit locally where possible
Use public transport to get around the borough and walk or cycle for shorter journeys	Pay a real living wage where possible
Spend locally to support local businesses	Use local suppliers where you can
Reduce the amount of single use products you buy to focus on reusables	Introduce flexible working to improve the work and life balance of employees
<b>For a Safe &amp; Resilient Doncaster</b>	<b>For a Safe &amp; Resilient Doncaster</b>
Get more involved in your local community and ensure your voice is heard in local decision-making	Take measures to make your businesses more secure
Take measures to make your home more secure	Be better prepared for the impact of borough crises and emergencies (e.g. flooding and pandemics)
Support your community to prepare for emergencies if and when they arise (e.g. flooding)	Support initiatives aimed at reducing crime (e.g. local youth groups)
<b>For a Healthy &amp; Compassionate Doncaster</b>	<b>For a Healthy &amp; Compassionate Doncaster</b>
Use local support to manage your health and make healthier choices in a way that makes sense to you	Promote good mental health and provide support to employees who need it
Be more physically active	Support your employees to engage in health improvement initiatives (e.g. to stop smoking)
Use the local support available to enable you to live an independent, rewarding life in the place you call home	Support health and wellbeing initiatives in the community (e.g. physical activities for adults and children).
<b>For a Skilled &amp; Creative Doncaster</b>	<b>For Skilled &amp; Creative Doncaster</b>
Find out what career destinations are available to you and what qualifications and skills are needed to get there	Sign up to the 'Doncaster Promise' charter
Share your skills with the local community, including through volunteering	Take opportunities to get involved in shaping the education and skills system
Take opportunities to learn outside of school and further education, including online and in the community	Support your employees' professional development
Participate in local arts and culture	Provide work experience, apprenticeships and other opportunities for residents

# Wellbeing at the heart of decision-making

This prospectus does not claim to have all the answers to Doncaster’s wellbeing challenges and on its own will not deliver the changes needed. To make a real difference we will put wellbeing at the heart of decision-making at all levels in Doncaster. The Wellbeing Goals will help all stakeholders to think differently about what success looks like for residents, communities and organisations.

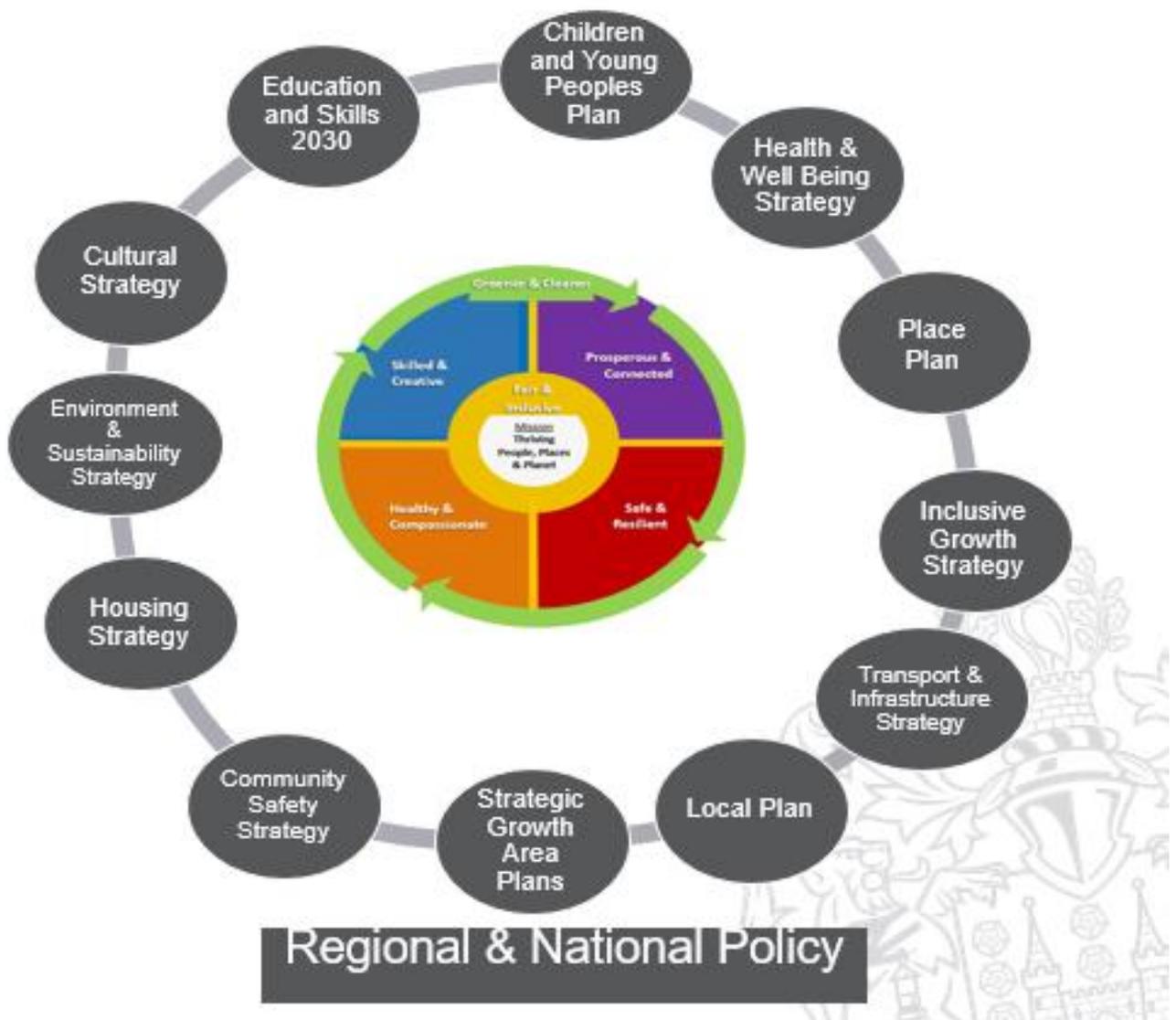
We recognise that progress requires asking hard questions, such as:

- *How will the proposed economic investment help to reduce inequalities in Doncaster?*
- *What impact will the proposed development have on the environment?*

This will require trade-offs between different objectives to be considered as part of decision-making and compromises will need to be reached.

Doncaster Delivering Together does not sit in isolation to other adopted strategies - they have a relationship that we are bringing closer together.

DDT sets the frame and ambition for other strategy work to align to. The chart below sets out this relationship and shows key strategies aligning with DDT so there is a common purpose in our strategic ambitions for the borough.



## Government & Regional Partners

### Working with the Government

Doncaster is committed to working with the Government to deliver local wellbeing improvements that also contribute to the Government's national ambitions. We can strengthen this relationship through:

**The development of national wellbeing economy supported by policies to:**

- Reduce inequalities across the nation and within local areas.
- Support thriving businesses, good jobs, skills and restore our natural environment.

**More control over spending and more devolution of powers:**

- Given that local areas have a unique understanding of what is needed to improve their economies and communities.

**Longer-term spending that is reliable, targeted and genuinely transformative in scale:**

- This would improve the strategic planning to deliver shared wellbeing improvements over the long term.

**Better funding for the public sector:**

- To enable them to effectively deliver their essential work to improve the wellbeing of people and places.

**The delivery of 'greener & cleaner' goals:**

- Investment to enable Doncaster to fully contribute to the national net zero carbon targets – including through housing and building retrofits, renewable energy supplies and zero emission transport infrastructure.

**The delivery of 'prosperous & connected' goals:**

- Investment in transport infrastructure to connect communities to economic and social opportunities.
- Research & Development funding and support for business productivity improvements.
- Gap funding for land and property development as low land values and property rentals can mean that without public support the private sector is less likely to invest in industrial and commercial property.
- Project Gigabit providing gigabit connectivity to areas not planned for coverage by private providers.

**The delivery of 'safe and resilient' goals:**

- Investment in social infrastructure as well as physical infrastructure.

**The delivery of 'healthy & compassionate' goals:**

- A long-term national plan for social care and an increase in the Public Health grant.
- The commitment to bring a new hospital to Doncaster.
- The commitment to end child poverty, including expanding access to Free School Meals.

**The delivery of 'skilled & creative' goals:**

- Investment to improve education and skills
- Support for developing a Talent & Innovation Ecosystem (as set out in the 'Skilled & Creative' chapter)

### Working with Regional Partners

Doncaster will need to work with its regional partners to achieve the wellbeing goals, which in turn will contribute to a thriving region. We are part of the South Yorkshire Mayoral Combined Authority (SY MCA) and the MCA's Strategic Economic Plan sets out the shared priorities for growing the South Yorkshire economy and transforming the wellbeing of its residents. Our asks of colleagues in the SY MCA include:

- Continued joint working and investment towards our common goals.
- The flexibility to tailor MCA investment to support Doncaster's distinctive challenges and opportunities.
- Close engagement to maximise the impact of the Adult Education Budget and to develop a new regional Skills & Employability Strategy.

Other essential regional collaboration includes:

- The development of an Integrated Care Partnership to support the delivery of our local plans.
- Joint work on a 'one catchment' river system approach to reduce the risk/impact of floods.
- Working across local authority boundaries for the victims of domestic abuse.

## Further Information

We invite you to get involved in helping to deliver the Wellbeing goals and inspire others to do the same

To get in touch:

E-mail: [partnerships@doncaster.gov.uk](mailto:partnerships@doncaster.gov.uk)

Team Doncaster  
Floor 1 - Civic Office  
Waterdale  
Doncaster  
South Yorkshire  
DN1 3BU

[www.teamdoncaster.org.uk](http://www.teamdoncaster.org.uk)

# Doncaster Delivering Together

## Thriving People, Places and Planet



### What is it?

Doncaster Delivering Together is our plan to improve the quality of life for residents, communities and businesses – and that we leave a better borough for future generations.

### What have you said?

You told us this was important....

#### Most Important was;

- Making streets safer and cleaner
- Living healthier lives
- Having the right skills

#### What else you said;

- Access to better and more stable jobs
- Address inequalities – particularly linked to health and poverty
- Better support for mental health
- Affordable and reliable public transport
- Investments in our towns and villages
- Feeling safe and reducing crime, Anti-social behaviour, drug use, and homelessness
- More opportunities for education, skills and apprenticeships
- Taking part in community activities and belonging to a place
- Support for young people and families
- Tackling climate change
- People want to see delivery and how we are all improving

### What are we going to do?

We will focus on 8 priorities

1. Tackling climate change
2. Skills to thrive in life & work
3. Best place to do business & create good jobs
4. Build opportunities for healthier, happier & longer lives for all
5. Safer, cleaner & stronger communities where everyone belongs
6. A child & family-friendly borough
7. Transport & digital connections fit for the future
8. Promote the borough & its cultural, sporting & heritage opportunities

### How will we do it?

- Work closer with communities
- Try new ways of doing things
- Use all the information we have to make decisions
- Make sure we look at all the impacts before doing anything
- Make sure we all take responsibility for doing our part
- Wherever possible regenerate natural and built up areas

### Everyone has a part to play

Residents, businesses, all organisations across Doncaster and South Yorkshire as well as the UK Government all have a part to play in Doncaster Delivering Together

### What Difference will we see if we are successful?

Cleaner Streets | more secure jobs available | better transport connections | more new homes | more green spaces and trees | less crime | better support for mental health | more people with the skills they need | less people in poverty

This page is intentionally left blank



Doncaster  
Council

Councillor Jane Kidd  
Wheatley Hill and Intake Ward

Tel: 07954 428726  
E-Mail: [jane.kidd@doncaster.gov.uk](mailto:jane.kidd@doncaster.gov.uk)

24th September, 2021

Mayor Ros Jones  
Civic Office  
Doncaster

Dear Ros

### **Doncaster Delivering Together Strategy (DDT)**

At its meeting on 19<sup>th</sup> August, the Overview and Scrutiny Management Committee considered the new Borough Strategy “Doncaster Delivering Together”, prior to its consideration by Cabinet and Council.

I am pleased to confirm that the Committee supported the Doncaster Delivering Together approach and welcomed the report.

During discussion Members commented on a number of areas including the importance of policies being influenced by the lived experience of members of the community. The minutes will be available shortly with full detail but I would like to highlight that the following points were welcomed:-

- Consultation undertaken and evidence gathered from many stakeholders, including the public, to assist with developing the DDT;
- The continued effectiveness of partnership arrangements particularly seeking new ways of working with communities to deliver together;
- The Strategy vision up to 2030 and the ability for the document to be flexible enabling the Council to respond to unforeseen events, as has been the case over the last two years, including flooding, Covid and Moorland fires; and
- The ‘Great 8’ priorities to help deliver the well-being goals.

I would be grateful if Scrutiny’s support could be incorporated within the report presented to Cabinet and Council.

On behalf of the Committee, I wish to thank Lee Tillman and Allan Wiltshire for their attendance and for responding to the issues raised by Members at the meeting.

Kind regards,

A handwritten signature in purple ink that reads "Jane Kidd".

**Councillor Jane Kidd**  
**Chair of the Overview and Scrutiny Management Committee**

cc OSMC Members  
Cabinet Members  
Debbie Hogg, Director of Corporate Resources  
Lee Tillman, Assistant Director, Policy, Insight and Change  
Allan Wiltshire, Head of Policy Performance and Intelligence



## Doncaster Council

### Report

---

**Date: 8 September 2021**

**To Members of the Cabinet**

#### **ADOPTION OF THE DONCASTER LOCAL PLAN 2015-2035**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Cllr Nigel Ball, Cabinet Member for Public Health, Leisure, Culture and Planning	All	Yes

#### **EXECUTIVE SUMMARY**

1. This Report provides an update on the Doncaster Local Plan 2015-2035. The Plan has been in preparation for several years, including numerous rounds of full public consultation. The draft Local Plan was approved by Full Council in July 2019 to be published for final comments before being submitted to Government for its independent Examination in Public. The Council submitted the Local Plan in March 2020 and an independent Planning Inspector was appointed by the Secretary of State for Housing, Communities and Local Government to examine the 'soundness' and legal compliance of the Plan. The Council has now received the Inspector's Final Report. With a number of changes made to the Plan identified as being necessary through the Examination to address issues raised by the Inspector, the Council can now look to adopt the Local Plan via resolution of Full Council. The changes alluded to above have already been subject to full public consultation earlier this year and the Inspector took on board those comments when preparing his Final Report. Following adoption of the Local Plan, the current development plan (consisting of the saved policies from the Unitary Development Plan 1998, and its supporting Policies Maps, and Local Development Framework Core Strategy 2012) will be replaced. The Barnsley, Doncaster, Rotherham Joint Waste Plan will remain in place, and part of the development plan, until superseded by a new Joint Waste Plan in due course. The Council will also need to review the current suite of Supplementary Planning Documents as they currently hang-off Unitary Development Plan, and/or Core Strategy, policies that will no longer be in place.

#### **EXEMPT REPORT**

2. This report is not exempt, but the appendix to it is exempt because it contains exempt information including legal advice and is not for public inspection by virtue [www.doncaster.gov.uk](http://www.doncaster.gov.uk)

of Paragraph 5 of Part 1 of Schedule 12(a) of the Local Government Act 1972 as amended.

## **RECOMMENDATIONS**

3. For the reasons set out through subsequent sections of this report, Members of the Cabinet are recommended to note and consider the contents of this report, and then recommend that the Local Plan should be adopted via subsequent resolution of Full Council (Option 1). The Local Plan becomes part of the development plan for Doncaster, and its policies given full development plan weight for the purposes of determining planning applications.

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

4. Having an up-to-date Local Plan will ensure we are planning for enough new homes and jobs for both the current and future citizens of Doncaster and provide certainty for where investment and development is being planned over the next 15 or so years. As well as the quantity of development, the Local Plan will help ensure it is the right sort of development in the most appropriate locations to meet the housing and economic growth needs of the Borough in a sustainable manner, including helping to provide a much needed supply of new affordable homes. Policies will ensure that we not only see the development that is required, but that it is also of a sufficiently high quality and help raise the level of design across Doncaster to the benefit of everybody. The Local Plan helps bring forward much-needed physical, social and green infrastructure to help improve the quality of lives further for our communities through a better-connected borough that helps foster healthier lifestyles. Protection is provided to our much-valued greenspaces, biodiversity and heritage assets, countryside and natural environment. Policies seek to help make the Borough more resilient in the future from the challenges presented by climate change, which has the potential to impact negatively on all of our citizens. The Plan also ensures there is a sufficient supply of minerals resources to support development growth and infrastructure projects.

## **BACKGROUND**

### **What is the Doncaster Local Plan 2015-2035?**

5. The Local Plan will be the new Development Plan for the whole Borough of Doncaster containing both strategic and detailed planning policies and proposals to guide the future of development over the plan period to 2035. It will be used to determine all future planning applications against, alongside national planning policy, and any Neighbourhood Plans that have been prepared in line with the Localism Act, plus any other material planning considerations. Upon adoption, it will replace the two existing Development Plan documents, being the Unitary Development Plan (1998 saved policies and supporting Policies Maps) and Local Development Framework Core Strategy (2012). Any Neighbourhood Plans being prepared will need to be in general conformity with the strategic policies contained in the Local Plan. The Barnsley, Doncaster, Rotherham Joint Waste Plan will remain in place, and part of the development plan, until superseded by a new Joint Waste Plan in due course.

6. The Local Plan deals with the full range of planning policy themes (climate change, housing, employment, retail, design, transport, community facilities,

countryside, biodiversity, heritage, minerals etc.) with the exception of waste which is covered via the existing and separate Joint Waste Development Plan Document (2012). More specifically, the Local Plan includes:

- a portrait of the Borough as it is now, its development needs and challenges, a vision of what it could be like in the future; and a set of objectives to achieve this;
- a list of development sites (known as “allocations”) for new housing, employment, minerals and other development to meet the Borough’s needs; and,
- a set of strategic and detailed policies that will guide development and investment decisions across the Borough and be the starting point for decisions on future planning applications.

7. Although not strictly part of the development plan, a supporting interactive Policies Map of the Borough has also been prepared. This shows the location of the Local Plan’s development site allocations and defines the boundaries of towns and villages, existing residential and employment areas, Town and District Centres, Green Belt and other Countryside, green spaces, conservation areas, wildlife sites, areas for mineral extraction, and so on. Some of these layers are shown for information purposes as opposed to the Local Plan actually making decisions on them.

### **Why does Doncaster need a Local Plan?**

8. The Government expects all Local Planning Authorities to have up-to-date Local Plans in place. Despite proposals to reform the current Planning system, which are awaiting further clarification and the relevant legislation following publication of the White Paper in summer 2020, the Government has made clear the importance of getting a Local Plan in place under the current system.

9. Local Plans are essential to provide clarity to communities and developers about where development should be built and where not, so that growth is planned rather than the result of speculative planning applications. Lack of certainty for the development industry can lead to decisions not to invest in the Borough and displacement to adjacent market areas where the policy position may be clearer. Without a Local Plan, planning in the area will be determined in line with the national planning policy’s much-heralded presumption in favour of sustainable development. This provides a “tilted balance” in favour of granting planning permission, unless the proposal causes significant and demonstrable harm which may lead to development taking place in unplanned, unwanted locations.

### **How has the Local Plan been Prepared?**

10. Full Council made a decision in Autumn 2014 to commence work on a new Local Plan for the Borough. There has been a number of consultations since this time in line with the relevant Regulations (see ‘Consultation’ section of this Report for more details). A further resolution by Full Council in July 2019 approved the Publication Version of the Plan to be published for final comments (known as Representations) as well as for the Plan to be submitted to Government for its independent Examination in Public. Delegated authority was given to the Portfolio Holder, in consultation with the Assistant Director of Development, to make any changes necessary in order for the Plan to be found ‘sound’ (known as Main Modifications), including approval to undertake full public consultation on them.

11. In March 2020, the Council submitted the draft Local Plan for its Examination in Public and an independent Planning Inspector (William Fieldhouse, BA (Hons) MA MRTPI) was appointed by the Secretary of State for Housing, Communities and Local Government to examine the Plan. Despite the World Health Organisation declaring a global pandemic just days after the Plan was submitted, the Council worked with the Planning Inspectorate to make sure the Examination stayed to timetable, cumulating in the country's first Blended Hearing sessions being held in October, through to early December 2020. Participants took part in the Hearings through a mixture of in person attendance in the Council Chamber following strict social distancing, and/or via a video link feed. The Hearings were also broadcast in real time on the Council's website for anybody to view and archived afterwards for future reference.

12. During the Examination there were a number of parts of the Plan that were identified as being in need of changes to respond to issues being raised by the Inspector. This is the nature of the process and the vast majority of, if not all, Local Plans have Main Modifications made to them through the Examination. The Council drafted the changes identified as being necessary to make the Plan sound (known as a Schedule of Main Modifications). A separate Schedule identifying consequential changes to the Policies Map was also published. A number of minor or additional changes were also proposed, but these were not subject to Examination, being of the nature of factual changes or non-material minor corrections. A full public consultation on the changes was held in February-March 2021.

13. In preparing his Final Report and finalising the changes necessary to make the Plan 'sound' the Inspector considered comments from the February 2021 consultation. The Inspector's Report, accompanied by an Appendix containing the final Schedule of Main Modifications, was received by the Council on 30 June 2021 and this completed the Examination of the Plan.

### **What are the Headline Conclusions from the Inspector's Final Report?**

14. The Inspector's Report concludes that the Doncaster Local Plan 2015-2035 as submitted, with the changes made as per the Schedule of Main Modifications, is 'sound' and legally compliant and therefore capable of being adopted by resolution of Full Council. The Report is binding and therefore it is recommended that the Council now adopts the Local Plan with the Main Modifications as per the Schedule. The Inspector's Report itself provides a summary of what are considered to be the main changes necessary (see Non-Technical Summary on pages 5-6 of his Report).

15. The Inspector concludes that the Council has satisfied all of the legal requirements as per the relevant legislation, and for each stage of the plan-making process. This includes:

- meeting our requirements with respect to the Duty-to-Cooperate (demonstration of joint working with stakeholders throughout the Plan's preparation on strategic matters);
- carrying out appropriate and sufficient public consultation (the Inspector notes more consultation was undertaken than the minimum required by the legislation);
- The Plan was informed by a proportionate and objective Sustainability Appraisal that was started early in the process and continued throughout the

subsequent stages;

- A Habitats Regulation Assessment was prepared which demonstrates the Plan will not impact on the integrity of our protected sites/Special Protection Areas (such as Thorne-Hatfield Moors); and,
- The Plan will contribute to the mitigation of, and adaptation to, climate change.

16. With respect to some of the findings relating to the 'soundness' of the policies and development allocations in the Plan, the Inspector's conclusions include:

- The Plan provides 33 strategic policies that are rightly identified as such and will provide a framework for all Neighbourhood Plans to be in general conformity with;
- 1% per annum job's growth and the amount of employment land being planned for (481ha) is aspirational but deliverable;
- A minimum of 920 new homes per annum is a substantial uplift from the Government's standard local housing need figure and is based on proportionate evidence and can be regarded as aspirational but deliverable given the number of new homes built in recent years;
- Achieving a total of 920 new homes per year is likely to mean that the identified need for affordable homes can be met;
- The strategic approach, settlement hierarchy and broad distribution of development are justified and consistent with national policy and will be effective in helping to achieve sustainable development;
- The Inspector is satisfied the housing allocations in the Plan are all justified in terms of flood risk;
- Likewise, the Inspector concludes the strategic distribution employment allocation at Junction 6 M18 Thorne North is consistent with national policy relating to the flood risk sequential test. The employment site allocations and policies relating to existing employment sites and various forms of economic development are justified, effective and consistent with national policy;
- The Inspector is satisfied that the Council has demonstrated there are exceptional circumstances to justify the removal of 8 sites from the Green Belt for housing development;
- The Council's viability evidence is proportionate and up to date having regard to relevant national policy and guidance. That evidence indicates that the cumulative cost of all policy requirements in the Plan is unlikely to undermine the delivery of the majority of the housing allocations;
- The Plan's approach to town centres and main town centre uses is justified and consistent with national policy and will be effective in ensuring that identified development needs can be met;
- The approach to future development in and around the Airport has been found to be sound (following a number of detailed changes to the policy to make matters clearer and the policy more effective therefore);
- Policies relating to transport infrastructure and sustainable travel are justified and consistent with national policy, and will be effective in ensuring that developments are provided with safe and suitable access for all users, promoting sustainable transport, and providing a framework for the provision of transport infrastructure;
- Policies in the Plan are justified, consistent with national policy and should be effective in meeting needs and achieving well designed places;
- The Plan's policies relating to the natural and built environment are justified,

- effective and consistent with national policy;
- Policies relating to pollution, contamination, low carbon and renewable energy, and agricultural land, soil and water resources are justified, effective and consistent with national policy; and,
- The Plan contains justified policies that will be effective in facilitating the sustainable use of minerals in accordance with national policy.

17. Following the safe receipt of the Inspector's Final Report, the Council has prepared a Final Adoption Version of the Local Plan (September 2021) which takes on board all of the Main Modifications identified as being necessary. As alluded to above, a number of minor non-material amendments have also been made to the Plan to correct typographical errors or factual errors. Improvements for presentational reasons have also been made, such as giving all the site allocations a consecutive and logical final referencing system. Likewise, as set out above, there have been a number of changes needed to the Policies Map which were consequential to the Main Modifications to the Plan so the Council has also updated the interactive map ready for adoption. In line with the relevant legislation, Sustainability Appraisal (SA) has been undertaken at each stage of the Plan-making process and a Final SA Post Adoption Statement is required to be published alongside adoption of the Plan. There is a period of 6 weeks from the date that the decision to adopt the Plan is taken for any legal challenges to be made.

## **OPTIONS CONSIDERED**

18. At this final stage of the plan-making process there are only 2 options identified as being available, albeit Option 2 is not considered as being reasonable for the reasons detailed below:

- **Option 1 – (Recommended) – Adopt the Local Plan** – The Local Plan is adopted and has full development plan status/weight for determining all planning applications and the Unitary Development Plan (1998 saved policies and supporting Policies Maps) and Local Development Framework Core Strategy (2012) are replaced entirely; or,
- **Option 2 – (Not recommended) – Do not adopt the Local Plan** – The Local Plan is not adopted and such a decision would essentially mean the Council would have to withdraw the Local Plan.

## **REASONS FOR RECOMMENDED OPTION**

19. Option 1 is strongly recommended as being the only reasonable option to take at this final stage of the Local Plan process which has been several years in the making. Receipt of the Inspector's Final Report confirms the Local Plan is legally compliant and 'sound' and so is capable of being adopted. Previous sections of this report have set out the importance of having an up-to-date Local Plan in place to make sure planning decisions are capable of being made following a development plan-led approach. Government guidance states that, while the Local Planning Authority is not legally required to adopt its local plan following examination, it will have been through a significant process locally to engage communities and other interests in discussions about the future of the area, and it is to be expected that the authority will proceed quickly with adopting a plan that has been found sound.

20. Option 2 is not recommended. Such a decision would effectively mean the Council would have to withdraw the Plan and go back to the start of the process and commence work on a new evidence base/Plan. Given Government Planning reforms, there would be uncertainty as to whether a new Plan could be done in time under the current system, so inevitable delays of several years could be anticipated before having a Local Plan in place. During this time, planning applications would need to continue to be determined in line with out of date UDP and Core Strategy policies which provide less certainty for investors, and our communities, as to where new development will/will not be supported. The Local Planning Authority would be vulnerable to having to support development which we would otherwise not wish to approve, with refusals likely to be over turned by an Inspector at Appeal with a possible award of costs. There would be no up-to-date strategic policy framework for Neighbourhood Plans to be prepared, and financial and reputational implications for the Council attached to such a decision. The Government continue to monitor where Local Plans are not being put in place and some Councils have seen intervention by the Secretary of State where expedient progress has not been made.

21. The Local Plan includes a comprehensive framework of Monitoring Indicators at Appendix 12 of the document which will help monitor how effective the policies and proposals in the Plan are. This commitment is further referred to directly in the Local Plan itself, such as at page 188 for example. There is some in-built flexibility to the Plan already to help respond to changes in circumstances. The Plan states that the Council will prepare an Annual Monitoring Report to assess the performance and effectiveness of the Plan, and check on progress towards meeting the Plan's objectives. Regulations prescribe what information the Annual Monitoring Report must contain. National planning policy states that policies in Plans should be reviewed to assess whether they need updating at least once every five years from adoption date (so can be sooner), and should then be updated as necessary to ensure that policies remain relevant and effectively address the needs of the local community. Planning guidance states that most local plans are likely to require updating in whole or in part at least every five years and that reviews should be proportionate to the issues in hand.

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

The Local Plan is considered to impact on Doncaster Council's following key outcomes:

	<b>Outcomes</b>	<b>Implications</b>
	<p><b>Doncaster Working:</b> 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"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are supported to flourish</li> <li>• Inward Investment</li> </ul>	<p>The Local Plan provides confidence for investors and will directly ensure sufficient employment land is available for the future to help ensure jobs will be attracted/created in the borough whilst also raising the bar in terms of productivity in line with the Inclusive Growth Strategy. Existing employment sites and areas/employers/jobs are also afforded protection through the</p>

	<p><b>Doncaster Living:</b> 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"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>• Everyone takes responsibility for keeping Doncaster Clean</li> <li>• Building on our cultural, artistic and sporting heritage</li> </ul>	<p>Plan.</p> <p>The Local Plan will ensure sufficient houses are delivered to provide for the housing needs of both the current and future population including addressing housing needs such as affordable housing, housing for an increasingly ageing population, accessible housing etc. The importance of the Town Centre and key transformational projects and sites identified through the Urban Centre Masterplan are supported through the Plan, including providing flexibility to address rapidly changing roles and functions of Town Centres</p>
	<p><b>Doncaster Learning:</b> 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"> <li>• Every child has life-changing learning experiences within and beyond school</li> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>	<p>The Local Plan has been prepared with input from a vast array of stakeholders including infrastructure providers and those who are responsible for planning for the educational needs of the borough. Housing sites have been assessed with a view to likely impacts on schools and contributions identified where capacity issues are prevalent. Local Plan policies allow for continued contributions to improving/expanding our schools (and any other infrastructure for that matter related to the development) and these have been tested for viability as part of the plan-making stage. Sites for new schools are identified in the plan (e.g. as part of the Unity Project)</p>

	<p><b>Doncaster Caring:</b> Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> <li>• Children have the best start in life</li> <li>• Vulnerable families and individuals have support from someone they trust</li> <li>• Older people can live well and independently in their own homes</li> </ul>	<p>The Local Plan seeks to bring forward new housing that will help future occupiers remain in their homes independently, and for as long as practicably possible, such as a certain requirement to be built in accordance with Building Regulations Parts M4(2) and M4(3)</p>
	<p><b>Connected Council:</b></p> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> <li>• Operating within our resources and delivering value for money</li> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	<p>n/a</p>

## RISKS AND ASSUMPTIONS

22. The Local Plan has been prepared in accordance with the Local Development Scheme (as updated) which includes a full risk register. Risks have been monitored on a regular basis throughout the preparation of the Local Plan to date and reported through the appropriate structures of the Local Plan Project Management Team. The single most notable risk at present is considered to be the need to put in place an up-to-date development plan for the Borough as soon as practicably possible for reasons as set out in the main body of this report. In particular, the Government has already started to intervene in plans where Authorities are not making progress to ensure that Local Plans are coming forward in these areas. The need to make expedient progress with the Local Plan was identified as a significant governance issue in the Council's 2018/19 Annual Governance Statement. There is also a risk that the adoption of the Local Plan will be challenged, full details are set out in Appendix 1 to this report.

## LEGAL IMPLICATIONS [SC 22.07.2021]

23. If there is a decision to adopt a local plan such a decision must be made by a resolution of the council under s23 (5) of the Planning and Compulsory Purchase Act 2004 ("the Act").

24. There is no statutory requirement to adopt a local plan which has gone through examination in public and been found legally compliant and sound, and no

statutory time period within which to adopt the plan once the inspector's final report has been issued, however there are significant risks to the Council of not doing so as set out in the body of the report and further below.

25. As such a decision (not to adopt) would have the effect of the Council deciding to withdraw the plan, the Council would run the risk(s) of: government intervention, decisions on planning applications being made in line with national planning policy's presumption in favour of sustainable development which provides a "tilted balance" in favour of granting planning permission (leading to developments in unwanted/unplanned locations), the time and cost of preparing a new local plan, and the risk of legal challenges (by way of judicial review) by aggrieved site promoters and developers with an interest in bringing forward sites which are allocated for development in the local plan.

26. The legislation makes no provision for taking a decision not to adopt a plan which has been found legally compliant and sound, however robust planning justifications would be required to support such a decision, the consequence of such a course would be that the plan making process would go back to the beginning and set back the adoption of a new plan by several years.

27. At any time prior to the adoption of a local plan, the Secretary of State has powers by virtue of s21(4) of the Act to intervene and require the document be submitted to him for his approval, thereby taking the decision out of the Council's hands. The Secretary of State also has powers under section 27(5) (b) of the Act to direct the Council to consider adoption of the Local Plan.

28. A local plan once adopted will form part of the development plan for the Borough and the Council must consider all relevant planning applications against the policies within it and there is a requirement under regulation 10A of the Town and Country Planning (Local Planning) (England) Regulations 2012 to review the plan within 5 years of adoption.

29. There is a small window of six weeks for an aggrieved party to challenge by way of judicial review a decision to adopt the local plan under s113 of the Act.

## **FINANCIAL IMPLICATIONS [OB 22.07.2021]**

30. There are no financial implications arising directly from the adoption of the Local Plan. Having a local plan in place should help protect the Council from the costs of appeal against planning decisions, which can be considerable where legal representation and expert witnesses are required.

31. The Council is likely to be involved in the delivery of significant projects towards realising the vision of the borough presented in the plan. Financial implications for these have either already been considered as part of other decisions or will need to be reviewed as the projects develop further. The Local Plan should help with the prioritisation of projects.

32. The Local Plan will also influence the nature and value of developer contributions to the Council that are required for planning obligations in lieu of direct resolution by the developer (e.g. section 106 contributions). As planning obligations are directly relevant to the proposed development, the financial implications to the Council for the subsequent delivery of those obligations will also

need to be considered on an individual basis.

### **HUMAN RESOURCES IMPLICATIONS [DK 20.07.2021]**

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

### **TECHNOLOGY IMPLICATIONS [AM 19.07.2021]**

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

### **HEALTH IMPLICATIONS [CT 21.07.2021]**

35. Public Health has worked closely with Planning Policy colleagues to incorporate health and wellbeing into the draft Local Plan policies. A representative of Public Health also participated in the Local Plan Inspection process.

36. Influencing the way that developers approach creating new buildings and places will be vital if we are to maximise our potential to create environments where it is easy to live a healthy life. This can only be achieved by putting emphasis health and wellbeing in Local Plan policies.

37. The relationship between Public Health and Planning has been strengthened further through this process and there is commitment to ensure that the impacts of development on health and wellbeing to be explored through processes such as the Health Impact Assessment.

38. Public Health supports Option 1 to support the Local Plan.

### **EQUALITY IMPLICATIONS [JC 16.07.2021]**

39. Each stage of the Local Plan's process has been in line with the Statement of Community Involvement which seeks to give all sections of the community the chance to take part in the planning process at the earliest opportunity so that decisions can take account of the range of community views and reflects, as a far as possible, the concerns and aspirations of the people affected by them. A Due Regard Statement was prepared at the outset of the Local Plan and has been a 'living document' updated throughout the course of the preparation of the Plan.

40. The Local Plan consultation database already includes a wide cross section of groups and individuals (2,500+ contacts). The vision, objectives and policies in the Local Plan recognise the diversity of the Doncaster population and the overall need to improve skills levels and improve the quality of life. The Local Plan includes a wide range of monitoring indicators to help demonstrate that the Plan is being successfully delivered. Annual monitoring will be undertaken to check the Plan's performance as well as to assist in identifying whether the Plan (or certain parts of it) will be in need of a formal Review.

### **CONSULTATION**

41. The Local Plan was subject to three significant rounds of full public consultation which were regarded as being Regulation 18 – Preparation of a Local Plan, as follows:

- Issues & Options – summer 2015;
- Homes & Settlements – spring 2016;
- Draft Policies & Proposed Sites – autumn 2018

42. The Local Plan was published under Regulation 19 in July 2019 for final representations to be made by anyone with an interest in the Plan. These comments were all published in full (and summarised) and made available for the Inspector's attention. The Inspector makes reference in his Final Report to the Council's Regulation 22(1)(c) Statement of Consultation and that this report thoroughly demonstrates how the consultation carried out during the various stages of Plan preparation was in compliance with the Council's Statement of Community Involvement adopted in July 2015. More stages of consultation were held than required by the regulations.

43. During these consultation stages, Officer's met and attended various workshops, meetings, briefings, and events to publicise the Doncaster Local Plan and engage our stakeholders on its content. We sought views on numerous matters including: the vision for the Borough and our strategic objectives for how we wanted to see the Borough grow and evolve; how development should be distributed in a sustainable manner; how much development we should be planning for; which were the most sustainable sites to accommodate such growth; and, what strategic and detailed planning policies were required to guide development decisions in the future.

44. Engagement with stakeholders has included: our Communities; Team Doncaster; Doncaster Council Elected Members; Town and Parish Councils; Various Doncaster Council Teams; Infrastructure providers; Statutory Consultees, Doncaster Property Forum; Developers, Landowners and their Agents; neighbouring and/or Sheffield City Region Local Planning Authorities; to name but a few.

45. Consultation methods and techniques have been undertaken in conformity with the Local Plan's Statement of Community Involvement, including electronic notification to everybody on the Local Plan database (currently over 2,500 live contacts) and publicity using press notices and social media in addition to the above, as well as other techniques as appropriate. As part of the autumn 2018 consultation proposed sites in the Local Plan (that were not yet subject to Planning) had site notices posted up at the site to publicise with our communities exactly which sites were being identified and for what land uses; this in itself generated a significant and unprecedented response.

46. The final round of consultation was the Main Modifications stage in February-March 2021. As set out above, the response to this consultation informed the Inspector's Final Report.

## **BACKGROUND PAPERS**

47. The following background papers/documents are to be read in conjunction with this report:

- Doncaster Local Plan 2015-2035 - Adoption Version September 2021 – available to view here:  
<https://dmbcwebstolive01.blob.core.windows.net/media/Default/Planning/Documents/Local%20Plan/Submission/Local%20Plan%20Adoption%20Versio>

[n%20Sept%202021\\_FINAL.pdf](#)

- Doncaster Local Plan 2015-2035 - Policies Map – available to view here:  
<https://dmbc.maps.arcgis.com/apps/webappviewer/index.html?id=9e84afee16aa4746ac8cda448ab85f2c>
- The Planning Inspector's Final Report on the Examination of the Doncaster Local Plan 2015-2035 – 30 June 2021 – available to view here:  
<https://dmbcwebstolive01.blob.core.windows.net/media/Default/Planning/Documents/Local%20Plan/Doncaster%20LP%20Report%20-%20final.pdf>
- Appendix to the Planning Inspector's Final Report – Main Modifications – available to view here:  
<https://dmbcwebstolive01.blob.core.windows.net/media/Default/Planning/Documents/Local%20Plan/Doncaster%20LP%20Appendix%20-%20final.pdf>

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

None

## **REPORT AUTHOR & CONTRIBUTORS**

Jonathan Clarke, Planning Policy & Environment Manager  
01302 735 316 [jonathan.clarke1@doncaster.gov.uk](mailto:jonathan.clarke1@doncaster.gov.uk)

**Dan Swaine Director of Economy & Environment**

This page is intentionally left blank

By virtue of paragraph(s) 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



## Doncaster Council

### Report

---

Date: 8<sup>th</sup> September 2021

To the Mayor and Members of Cabinet

#### 2021-22 Quarter 1 Finance and Performance Improvement Report

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

#### EXECUTIVE SUMMARY

1. This report focuses on quarter 1 of the 2021/22 financial year. It indicates our current financial forecast position against our 2021/22 budget and our performance against key Service Standards.
2. A challenging time for the delivery of council services as the COVID-19 pandemic response continued and services across the country progressed through the staged reopening of the economy.
3. Government initiatives have continued to be responded to and the organisation has wrestled with the challenges of opening up services at the same time as considering staff health and safety.
4. Furthermore, the performance of council services have been impacted by changing public behaviours and this has resulted in performance of visible services deteriorating.
5. During 2020/21 the council also went live with the unified system for Education and Adults services. It is pleasing to note that this has resulted in improved performance for schools admissions whilst challenging the timescales for adult services assessments and annual reviews.
6. In addition, the following performance areas are worth highlighting:
  - Business rate collection rate is slightly above target
  - Council tax collection is similar to 2019/20 levels at this point in the year
  - Local spend is £37.7m against available spend of £54.2m (70%)

- The majority of customers contacting the council are served within 10 minutes and 90% of telephone calls are answered within 150 seconds.
- Recycling rates are below target at 41%
- Fly tipping is below performance target at 36%
- Land audit cleanliness is below target following 43 sites being inspected
- The average number of days to process a new housing benefit claim has increased to 30 days and Council tax support application is currently 39 against target of 21 days.
- 74.4% of Education Health Care plans are completed within 20 weeks.
- Referrals to the Domestic Abuse Hub have reduced slightly from Q4 (20-21) but still remain above target.

### **Financial Position**

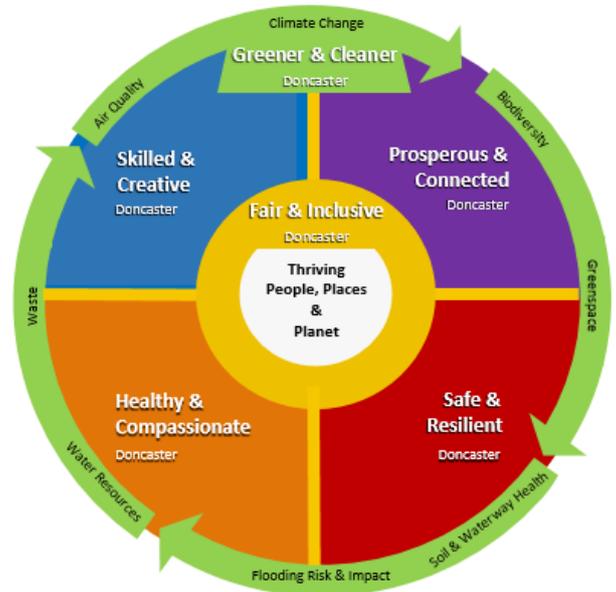
7. Last year we incurred new and additional costs to support operational services, experienced reduced income through less trading activity, pressures on Council tax and Business rates income and saw delays in delivering savings, which are required to achieve a balanced budget. The financial impact of these pressures was wholly funded from COVID-19 funding provided by government. This, coupled with attention being focussed on responding to the emergency situations, resulted in an underspend on the general fund position of £6m and increased level of carry forwards including specific COVID funding. Our financial strategy continues to be focused on managing the short-term position whilst maintaining an eye on the longer-term baseline position.
8. Moving into 2021/22 the COVID-19 pandemic continues to provide significant volatility and ongoing financial challenges. To some extent this was anticipated and the 2021/22 budget included estimated cost increases as a result of COVID and reduced income from Council Tax and Business Rates, balanced using a modest level of COVID reserves carried forward. The financial position continues to be carefully monitored on a monthly basis and reported. At quarter 1, we are seeing forecast pressures increase, including children's social care placement budgets and schools catering lower meal uptake, plus further slippage on the delivery of savings. However, it is anticipated that through proactive budget management we can continue to meet all COVID related pressures from either the COVID funding carried forward from 2020/21 or the 2021/22 specific COVID grant allocations, and effectively manage the in-year financial position. The 2021/22 specific COVID funding allocated is detailed at Appendix A Finance Profile to this report, this includes emergency COVID-19 funding and the hardship funding of £12.6m. The current forecast for the council tax and business rates collection fund is also looking more positive than expected when the 2021/22 budget was set, although there remains a great deal of uncertainty for businesses and employment. Full details on the main variances are provided in paragraphs 100 to 109.
9. During quarter 2 the cost pressures will be examined in more detail to determine the extent to which they will need to be factored into the budget setting process for 2022/23 and beyond. It is anticipated that this exercise may

reveal a budget gap for 2022/23 that will need to be addressed in budget setting process.

## Performance

10. The performance section of this report is structured under the heading of the Councils Wellbeing Wheel from our Corporate Plan for 2021/22. The overall mission is: Thriving People, Places & Planet. To achieve this, the goals sharpen the focus on a number of key imperatives, including:

- Improving skills and supporting creativity;
- Improving the safety and resilience of people and business to challenges like pandemic;
- Developing a more compassionate approach to improving health and wellbeing;
- Developing an economy that provides good, well paid jobs and connecting residents to them;



The 'Greener & Cleaner' Outer Circle prioritises:

- The need to consider the impact on the local and global environment in all we do.

The 'Fair & Inclusive' Inner Circle provides a focus on:

- Tackling inequalities and improving social mobility

## EXEMPT REPORT

11. This report is not exempt

## RECOMMENDATIONS

12. The Mayor and Members of Cabinet are asked to note and comment on the quarter 1 performance and financial information, and specifically;

- approve the virements per the Financial Procedure Rules, detailed in the Appendix A – Financial Profile;
- approve the allocations of block budgets in the Capital Programme, detailed in the Appendix A – Financial Profile, in accordance with the Financial Procedure Rules (sections A & B);
- approve the payment to the Doncaster Children's Services Trust (DCST), as part of the contract management arrangements, for the COVID funded pressures (£2.155m) with a reconciliation at year-end to ensure any surplus is returned to the Council.

- approve the payment to St Leger Homes, as part of the contract management arrangements, for the general fund overspend reported (£0.246m) with a reconciliation at year-end to ensure any surplus is returned to the Council.
- approve the payment to St Leger Homes, as part of the contract management arrangements, for the cost of additional responsive repairs and electrical testing this financial year (£0.5m), with a reconciliation at year-end to ensure any surplus is returned to the Council;
- approve the use of Housing Revenue Account reserves to meet the cost of in-depth stock condition surveys (£0.5m);

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

### **GREENER CLEANER**

#### **Waste Management & Street Scene**

##### **Waste Management**

13. Recycling rate for household domestic waste: 41% achievement against a target of 50% - this signifies maintained performance from Q4 20/21. In 20/21 the rates (recycling/composting) were: Q1 38.4% Q2 51.7% Q3 40.2% Q4 41.0% the variations were, and continue to be caused by COVID related disruption of services. For example, disruption to Green Bin collections appear to correspond with an increase in residual waste collected, and, the more residual waste collected the more recycling we need to collect in order to maintain the % performance.
14. In terms of tonnage, residual waste and recycling have both grown significantly since the start of the present collection contract in 2018 (including the introduction of blue bins); this trend continued over Q1.
15. Successful household waste and recycling collections achieved was 99.98% against a 100% target
16. In June '21 Street Scene began using a new quality inspection system called LAMS. The LAMS inspection system replaces NI 195 inspections for street cleanliness and also covers a wider spectrum of categories which are graded according to nationally recognised quality standards. Street Scene Managers, Supervisors and Chargehands have undertaken training on using the system to ensure consistency during the grading process.
17. By the end of Q1 43 sites had been selected as part of a random sampling process and were assessed for both street cleansing and grounds maintenance standards. The standards assessed were for grass cutting (73% of sites passed), shrub and flower bed maintenance (50% passed), weed control (43% passed), litter (93% passed), detritus (67% passed), fly tipping (98% passed) and fly posting (100% passed).
18. The low percentage of sites passing all standards can be attributed mainly to the grounds maintenance standards – primarily weed growth. The spraying of weeds has been hampered by weather conditions along with the loss of working hours due to ongoing Covid restrictions. Actions are in place to address the weed growth with more resources being deployed to this operation

over the short term. Remediation work takes place at the sites which fall below the required standard ensuring they are brought back to an acceptable level. We expect to see an improvement to these standards each quarter of this year – there is a risk that this could be impeded by reduced staffing (COVID) and/ or a mandated requirement to reduce use of Glyphosate.

19. Because the use of LAMS is still being trialled within Street Scene these result have not yet been benchmarked against national returns – it is the intention to do this as use of the system matures. Over the course of the remaining year more sites will be randomly selected for inspection – it is expected that via the use of LAMS Street Scene will inspect a significantly greater number of sites than previously achieved. Furthermore it is expected that the use of this system will promote better quality assurance and therefore promote higher quality outcomes.

### **Fly Tipping**

20. Fly tipping continues to be a national, regional and local issue for all Councils dealing with the complexities of tackling the magnitude of illegal waste dumping. Doncaster Council in its progressive and toughened stance has made a significant additional investment of £466k for 2021/ 22.
21. Whilst for Quarter 1, the tonnage of waste has increased dramatically in certain areas, for example 15 tonnes of waste were cleared in Hexthorpe in May 2021, and 28 tonnes in June 2021, the tonnage of waste cleared across the borough during quarter 1 was 1601.98 tonnes, (the equivalent weight of 80 school buses).
22. Within the industry there is national recognition that jobs can differ dramatically in size and complexity, in some cases could take several days to clear and sometimes require specialist equipment. Any jobs with asbestos have to be passed to a specialist contractor leading to delays in response time. Given this challenging position and the amount of flytipping we have experienced locally we strategically determined within Q1 to prioritise the clearance of back-logged (as opposed to most recent) cases. This is principally because they represent longer-standing resident issues, but also because if we don't clear these long-standing issues we will not be able to start managing our performance from a 'clean slate' – which has been identified as an improvement process necessity.
23. We are now consistently closing more cases than we are receiving, and consequently the number of cases in the back-log (i.e. cases open beyond the SLA) has reduced significantly. During Q1, 2186 new cases were opened and 2993 were closed - i.e. 807 more jobs were completed than were raised, and consequently the log of open jobs reduced from 1278 at the start of April to 471 at the end of June (a 69% reduction).
24. As a result of our adopting this apt and necessary approach, recently raised cases have been taking longer to be cleared – which has affected the percentage of cases closed within the SLA time. The target for quarter 1 is 65% whereas the actual figure is 36% (largely due to the backlog of older cases now being closed). However, given our performance in clearing back-logged jobs, we are confident performance in clearing newly raised jobs will significantly improve over Q2. If we carry on with the same progression of

closing more cases than we receive we will be hitting the target by the end of next quarter.

25. Over Q1 Street Scene have also been working closely with colleagues in Digital to improve back-office systems related to Fly & Litter. The 'Report It' aspect of the Council website has been updated to ensure it captures the information needed to appropriately respond to incidents – and work has been initiated to allow the service to return to a system of automatically deploying staff to incidents on an optimised basis. These system improvements will also enrich service intelligence and promote enhanced operational and strategic decision making.

### **Parks and Open Spaces**

26. At the end of Q1 we have 4 parks with national (Keep Britain Tidy awarded) Green Flag status across the borough against a target of 4. 5 parks have been submitted for the award this year - Sandall Park, Bentley Park, Quarry Park, Campsall Park and Elmfield Park. Council officers met with judges at Elmfield Park in June, the remaining 4 parks will be 'mystery' judged at any given time during the summer. The results will announced in October 2021.
27. 154 mechanical inspections have been carried out at play areas around the borough this quarter. This includes play areas on behalf of St Leger homes and parish councils as well as all Doncaster owned sites. This is a 100% achievement
28. 2,326 new trees were plotted on Treewise and surveyed (height, spread, etc) during quarter 1 against a target of 2500. 1,967 were added on land excluding SLHD, mostly on Strategic Asset Management land at Lakeside and an SLA is being developed for these. 356 new trees were plotted on SLHD sites, including 184 in enclosed gardens.
29. 156,300m<sup>2</sup> of local authority land has been allowed to naturalise/wildflower against a target of 140,000. Following the authorities declaration of a Bio-diversity/climate change emergency Street Scene have developed a naturalisation trial across the borough. 78 sites of green space are being managed to assist in promoting bio-diversity across the area. The management of sites ranges from reducing cutting regimes to planting trees to individual bespoke site management. These areas are in support of 47 areas of wildflower meadows – some of these areas re-sown yearly with annual type flowers but predominantly perennial flowers which 'come again' each year. Delivery has taken place of specialist machinery, which will enable these areas to be more effectively managed.

### **Highways Maintenance**

30. 2020 National Highways Maintenance satisfaction survey value is 48%, which is 1% behind the National average at 49% (and our target). Over the last three years our results have followed the slightly decreasing national trend.
31. The 2020 National Highways maintenance survey also includes benchmark of how effective the Highways maintenance and management practices are for each Highway Authority based on customer satisfaction, cost and performance.

Doncaster has been ranked within the top ten Authorities nationally for three consecutive years in this measure.

32. There has been £12m of spend on roads, of which £6m is additional funds over these last two years, made up of additional funds received from the Government and Council. The length of roads resurfaced or repaired for this sum - at the end of this year - will be 139.2 km, which is 8% of the total 1700km road network
33. The classified roads within the Borough are in top quartile position nationally and the unclassified (estate) roads have improved 6% in their condition in the last year due to targeted and prioritised interventions from additional investment secured from both internal DMBC funds and the Department of Transport.

## **Energy**

34. Electricity consumption in 2019/20 was down 2,176,861 kWh's against the previous year of 2018-19. There are a significant number of variables that could affect the usage and further analysis needs to be undertaken to see where the reductions have come from. It will be important to understand how much of the reduction has come from efficiency and improved usage, or the shrinking of the portfolio. The reduction delivers a 663 tonnes of CO2 equivalent saving.
35. Gas consumption in 2019/20 was up 647,216 kWh's against the previous year of 2018-19. Again, there are a significant number of variables that could affect the usage and further analysis needs to be undertaken to see where the increases have come from. It will be important to understand how much of the increase has come as a result of weather or overheating (i.e. greater levels of consumption on days where the temperature was the same on others). The increase delivers a 118 tonnes of CO2 equivalent increase.

## **PROSPEROUS & CONNECTED**

### **Non-domestic Rates**

36. The percentage of non-domestic rates collected in Q1 was 96.52% against a target of 96%. In the first quarter 28.50% of the total debit has been collected. This compares with 28.53% for the same time in 2019/20 and 25.75% for the same time last year. An additional £9m debit has been added on the 1st July due to MHCLG phased approach to the expanded retail discount award. Prior to the additional debit being added, collection was tracking at a comparable level with 2019/20 pre-covid levels. Whilst it is anticipated that most of the additional £9m will be paid and that collection figures will remain on track to pre-Covid levels this is not guaranteed because this additional debit has been charged to businesses that have been receiving 100% relief since the start of the pandemic and are mainly in the hospitality and leisure sectors who have been hardest hit in terms of loss of trade. It is hoped that as lockdown measures continue to ease and businesses start to return to a degree of normality in their trading positions, but there still remains a great deal of uncertainty in the current climate.

## **Planning**

37. 88.89% of major planning applications were delivered within timescale against a target of 94%. This figure is in excess of the 70% national target but has a large reliance on successfully negotiating extension of times (EOT) with the applicant. This need to agree an EOT on major applications not unusual, which are complex by their very nature and commonly require on-going negotiations, s106 agreements and committee approvals in order to seek a positive resolution on the proposals. It is important that officers continue to work with our customers (by agreeing EOTs where needed for the more major, transformational projects) to achieve a positive outcome. Quarter 1 shows a 88.89% determination rate which is below the 94% internal stretch target but is a result of 2 of the 18 majors not being determined with an extension of time agreed. This will continue to be monitored and it is envisaged that the percentage will improve closer towards the internal stretch figure by the end of quarter 4.
38. It is well recognised that not all applications are equally complex to deal with and unforeseen issues or the need for amendments may arise through the course of considering an application. Had these extensions not been secured our performance for major applications would be 33.33%.
39. The Council received the Local Plan Final Report from the Planning Inspectorate on 30 June 2021. In summary, the Inspector concludes that, with the recommended changes set out in his Report, and as consulted on in February-March 2021, the Local Plan can be adopted and used to determine all future planning applications. The Examination is now closed and the conclusions of the Inspector's Report means the Council can now move towards adoption of the Local Plan via resolution of Full Council on 23 September 2021.

## **SAFE & RESILIENT**

### **Domestic Abuse**

40. Doncaster like other places has seen a significant rise in Domestic Abuse incidents over the last 18 months. There have been 401 referrals to the Domestic Abuse hub this Quarter, which is a decrease from the previous Quarter (415). This remains significantly higher than the historical target set of 250 referrals per quarter, which is subject to review by the Chief Officer Partnership Board. The number of clients accepting support from services was 46.38% (those identified as standard and medium risk referrals).
41. A huge amount of work has progressed over the last 12 months through the Domestic Abuse Partnership Chief Officer Board, including having clearer oversight of victims and their children whilst also improving the support and protection they receive whilst importantly holding perpetrators to account and supporting behaviour change. Doncaster's new Domestic Abuse Strategy 2021/24 and associated quality and performance framework will demonstrate progress made in terms of improvement over the coming year.
42. There have been a very high number of referrals into the Independent Domestic Violence Advocates (IDVA) service, with an engagement level of 70% during Quarter 1. The target for engagement is 80%.The number of referrals

identified as 'high risk' into the service supported through the Multi-Agency Risk Assessment Conference (MARAC) during this period was 408, which is a reduction of 38 (Quarter 4 number was 446).

43. In Quarter 1, the number of 'high risk' cases referred to MARAC was 298, which sees a significant increase from the previous quarter. Please note, this figure only includes those cases identified as 'high risk' and not standard or medium risk. 231 of the 298 were discussed in this quarter. There were 7 MARAC meetings in Quarter 1, compared to 6 in Quarter 4. In Quarter 1, 42% of the referrals to MARAC were repeat referrals. The Safelives target for a 'well-performing' MARAC suggests that this figure should be between 28% and 40%.

### **Safeguarding**

44. In Quarter 1, there were 75 people recorded as achieving their expressed outcomes following a safeguarding intervention. This number represents 32% of the people who were recorded. However, 86% of people who have had a safeguarding intervention are recorded as feeling safer following that intervention. Work continues on the practice of ensuring that this information is recorded following all safeguarding interventions.

### **SKILLED & CREATIVE:**

#### **Access to free childcare:**

45. Across Doncaster 81.7% of 2 year olds were taking up the funding to access free childcare in the Summer term 2021. This is an increase of 3.6% from the Spring term 2021 and a 7.3% increase from Summer 2020 when 77.4% were accessing free childcare. Central, North and South locality areas have an increased percentage accessing childcare from Summer 2020 and Spring 2021. However the East locality area has an increase from Summer 2020, but decrease from Spring 2021, which is most likely linked to the closure of school nurseries who were able to take 2 year old children during lockdown. Doncaster continues to be in sixth place nationally out of 151 Local Authorities.
46. Doncaster has 94.7% of 3 and 4 year olds accessing free childcare in the Summer term 2021, which is a rise of 0.7% in take up from the Spring term. This is a significant increase from the Spring term 2020, when only 70.9% were accessing free childcare. This was during the initial lockdown period when access to childcare was limited to certain groups of children. The take up of the funded entitlements for 3 & 4 year olds decreased in the Summer term 2020 as anticipated because of day nurseries, childminders and school nursery classes being open only for critical workers and vulnerable children, between March and June 2020. A further lockdown period between January and the beginning of March 2021 appears to have only limited impact on take up. Although the target of 95% was not met in this quarter, access to free childcare has continued to maintain at a level above the national average, demonstrating parental confidence in the safety of the providers in Doncaster. There is no current national figure published, however the last reported figure was 94% nationally.

### **Access to primary and secondary school places:**

47. Secondary school places were offered to 3555 Doncaster children, with 97% being offered a place at one of their preferred secondary schools. There was an increase of 2% from the previous year, seeing 88% of children offered their first preferred school compared to 81.1% nationally.
48. 3346 reception places and 483 junior school places were offered to Doncaster children in 2020/2021. In Doncaster, 99% of primary school children were offered a place at one of their preferred primary schools compared to 91.8% nationally. An increase of 1% from the previous year.

### **Quality of provision:**

49. Current Ofsted outcomes for early years providers are strong, being above both national and regional levels. The overall percentage of Early Years Providers rated Good or Outstanding by Ofsted in Doncaster currently stands at 99% against a national figure of 96%.
50. The percentage of pupils accessing good or better education in secondary settings remains unchanged at 52.5% and 68.7% for primary settings. The percentage of pupils accessing good or better education in secondary settings have been paused, due to the lack of school inspections taking place during the Covid-19 pandemic. The inspections which are taking place, are not currently providing judgements. The Council continues to work closely with schools and have developed a programme of school visits to all 18 secondary academies, to support them with their identified improvement priorities.

### **School assessment results:**

51. Due to the ongoing Covid-19 pandemic and the disruption to education, there will be no published assessment results in 2021 for Key Stage 1 or Key Stage 2. The Council continues to work with schools to develop strategies that will help children and families to continue to learn in the new academic year. This work will focus on developing good habits of learning and readjusting to full time school. The team have also planned and delivered a range of courses and activities for the Summer term along with a training programme for the Autumn term. The priority is to ensure schools have good systems in place for identifying and addressing gaps in pupils' knowledge caused by the recent disruption in school attendance.
52. There will be no GCSE examinations in 2021 and results will be based on teacher assessments. Guidance material and examples will be provided schools to help teachers make accurate assessments.

### **Educational, Health Care Plan assessments:**

53. The number of requests to make assessments for Educational, Health and Care Plans increased from 38 in Q4 to 90 in Q1 which equates to an unprecedented 136% increase. Due to the large increase in number of assessments, only 74.4% (64) of plans were completed within the statutory 20 weeks, a 9.8% decrease from the previous quarter. Although there has been a slight decrease, Doncaster continues to compare well to the national average of 59%. The increase in volume of requests will be monitored to see if this level of demand continues. The team are also looking to increase staffing levels to

ensure they are able to meet future demand. Temporary funding has been identified to increase capacity within the SEND team to deal with the increasing numbers of requests.

### **Safeguarding Children & Young People**

54. During the last 18 months the number of out of authority regulated external placements for looked after children have increased from 32 at end of Sept 2019, 43 end of March 2020 to now 58 placements. This also represent greater % of the overall children in care. The complexity of cases has also increased at the same time as a national shortage of suitable placements.
55. Demand and short supply is driving up placement costs and the need to source education for these out of borough placements is putting increasing pressure on the Dedicated Schools Grant
56. The requests for Education Health plans have increased dramatically which provides an indicator of the impact of challenging needs of school aged children.
57. Safeguarding concerns have been raised regarding an independent residential provision within the Borough. A multi-agency enquiry is underway, partners and DMBC have taken swift action and the commissioning of such provisions are being reviewed and strengthened.
58. These issues all have separate improvement plans and additional resources have been sourced to support to bring about change and stem the flow. The heightened issues have prompted a review of the corporate risk in relation to safeguarding of children and to elevate the current risk profile.

### **Total volunteer hours across libraries, heritage and culture:**

59. At the end of Q1 there were 322 volunteers registered at community libraries. This is significantly less than at the end of March 2020, when there were 507 volunteers; however, this was just before library closures due to the Covid-19 pandemic. There are 15 out of 21 community libraries currently open and operating. Community Library volunteers work adhoc hours that can vary week to week and library to library. Even though this figure is lower than previously recorded, this does not include libraries that are still closed to the public. There is a slow increase in new volunteers in community libraries resulting in a steady increase in volunteer numbers.
60. Heritage and culture contributed 63 hours of volunteer work, 3 hours on the Heritage Health and Happiness programme and 60 hours gardening at Cusworth.

### **Service Complaints:**

61. During Quarter 1 2021, 10 complaints were received. 60% of the complaints were responded to within the Service Standard timescale of 10 working days. 20% were responded to within 11 to 20 working days. 2 complaints currently remain open and within timescales.

## **HEALTHY & COMPASSIONATE:**

### **Delivering quality care and support**

62. In Quarter 1, the waiting time for the completion of an assessment was at 64.7 days, up from 48.1 days in Quarter 4. The current target is set at 42 days. This figure appears high, and is inconsistent with previous Quarterly reports. This increase coincides with the implementation of a new Case Recording System (Mosaic), and it was anticipated that there would be performance issues relating to this implementation, including staff familiarisation with the system.
63. The latest data in Mosaic shows that 36.1% of people have had an annual review of their care in Quarter 1.
64. Currently, 29.7% of service users receive a direct payment, a small decrease from 30.3% at the end of Q4 in 2020-21. This remains above the target of 25.7%. Work underway to review the way that we support people who receive a direct payment, with the ambition of enabling people to have more choice and control over their care support needs, and have a good life.
65. There have been 14 permanent admissions into residential care for people aged 18-64 years (7.559 per 100,000 population). The current target is 8.7 (or 4.698 per 100,000 population).
66. The latest information from Quarter 1 shows that 236.2 per 100,000 people aged over 65 years were admitted into residential care during this period. This figure is very low compared to previous quarters, and could be attributed to the Mosaic implementation, therefore not capturing or reflecting the accurate figure. This number was at 644.9/100,000 in the last quarter, but this figure has fluctuated somewhat in previous years.

### **Supporting Rough Sleepers**

67. In Quarter 1 there were 48 people known to be rough sleeping. There has been a significant increase in the number of people since the 16 people who were recorded in the last period. This rise has been attributed to hotel and hostel evictions, and people who are new to the Doncaster area. As in previous months, many were accommodated quickly and this does not reflect the usual daily and weekly figures (around 20 people per week).

### **Housing Adaptations**

68. When a recommendation is received from social care for major housing adaptations work, it is agreed that the person's home will be visited within five days of receipt of the recommendations to carry out a survey or an order will be raised for the work to be carried out. In Q1, approximately 85% of referrals met this criteria, keeping in line with performance throughout the last financial year.

### **Support for people with Learning Disabilities**

69. There is some work to be undertaken in relation to the proportion of adults with a learning disability who live in their own home or with family. This is required due to the migration of data from CareFirst to Mosaic, following the Mosaic implementation at the end of Quarter 4. Provisionally, 688 of 795 people known to Doncaster Council, or 86.6%, with a learning disability live at home or with family.

## **Communities**

70. There have been 13 compliments received this quarter with three dissatisfaction reports for the same period, one relating to anti-social behaviour in the South Area, the second associated with SMILE Day Services and the third was related to Allotments.

## **CONNECTED COUNCIL:**

### **Supporting Staff Well-being**

71. Work to support staff health and wellbeing provisions is continuing, particularly staff who may be experiencing social isolation or mental health impacts working from home and where staff are on site or working in the community that they feel safe. The HR & OD team have continued to support managers and staff throughout this time in a variety of ways, including enhanced health and wellbeing resources particularly around mental health with both internal and external resource links, financial wellbeing, healthy home working and other different ways of working. Regular communications are ongoing on key workforce issues to inform and advice and implementing actions from the staff surveys on wellbeing. The next health and wellbeing focussed survey is to be launched this month to inform any further support actions required for our workforce.
72. Staff development has continued with key e-learning modules and on-line workshops, particularly around personal resilience, Health and Safety and data protection. The team has also continued to support deployment of staff to critical areas to build capacity and enable the organisation to deliver.
73. The sickness absence rate for the quarter was 9.15 days per full time equivalent employee, against a target of 8.25 days. This is an increase of 0.90 days from 8.25 days in Q4. While there has been an increase in sickness during the quarter (and appropriate work is being undertaken to establish any underlying reasons for this), there has also been a decrease in the FTE of the organisation, which has also affected the increase in the FTE days. There are early indications of some staff suffering with Long Covid and this will be monitored over the coming months to assess impact and ensure effective provisions to manage the condition effectively remain in place.
74. Agency worker usage and spend has increased this quarter by 11% (£63k) from quarter 4; with 37% of assignments continuing for more than 6 months, predominantly to provide some stability in response to the current pandemic. Ordinarily, agency assignments should be used as a short-term solution to staff capacity or skills issues, therefore robust management of spend will continue to be a focus throughout 2021.
75. The council's corporate Health and Safety team continue to work with HR and Public Health to ensure up to date COVID-19 secure documents and support are in place, and advice to help manage risk and protect employees during the pandemic. This includes generic risk assessments based on national government guidance for managers to utilise and amend to meet the circumstances and needs of their service activities.

76. The number of reported injuries at work in this quarter compared to the same period of last year, during the height of national restrictions and Covid-19 outbreak, are higher and are predominantly in front facing services that are operational across the borough. The most common reported incident type are slips and trips with no identifiable causal trends. However, RIDDOR reports continue to be low, with only two employee RIDDOR reports in this quarter compared to none in the previous year's Q1.

### Ensuring the Council Spends Money Locally

77. The Council continues to be committed to sustaining and increasing local spend as this underpins the Council's Doncaster Growing Together ambitions, which are to make Doncaster a great place to learn, work, live and care. Local spend by the Council is the direct reinvestment into Doncaster's economy and communities which drives substantial economic and social value benefits such as improved employment opportunities and lowered environmental impacts. In quarter 1 70% of council spend in was with local firms, this equates to £37.7m out of a total spend of £54.2m.

### Responding to Freedom of Information Requests

78. 320 freedom of information requests (FOI) requests were received in quarter 1 and 301 were responded to within the 20 day time limit (94%).

	Received	Responded on time	%
Adults, Health & Wellbeing	33	30	90
Learning & Opportunities	42	36	86
Corporate Resources	106	99	93
Economy & Environment	139	136	98
<b>DMBC</b>	<b>320</b>	<b>301</b>	<b>94</b>

### FAIR & INCLUSIVE:

79. Our aspiration is for Doncaster to be an open, diverse and inclusive borough that respects and values differences. A place where people from different backgrounds and with different views work together to create opportunity for everyone to thrive and succeed.

80. The council has defined it's role and responsibilities into 3 key areas:

**Community Leader** - We have an important role in securing economic prosperity, achieving the right outcomes for all, empowering communities and creating sustainable and cohesive communities. We will

- Demonstrate visible leadership and accountability at all levels
- Build good relationships with and between different communities so everyone is able to participate, contribute and achieve.
- Achieve measurable increases in the extent to which those facing inequality and exclusion can contribute and share in Doncaster's success,

**Services** – We have an important role in ensuring services are customer focused, inclusive, accessible and meet individual needs irrespective of how services are delivered. We will.

- Develop commission and deliver inclusive and responsive services which actively address disadvantage and enable people to achieve and succeed.
- Actively listen and empower our clients, customers and communities, enabling them to take ownership of decisions that affect them
- Address gaps in knowledge or evidence.

**Employer** - We have a responsibility to meet the diverse needs of our employees and to ensure they are promoting equality, diversity and inclusion. We will:

- Strive to be an inclusive employer, creating a culture where diversity is valued and celebrated.
- Ensure staff have a good understanding of EDI and are equipped to design and deliver inclusive services.
- Embed EDI to build a positive reputation internally and externally, through policies and practices.

81. Over the coming months the council will review its equality, diversity and inclusion objectives in line with its responsibility under the Public Sector Equality Duty. These objectives will inform the content of this section of the report.

82. While work is underway to develop the EDI objective we strive to keep inclusion and fairness at the heart of everything we do. Recent activity includes:

- Mental health event aimed at tackling barriers to accessing service and culturally appropriate service provision reforms
- The inclusion and Diversity Newsletter has been developed and is routinely shared with the Minorities Partnership Board and partners
- Work recently commenced with Inclusion & Fairness Forum around STEM education and higher and further education
- Targeted Covid vaccination pop up clinics arranged in underserved communities
- Minorities Partnership Board and partners produced an ethnic minorities Covid vaccination leaflet which was converted into a number of languages
- Culturally sensitive training to be explored via the Primary Care Network/TARGET

## PROGRAMMES & PROJECTS

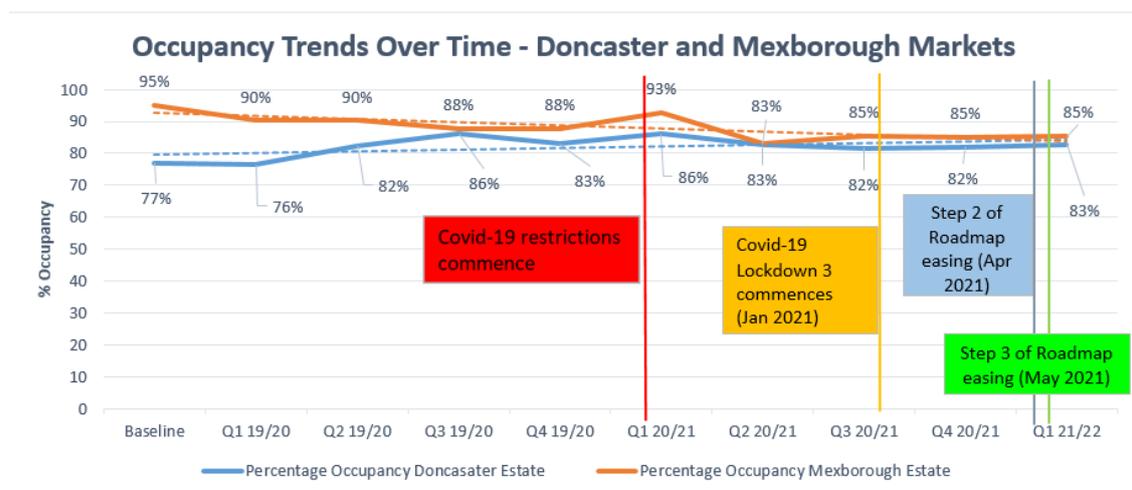
83. At the end of Quarter 4 (2020/21) we identified both the fluidity and challenging circumstances we all face in delivery programme and project management functions in a unique, uncertain, turbulent and unprecedented environment. Whilst we continue to support our residents and partners through the current stages of this pressing emergency, Programmes and Project teams continue to solidify and deliver programme related activities for the longer term benefit of our residents and communities.
84. In measuring the impact of Programmes and Projects for Quarter 1 (2021/22), below is a flavour of some headlines from the current portfolio:
- Programme & Projects staff continue to support the response to Covid and Mass Vaccination (Multiple roles – Management of governance principles, including documentation, structure, templates/ returns, providing the foundations for recovery; for Tactical Coordination Group; supporting numerous Recovery Cells, Locality Meetings, Team Doncaster Partnerships Board etc.)
  - Direct Programme Management support on Floods; To ensure a robust response to any future flood events by addressing lessons learned from November 2019 and January 2021 floods in Doncaster. Programme Management resources are supporting colleagues to refresh, deliver revised Plans and processes, adapt new data intelligence and embed new technologies, supporting and defining significant infrastructure asks, to testing existing support structures through designated training programmes.
  - Awarded significant amount of external funding (£25m Doncaster Urban Centre Town Deals) and bid for other external investment (Awaiting the outcome of the £25m Stainforth Towns Fund, £17m Levelling Up Fund submission submitted for the Doncaster Urban Centre; £2.8m Community Renewal Fund Submission submitted).
  - Continued to manage existing Funding Programmes; European Structural Investment Fund (ESIF), Accelerated Towns Deal Funding (£1.5m); Section 106 and Doncaster Movement.
  - Continue to support the Transition of EU exit – with officers supporting the Programme Management of the external Business Support Package and the development of a flexible skills package that meets the needs of residents through this unsettling period.
  - Continue to support the transition of Key Strategies and Policies to actual deliverable action plans: Environmental Strategy; Tree Policy; Housing Strategy; Health & Well-Being Strategy; Social Care Charging Policy; Education & Skills Strategy; LD/ Autism Strategy.
  - Project Assurance and implementing change within the Environmental Improvement Programme – helping to define and implement improvement planning to a number of Environmental services, including Street Scene, Regulation Enforcement & Highways, and Waste & Recycling Services.

- DIPS – Adults phase 2 of Programme Delivery with further integration into Adults, Health and Well-Being, and Learning and Young People Directorates.
- Domestic Abuse Intelligence – Our robust business partner function has supported the granular narrative of understanding the complex nature of cases and referrals and the identification of trends and remedies.

85. During 2021/22 work continues at pace in ensuring the issues highlighted above are addressed, Business Partners and Programme Managers continue to work with Directors and their Leadership Teams to ensure all Programme and Projects activity is consistently managed and has the appropriate steps in place to manage both deliverability and risk. Where required, additional resources have been flexed to meet the increased demands of particular projects, examples of this over the last quarter include: DIPs, Floods, Cyber Security and Your Ways of Working.
86. With recent guidance published from Prince 2 / Prince 2 Agile all Programme Management staff are undergoing an intense refresh of our practices, this learning will help deliver and drive changes within Doncaster Council, ensuring we keep resources focused on the quality of the outcome; project assurance has greater level of robustness, ensuring viability of programmes/ projects with greater granular narrative on acceptable tolerance and financial risk, fundamentally driving alignment and improvements in our customer quality expectations.

### Market Asset Management (MAM) Doncaster Ltd. Update

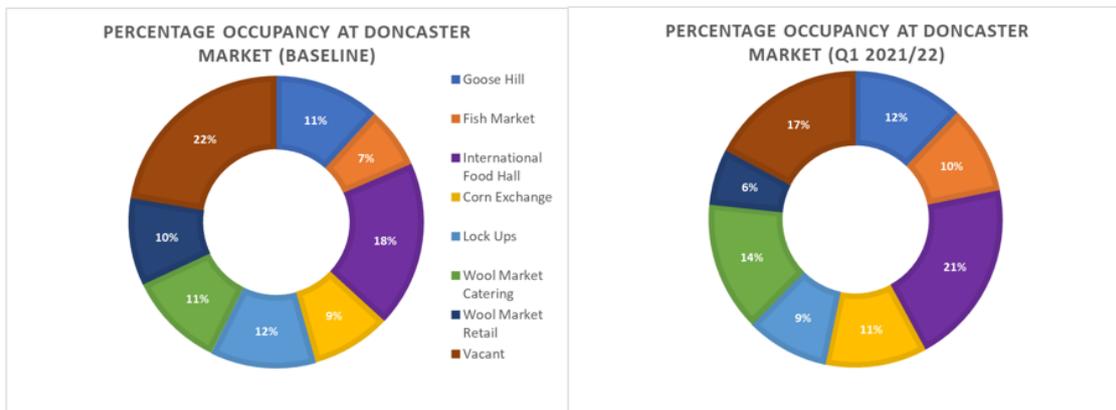
87. The first quarter of 2021-22 signalled Step 2 of the Roadmap out of Lockdown on 12<sup>th</sup> April where non-essential retail could re-open and hospitality re-opened outdoors with customers not having to order a meal in order to consume alcohol. Step 3 of the Roadmap occurred on the 17<sup>th</sup> May where groups of up to 30 could meet outdoors and indoor hospitality re-open with the rule of six.



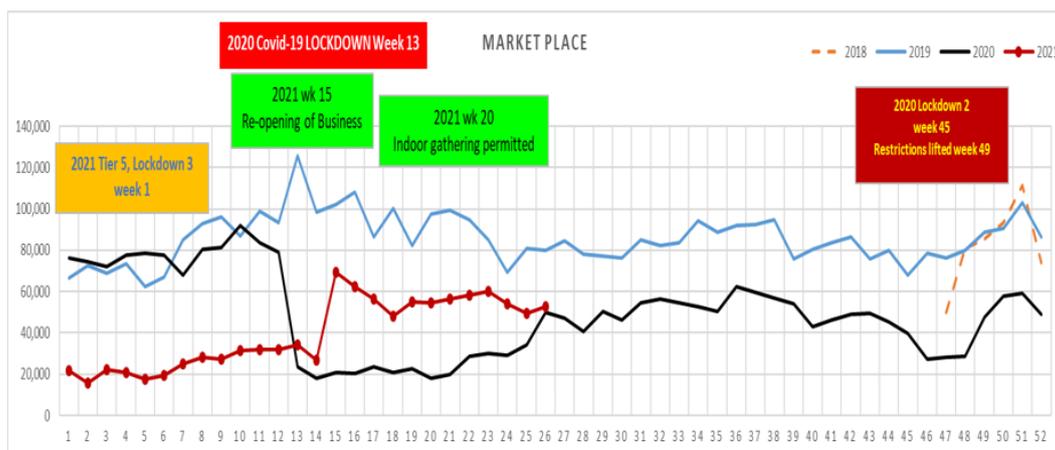
88. MAM have maintained occupancy levels during Q1, with new tenants joining the Wool Market, Mexborough Market and the Fish Market.

89. A number of businesses have been expanding and have taken on additional units in the Fish Market, which is now at full occupancy.
90. MAM are working with Business Doncaster to offer Test Trading units as part of grant support packages, and hope to see this initiative expand going forward.

**Doncaster Market Occupancy Level Changes per area of the estate (Percentage) at Baseline (May 2019) and Q1 2021/22**



**Footfall Trends for the Market Place (up to week 26; w/c 28/06/21)**



91. The footfall in 2021/22 Q1 in the market is significantly higher than the same period in 2020 but remains to be reduced when compared to Q1 in 2019/20. Footfall numbers increased from approx. 26,500 in the first week of Q1 to approx. 69,000 the following week (week 15; which coincided with Stage 2 of the Roadmap out of lockdown and has seen the peak of footfall during 2021). Footfall since 12<sup>th</sup> April has been consistently above approx. 55,000 on all but two weeks which corresponded with poor weather. The move to stage 3 of the easing of lockdown in week 20; where non-essential retail could re-open and indoor dining could resume do not seem to have impacted footfall either positively or negatively. This trend was also visible across the main shopping sites in the town centre.
92. MAM have continued to be compliant with Covid regulations as policy has been updated. This has included the re-introduction of the Quiz nights at the Wool Market, indoor seating and ongoing table service. As the next step of the

roadmap is finalised, we will continue to operate the market in a safe environment whilst re-introducing our footfall-driving events programme.

93. Doncaster Market also held the Young Traders event in collaboration with the National Market Traders Federation (NMTF). After receiving excellent feedback from traders, customers, local judges and the NMTF Doncaster has been chosen to host the Regional Finals in July.
94. With the easing of restrictions a number of events are being planned, in conjunction with the council's events team, to be held in the market area. Events include a return of the successful Delicious Doncaster Food Festival and DN1 Live albeit on a smaller scale due to increased al-fresco areas for bars surrounding the market estate and the wool market.
95. MAM are involved in regular meetings with the Council to maintain the ongoing conversation regarding the development of future plans across both Doncaster and Mexborough estates.
96. MAM continue to provide monthly income and expenditure reports and quarterly management accounts. Council officers have been through this in detail and are monitoring the position however due to commercial sensitivity, the income and expenditure projections are not disclosed within this report.

#### **EU EXIT:**

97. The UK left the European Union on 31<sup>st</sup> December 2020, introducing new arrangements under a Trade and Co-operation Agreement signed by both parties in December 2020. The agreement contained new rules to be applied from 1<sup>st</sup> January 2021, flexibilities for trading conditions for a period of 6 months and areas where discussions will continue e.g. security, fishing and implementation of the Northern Ireland Protocol.
98. Chaired by the Council, a multi-agency forum (Brexit Transition Senior Responsible Officer Forum) ensured a timely review of the risks associated with the end of the Brexit Transition period and the start of the UK's new relationship with the European Union (EU) from 1<sup>st</sup> January 2021. Building on experience of similar meetings in 2019 and 2020, a system of RAG rated risks were considered at each meeting. In addition, the Government has provided £220,000 to the Council to support the transition process in Doncaster.
99. A collaborative effort has aimed to ensure that Doncaster business and communities are as resilient as possible and information gets to the relevant organisations and residents. The Council has led an awareness campaign through social media posts, websites and newsletters to raise the profile of issues, in particular signposting support for businesses and the EU Settlement Scheme to local residents .
100. The impact of the UK's new relationship with the EU is yet to fully play out. The SRO forum will continue to meet into quarter 2 (2021/22) to ensure continuity of oversight and targeting of support to the following themes:
  - **Business:** Business has been hit hard by the increase in paperwork and intermittent delays in supplies. However, but Doncaster Chamber and Business Doncaster are working with companies that import/export to the EU. The UK is now free to determine new trading agreements with non-

EU countries – including emerging markets in South America which are already on the radar of Doncaster companies;

- **Regulations and Borders:** Inspections of import and exports have increased, however opportunities for generating increased trade at ports in Doncaster such as the Doncaster Sheffield Airport and IPort are emerging;
- **Health and Social Care:** No specific risks have been identified and protocols are in place to respond.
- **Food and Supply Chains:** Some fresh foods may have intermittent supply until new systems are bedded in, however opportunities exist for local supply chains to grow as a trusted source.
- **EU Settlement Scheme:** This scheme closed on 30th June 2021. Figures available up to March 2021 confirmed that 23,580 applications had been received by the Home Office from residents in Doncaster. 21,970 of these had been processed with 96% securing settled and pre-settled status. This issue will continue to be monitored and efforts are being made to identify difficulties that may arise for residents should they not be successful or fail to apply.

## FINANCIAL POSITION:

### Revenue Budget

101. The current position shown below is a balanced budget (no under/overspend). This position has been achieved, in part, by the use of £6.82m of COVID-19 emergency funding to meet increasing and emerging COVID-19 related cost pressures, and new initiatives as part of the Council's recovery phase. Examples of the pressures are children placed out of authority and income shortfalls in Schools Catering due to lower take-up of school meals (full details are shown in Appendix A - Finance Profile). During quarter 2 the cost pressures will be examined in more detail to determine the extent to which they will need to be factored into the budget setting process for 2022/23 and beyond.
102. The position includes £8.2m being delivered against planned savings, although overall savings remain off track with a £1.9m shortfall estimated. A summary and further details by service area is provided below: -

	Quarter 1				
	Gross Budget	Net Budget	Variance		COVID-19 Costs
	£m	£m	£m	%	£m
Adults Health and Wellbeing	163.0	72.6	0.4	0.2%	7.6
Learning Opportunities, Skills & Culture	65.5	15.0	1.2	1.8%	1.8
Doncaster Children's Services Trust (DCST)	57.9	53.1	0.8	1.4%	2.9
Corporate Resources	115.9	24.2	-0.1	-0.1%	1.7
Economy & Environment	97.3	41.0	-0.1	-0.1%	2.9

	Quarter 1				
	Gross Budget	Net Budget	Variance		COVID-19 Costs
	£m	£m	£m	%	£m
<b>Services Budgets</b>	<b>499.6</b>	<b>205.9</b>	<b>2.2</b>	<b>1.0%</b>	<b>16.9</b>
Council-Wide budgets	17.3	-57.3	-2.2	-12.6%	0.0
<b>Grand Total</b>	<b>516.9</b>	<b>148.6</b>	<b>0.0</b>	<b>0.0%</b>	<b>16.9</b>

103. AHWB outturn position is a forecast overspend of £0.40m. The main variances are as follows:

- The Adult Social Care Ladder outturn position is a forecast overspend of £0.70m following a review of activity and spend forecasts across the care ladder with some work still ongoing as outlined. This overspend is primarily driven by an overspend on older people's residential placements of £0.80m caused by fewer people than budgeted leaving the service from April to June. This has meant placement numbers in this area have increased over recent months even though new placements have remained relatively stable across the past 6-9 months. These numbers are forecast to remain in service for the rest of the year, and for growth in overall numbers to level off with average monthly leavers increasing over the next few months. Working Age Adults residential placements are also forecast to overspend by £0.11m, primarily due to back-dated payments, which were picked up late due to the transfer of case management systems. Non-residential care services are forecast to underspend by -£0.15m overall, however this includes overspends in direct payments £0.19m, based on current client number projections, and supported living £0.48m which has been caused by a number of factors that are being investigated to determine underlying causes and likely duration. These are offset by increased income of £0.62m from the additional placements, recharges to the NHS of hospital discharge costs and a review of prior year invoices and related accruals being resolved.
- Other Adult Social Care costs are forecast to underspend by £-0.08m, balancing a forecast overspend on Community Equipment of £0.14m based on an assumption of similar levels of activity as last year and pending a service review just underway, with general staffing underspends of £-0.13m and on the Workforce Development budget of £-0.10m. Communities is forecasting a -£0.22m underspend mainly in Communities Wellbeing which is forecast to underspend by -£0.21m relating to temporary staffing vacancies and reduced transport running costs within the SMILE service due mainly to the pace of the COVID recovery. Staffing underspends are being checked to ensure staffing levels in care and support services remain safe. The SMILE day service will be fully stood up again following easing of COVID restrictions as soon as it is safe and practicable to do so on every site.

104. Learning Opportunities, Skills & Culture (LOSC) is forecast to overspend by £1.2m at quarter 1 and there are additional pressures, which are a consequence of the pandemic of £1.85m, and as such are proposed to be funded from COVID-19 monies. The overspend and additional funded COVID-19 pressures includes: -

- Travel Assistance £0.11m, of which £0.2m is a demand pressure above the additional budget of £0.68m agreed as part of budget setting, offset by additional DSG funding of -£0.09m. There was a delay in delivering savings in 2020/21 due to the impact of COVID-19 and this is expected to continue into 2021/22; only savings of £0.09m expected to be delivered in 21/22 leaving a balance of £0.64m in 21/22 (which is being covered with additional COVID-19 funding). There is currently an action plan being drawn up to review delivery of those prior year savings targets. The demand pressure element of the overspend will also be reviewed to understand any permanent pressure that will need to be reviewed as part of budget setting for 2022/23.
  - CWD placements pressure of £0.6m due to the full year effect of 4 new OOA placements in 2020/21 and 1 placement move from In House Fostering to OOA in 2021/22 that are currently expected to remain throughout 2021/22 but the impact will be monitored throughout the year and updated. This is partially due to the needs of the 4 young people, and partially due to the inability to move forward certain elements of the Future Placements Strategy. For example, if we had a greater foster carer offer for children with complex needs (as per the strategy) then potentially they could have been kept in Borough. Work is ongoing with the Trust to ensure progress on the Future Placement Strategy remains a top priority along with placement decisions made through Joint Resource Panel. The overspend will also be reviewed to understand any permanent pressure as part of budget setting for 2022/23.
  - Libraries and Culture £0.26m as the new structure is still awaiting implementation, following previous savings targets and delayed due to COVID in 20/21, with consultation commencing and implementation expected later in 2021. Work on the new structure will also look at external funding sources and potential income to fund some of the changes to the structure.
  - Shortfall in traded income from schools across a range of LOSC services and cost pressures for the central Buy Doncaster team amounting to £0.21m.
  - Short Breaks packages £0.06m due to increases in existing packages and growth. £0.43m of Short Breaks savings delayed as new overnight provision currently not expected to open until Jan 2021 (this has been funded from COVID-19 monies).
  - There are additional pressures of £0.54m being funded from COVID-19 monies to cover mainly loss of Attendance Fixed Penalty Notice fines income £0.33m and additional capacity in Locality Delivery £0.2m.
  - These are offset in part by an underspend of -£0.15m in Educational Psychology due to managed staffing vacancies.
105. The Doncaster Children's Services Trust (DCST) forecast outturn at quarter 1 is an overspend of £2.14m to the 2021/22 contract value, of which £1.32m is attributable to the impact of COVID-19 and is being funded by additional COVID-19 grant (Out of Authority (OOA) Placements £0.89m, Fostering Placements £0.13m and additional Agency costs of £0.3m). The forecast is net of additional funding of £0.93m for Care Ladder pressures which is subject to approval in this report, allocated to OOA £0.53m, Independent Fostering Agency (IFA) £0.25m and In House Fostering £0.15m. In addition to the

£1.32m COVID-19 pressure, the 2021/22 contract sum included £0.71m to fund COVID-19 Care Ladder pressures and £0.13m to fund agency pressures identified as part of budget setting, and £0.74m of the additional £0.93m is due to the impact of COVID-19; therefore, the Council will have provided £2.89m in total to cover DCST's COVID-19 pressures. The non-COVID-19 overspend of £0.82m includes: Out of Authority (OOA) Placements £0.80m and 16+ Placements £0.73m, offset by additional funding of -£0.76m from the DSG High Needs Block (note this increases the budgetary pressure to High Needs Block, which is detailed below under Dedicated Schools Grant).

106. In summary, the overall pressure on children's placement budgets across DCST and the Council is £2.6m; this includes external residential placements (looked after children and children with disabilities), Independent Fostering Agencies (IFA), in-house fostering and 16+ placements. The gross cost is circa. £28m of which the majority is funded from the general fund, £5m Dedicated Schools Grant (DSG) and contributions from continuing health care. This is a significant demand pressure for the Council and delivering the actions within the Future Placement Strategy remains a priority, further work will be undertaken to understand the longer-term impact as part of the budget setting process for 2022/23.
107. Corporate Resources is forecast to underspend by £-0.10m at quarter 1. The main areas of overspend are within Customers, Digital & ICT: £0.30m in Revenues & Benefits (after the allocation of COVID-19 funding of £0.38m to cover the additional estimated costs of COVID-19) due to a reduced level of overpayments reducing the ability to achieve subsidy income and in HR, Comms & Exec Office: £0.17m in Corporate Health & Safety due to reduced income from training courses. The main areas of underspend are within Finance: £-0.21m (after the allocation of COVID-19 funding to cover additional costs of COVID-19 including £0.77m for Schools Catering (impact of reduced meal uptake) and £0.08m Metroclean due to cover for sickness/self-isolation). The main reasons for the resultant underspend position is the early delivery of future budgeted savings £-0.1m and underspend on Fleet management budgets. There are underspends of £-0.26m across the Directorate relating to vacant posts.
108. Economy and Environment (E&E) is forecast to underspend by £-0.10m at quarter 1. The estimated cost of COVID-19 is expected to be £2.9m and £2.7m of additional budget has been allocated to support this. The main areas of projected overspend are: Strategic Asset Management - £0.20m overspend due to reduced income from rent and service charges; Waste and recycling - £0.16m overspend mainly due to increased tonnage, increase of hazardous waste collection and disposal. These overspends have been mitigated mainly by a projected overachievement of income within Highways Operations of £0.35m which is reliant on successful delivery of planned works and a £0.15m underspend on Street lighting energy costs.
109. Council Wide is forecast to underspend by £-2.18m at quarter 1. The main areas of underspend are: £-1.79m Minimum Revenue Provision (MRP) is lower than estimated due to DGLAM and new cinema complex not becoming active in 2020/21 and less spend on fleet replacement in 2020/21; £-0.64m Treasury Management on interest payable due to historically low interest rates and not

replacing maturing loans due to being under-borrowed partly mitigated by lack of investment income due to historically low interest rates; £0.23m lower pension costs for former employees. These are partially offset by overspends in the following areas: £0.04m buy-back of leave - expected shortfall on profile from previous years; £0.17m capital receipts - there is an estimated shortfall on capital receipts required to fund the capital programme in 21/22 so there are insufficient receipts available to transfer to revenue to offset the costs of disposal; £0.20m senior management savings and £0.05m consolidation of common functions across Doncaster service delivery partners savings assumed not achievable. It is assumed that the currently uncommitted contingency budget of £1.65m will be needed in full.

110. The above figures do not include any estimated loss of income from Council Tax and Business Rates. These form part of the Collection Fund and due to statutory accounting requirements the impact of losses in the Collection Fund in 2021/22 won't affect the Council's General Fund until 2022/23. The impact on the Collection Fund is discussed below.

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

111. The outturn projection at Quarter 1 is breakeven i.e. no under or overspend, subject to the approval of the recommendations detailed in this report. An underspend of £0.5m is projected on rent income and interest received on the HRA balances. This underspend will be utilised to fund the backlog of responsive repairs as a result of COVID-19, which will be delivered through the contract management arrangements. In addition, it is proposed to utilise £0.5m of the HRA balances to carry out a rich picture stock condition survey, which will enable the completion of the actions in the recently approved St Leger Asset Management and Environmental Strategies.
112. The revised budget previously assumed a contribution of £2.8m from balances; the above updates means that the contribution from balances will increase to £3.3m, with HRA balances estimated to be £4.9m as at 31st March 2022.
113. A £0.2m carry forward was approved in the Quarter 4 Performance and Finance report for management fee to St Leger Homes to be spent on arboriculture and improvement of compliance reporting, this expenditure is on track for delivery this financial year, with 43% having been spent and a further 43% being committed.
114. Current rent arrears at Quarter 1 are £2.0m (2.64% of the rent debit); this is same value as at year end (2.75%). As at 30th June, the amount of former tenants' arrears was £1.1m, the same figure as at year end, write offs in this period were £43k.

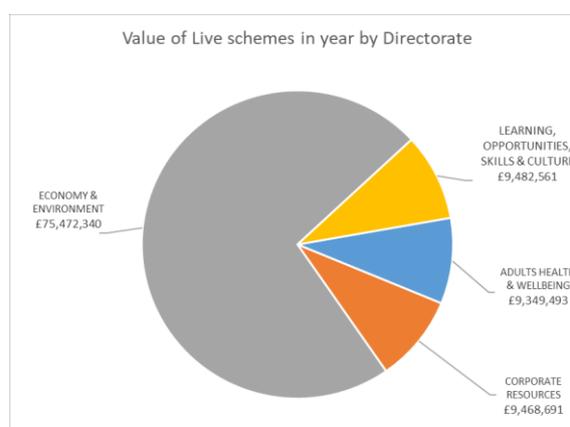
## Capital Budget

115. The current year capital programme is made up of 376 schemes and current projections total £103.8m. 66% of the schemes and 73% of the projected spend sits within E&E.

Directorate	Count of schemes in Current Year
ADULTS HEALTH & WELLBEING	17
CORPORATE RESOURCES	39
ECONOMY & ENVIRONMENT	248
LEARNING, OPPORTUNITIES, SKILLS & CULTURE	72
<b>Grand Total</b>	<b>376</b>

Directorate	Projected Budget Current Year
ADULTS HEALTH & WELLBEING	£9,349,493
CORPORATE RESOURCES	£9,468,691
ECONOMY & ENVIRONMENT	£75,472,340
LEARNING, OPPORTUNITIES, SKILLS & CULTURE	£9,482,561
<b>Grand Total</b>	<b>£103,773,085</b>



116. Due to the high amount of slippage in the previous year's capital programme, officers have been asked to ensure projections are as accurate as possible and reflect what is deliverable in year. This has been supported and reviewed by holding workshops with the relevant budget holders, finance and PIC officers. This provided an opportunity to discuss and raise issues on individual schemes, highlight capacity issues and any required additional support.
117. As at Q1 there has been an overall 10% reduction in projected in year spend when compared to the opening budget of £115.5m, which is a reduction of £11.7m.

Row Labels	Current Year Budget Brought	Projected Budget Update Current Year	% reduction in forecast spend after 3 months
ADULTS HEALTH & WELLBEING	£ 10,184,732	£ 9,349,493	-8%
CORPORATE RESOURCES	£ 11,749,677	£ 9,468,691	-19%
ECONOMY & ENVIRONMENT	£ 83,362,321	£ 75,472,340	-9%
LEARNING, OPPORTUNITIES, SKILLS & CULTURE	£ 10,199,190	£ 9,482,561	-7%
<b>Grand Total</b>	<b>£ 115,495,921</b>	<b>£ 103,773,085</b>	<b>-10%</b>

118. Actual in year spend to date is £10.5m which is around 10% of the £107.2m projection. Learning, Opportunities, Skills & Culture current actuals are only 1% of their £9.5m projection but a large proportion of work is expected to happen during the school summer holidays so it is expected to be higher at Q2 and Q3.

Row Labels	Sum of Current Year Actuals	Sum of Projected Budget Update Current Year	% of budget spent after 3 months
ADULTS HEALTH & WELLBEING	£ 1,443,831	£ 9,349,493	15%
CORPORATE RESOURCES	£ 827,440	£ 9,468,691	9%
ECONOMY & ENVIRONMENT	£ 8,163,931	£ 75,472,340	11%
LEARNING, OPPORTUNITIES, SKILLS & CULTURE	£ 114,757	£ 9,482,561	1%
<b>Grand Total</b>	<b>£ 10,549,959</b>	<b>£ 103,773,085</b>	<b>10%</b>

119. There are 184 schemes that are yet to incur any in year spend which is almost half of the current number of schemes and accounts for £37.3m of current year projections.

Directorate	Total for budgets with no spend in year	Number of Schemes	Schemes with no budget spend	Schemes with no spend - as proportion of total schemes	Schemes with no spend - as proportion of full year budget
Adults Health & Wellbeing	441,569	17	9	53%	5%
Corporate Resources	3,901,521	39	23	59%	41%
Economy & Environment	25,201,416	248	102	41%	33%
Learning, Opportunities, Skills & Culture	7,720,727	72	50	69%	81%
<b>Grand Total</b>	<b>37,265,233</b>	<b>376</b>	<b>184</b>	<b>49%</b>	<b>36%</b>

### Current Status of Schemes in the programme

120. 168 schemes have either not started or are still at the planning phase which is 45% of all the current year schemes. 108 schemes have been

Row Labels	Count of Budget Holder	% in phase based on scheme numbers
Not started	100	26.60%
Planning Phase	68	18.09%
Underway	108	29.26%
Completion phase	81	21.54%
Block Budget	17	4.52%
<b>Grand Total</b>	<b>374</b>	<b>100.00%</b>

classified as underway. The number of schemes in the completion phase may look high for this time of year but this is due to them being substantially complete in the previous year and being finished this year.

121. Looking at this from a projected spend perspective there is around £34m worth of in year schemes that are currently yet to start with £55m of the current year programme classified as underway.

### Capital Receipts

122. Based on current estimates the capital receipts to be generated in year will be sufficient to cover current requirements. If the receipts are delayed, any shortfall will need to be met via additional borrowing.

### Risks

123. There are risks in the capital programme around rising costs of supply and materials, having the capacity to deliver the current programme as well as the capacity to develop and deliver schemes in order to maximise external funding opportunities.

### **Collection Fund**

124. The current position on the Collection Fund for Council Tax and Business Rates is detailed below: -

a. Council Tax:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Use £m	Closing Balance* £m
Collection Fund	-145.28	-147.79	-2.52	3.53	-2.47	-1.46
Doncaster Council	-119.75	-121.83	-2.07	2.95	-2.07	-1.20

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

The council tax collection fund surplus is attributable to higher growth £-0.42m and higher collection rates £-2.25m partially offset by increased levels of Local Council Tax Support (LCTS) £0.15m.

Council Tax arrears were £26.15m compared to the target of £26.79m at the end of quarter 1. The target for reduction of Council Tax arrears was £1.71m for quarter 1 and the actual reduction in arrears was £2.35m. The main reason for this above expected reduction in arrears is debt recovery returning to normal to a large extent, with enforcement agents also beginning to re-engage with debtors. As things start to return to normal it is hoped that this level of reduction will continue as staff target all Council Tax debt irrespective of age.

#### Business Rates:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance* £m
Collection Fund	-93.90	-72.59	21.31	43.94	-42.00	23.25
Doncaster Council	-46.01	-35.57	10.44	21.53	-20.58	11.39

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

The business rates collection fund deficit is mainly due to the introduction of the retail relief scheme announced by the Government to support businesses through COVID-19 £23.81m partially offset by lower decline in growth than expected £-2.15m. The Council will be reimbursed for its share of the reliefs granted in 2021/22 through section 31 government grants but these are credited to the general fund not the collection fund.

Business Rates arrears were £8.53m compared to the target of £8.20m at the end of quarter 1. The target for reduction of Business Rates arrears was £0.6m for quarter 1 but the actual level of arrears only reduced by £0.3m. The main reason for the reduction not being on target is due to retrospective changes in liability being carried out in the current year back into the previous year which actually increase the arrears figure from the year end position. These changes reduce through the year and it is expected that performance will improve through quarter 2 and beyond. There is also the continuing impact of COVID-19. Many businesses are still struggling to get back to normal and therefore recovery action has been reasonably lenient so far. It is hoped as lockdown restrictions continue to ease businesses will be able to get back to their normal trading positions and the level of arrears will start to come down.

In summary, as a result of COVID-19 the impact on the Councils share of the Collection Fund is: -

Collection Fund	2021/22 Impact £m	2022/23 Impact £m
Council Tax surplus	0.00	-1.20
Business Rates deficit	0.00	11.39
Section 31 grants	-11.77	0.00
<b>Total</b>	<b>-11.77</b>	<b>10.19</b>

#### Overall impact of COVID-19 in 2021/22

125. Central government has allocated £9.8m of un-ringfenced emergency grants to the Council in 2021/22. In addition, £5.3m is available from the 2020/21 allocation and £1.5m is available from the un-ringfenced Local Council Tax

Support scheme grant. This report recommends the approval of funding for new COVID-19 related initiatives and funding for budget pressures (these are detailed in virements section of Appendix A – Finance Profile).

126. The table below summarises these sums and shows an unallocated balance of £9.8m.

	<b>£m</b>
2021/22 emergency funding allocation	9.8
Carry forward unallocated from 2020/21	5.3
Balance of Local Council Tax Support scheme funding	1.5
2021/22 Q1 Finance & Performance Improvement report allocation	-6.8
<b>Total</b>	<b>9.8</b>

127. The Government continue to provide specific resources for COVID related matters and to that end, we will develop proposals and seek approval for the spending decisions where these are required. It is unlikely that further un-ringfenced resources will be made available and Councils are being expected to utilise existing resources & reserves to manage existing COVID related pressures.
128. We will need to keep a close grip on service pressures and understand the nature of these going forward as we prepare for the forthcoming budget process and future financial years. Non-recurrent funding should be used sparingly to support COVID recovery and service transformation. Close attention will be required to manage recurrent pressures and avoid committing to activities, which build costs pressures within the base budget.

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

129. The Dedicated Schools Grant (DSG) is projected to overspend by £3.045m during 2021-22 to create an overall overspend on DSG of £12.095m. The overspend position is mainly due to pressures within the High Needs Block which includes expenditure on Out of Authority placements, Specialist Post 16 Institutions, Education Health & Care plan (EHCP) Top Up payments. The increase in spend for children placed in SEN out of authority placements, is due to a combination of levels of need and local schools provision, and there has been delays due to COVID-19 in delivering savings on Children with Disabilities (CWD) placements as part of the Future Placements Strategy. There is a significant amount of work being completed at both operational and strategic levels. Operationally funding requests are now submitted to the multi-agency Joint Resource Panel, which has a mandate to ensure all local options have been explored prior to any SEN out of authority placement being agreed and also review the decisions made by the Trust in relation to CWD & Looked after children (LAC) placements. There is an expectation that this will stem the flow and allow greater grip on resource allocation. Strategically, senior education leads in the council are liaising with schools around the devolution of elements of the DSG to ensure that locally there are the right services in place to support children, improving outcomes and reducing costs.
130. Whilst the overspend position is significant it is not uncommon to other Council positions. In the last 2 years the Government has recognised the position that many Councils face on their High Needs Block and have increased the DSG

High Need Grant, with Doncaster receiving an extra £5m in 2021/22 compared to 2020/21 levels. Work continues over the DSG medium term financial plan with the expectation being to achieve a balanced budget position across the next 4 years which is mainly expected to be achieved due to this additional permanent funding received in 2021/22 which is expected to create in year surpluses in future years. Along with this, there are still anticipated savings on out of authority placements by 2023/24 expected as a result of the future placement needs strategy.

131. During Quarter 1 of 2021/22 Doncaster's maintained schools have received additional funding from the Department for Education specifically relating to COVID-19 as follows:-

- a. Catch Up premium of £0.33m,
- b. School Fund grant of £0.01m,
- c. Schools Free School Meals additional costs of £0.07m and,
- d. School Mass Testing Grant of £0.05m.

### **Reserves**

132. As part of the strategy to streamline and reduce the number of specific earmarked reserves, a review is being undertaken with a view to repurposing balances no longer required for their original purposes. In 2020/21 £4.2m was identified and transferred to the Service Transformation Fund, further balances are expected to be identified in 2021/22.

133. In the 2020/21 Quarter 4 Finance & Performance Improvement report the carry forward of various balances to be spent in 2021/22 was approved. An update of progress of spending these balances is shown in Appendix A – Finance Profile.

### **STRATEGIC RISKS**

134. The register contains 12 risks all have been profiled for quarter 1. 10 risks have retained the same profile.

135. The following risk profile has decreased:

- Children & young people may not achieve national standards in educational attainment, which may impact on their readiness for a fulfilling adult life.

The following risk profile has increased:

- Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk.

136. No risks have been demoted and no new strategic risks have been identified this quarter.

137. The complete strategic risk profiles are attached as Appendix B.

### **OPTIONS CONSIDERED**

138. Not applicable

## REASONS FOR RECOMMENDED OPTION

139. Not applicable

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

Outcomes	Implications
<p><b>Connected Council:</b></p> <ul style="list-style-type: none"><li>• A modern, efficient and flexible workforce</li><li>• Modern, accessible customer interactions</li><li>• Operating within our resources and delivering value for money</li><li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li><li>• Building community resilience and self-reliance by connecting community assets and strengths</li><li>• Working with our partners and residents to provide effective leadership and governance</li></ul>	<p>Council budget and monitoring impacts on all priorities</p>

## RISKS & ASSUMPTIONS

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

## LEGAL IMPLICATIONS [Officer Initial: SRF Date: 04/08/21]

141. Whilst there are no specific legal implications arising out of this report, the individual components, which make up the finance and performance report, may require specific and detailed legal advice as they develop further.

## FINANCIAL IMPLICATIONS [Officer Initials: RI Date: 16/7/21]

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

## HUMAN RESOURCES IMPLICATIONS [Officer Initial: SH Date: 04/08/2021]

143. Key performance indicator outcomes that are specific to the workforce are detailed within the body of the report along with other key areas of performance worth noting. Failure to achieve targets for sickness absence can impact on service delivery to customers and increase costs particularly where cover has to be arranged. The HR & OD team work with managers in service areas to ensure appropriate action is being taken to manage staff absence in an effective and timely way which should have a positive impact on performance.

## TECHNOLOGY IMPLICATIONS [Officer Initial: PW Date: 04/08/2021]

144. There are no specific technology implications. Technology continues to be a key enabler to support performance improvement and Digital & ICT must always be involved via the technology governance model where technology-based procurements, developments or enhancements are required. This

ensures all information is safe and secure and the use of technology is maximised providing best value.

**HEALTH IMPLICATIONS [Officer Initials: RS Date: 04/08/2021]**

145. This report provides an overview on the work of the council and as such the whole of the corporate performance contributes to improving and protecting health. Specific health implications are addressed in each section. Much of the information is presented as summary data and as such the author should be conscious that this may hide inequalities within the data presented.

**EQUALITY IMPLICATIONS [Officer Initial: SWr Date: 16/07/21]**

146. In line with the corporate approach for compliance against the Equality Act 2011 due regard must be shown across all activity within the Council. As the performance report draws together a diverse range of activities at a strategic level a due regard statement is not required. All the individual components that make-up the finance and performance report will require a due regard statement to be completed and reported as and when appropriate.

**CONSULTATION**

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

**BACKGROUND PAPERS**

148. Not applicable.

**GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

149. N/A

**REPORT AUTHORS AND CONTRIBUTIORS**

**Sennette Wroot**, Senior Policy & Insight Manager

Tel: 01302 737006, E-mail: [sennette.wroot@doncaster.gov.uk](mailto:sennette.wroot@doncaster.gov.uk)

**Matthew Smith**, Head of Financial Management

Tel: 01302 737663, E-mail: [matthew.smith@doncaster.gov.uk](mailto:matthew.smith@doncaster.gov.uk)

**Debbie Hogg**  
**Director of Corporate Resources**

This page is intentionally left blank



# FINANCE PROFILE

Adult Health and Well-Being Revenue		Quarter 1 2021/22		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Adults Health & Wellbeing Total	162.991	72.601	0.408
✓	Adult Social Care	65.036	49.346	0.275
✓	Communities	64.572	40.323	0.138
✓	Director Of Adult Services	1.288	-24.160	0.000
✓	Public Health	31.249	6.462	0.000
✓	Localities	0.846	0.630	-0.005

Adults Health and Well-Being Capital		Quarter 1 2021/22			
		Budget (£m)	Projection Q1 (£m)	Budget Future Years (£m)	Projection Future Years (£m)
✓	Adult, Health & Well-Being Total	10.2	9.4	19.9	21.2
✓	Adult Social Care	6.0	5.1	19.9	20.9
✓	Communities	0.4	0.5	0.0	0.0
✓	Modernisation and Commissioning	0.1	0.1	0.0	0.0
✓	Public Health	3.7	3.7	0.0	0.3

Corporate Resources Revenue		Quarter 1 2021/22		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Corporate Resources Total	115.932	24.191	-0.098
✓	Customers, Digital & Ict	72.948	9.794	0.188
✓	Corporate Resources Director	0.383	0.039	-0.024
✓	Finance	25.875	1.019	-0.213
⊘	Hr, Comms & Exec Office	5.656	4.678	0.091
✓	Legal & Democratic Services	6.907	4.696	-0.047
✓	Policy, Insight & Change	4.164	3.964	-0.093

Corporate Resources Capital		Quarter 1 2021/22			
		Budget (£m)	Q1 Projection (£m)	Budget Future Years (£m)	Projection Future Years (£m)
✓	Corporate Resources Total	11.8	9.5	1.6	3.9
⚠	Customers, Digital and ICT	3.9	3.9	0.8	0.8

Corporate Resources Capital	Quarter 1 2021/22			
	Budget	Q1 Projection	Budget Future Years	Projection Future Years
 Finance	7.9	5.6	0.8	3.1
 HR, Comms & Exec Office	0.0	0.0	0.0	0.0
 Legal & Democratic Services	0.0	0.0	0.0	0.0

Learning Opportunities, Skills & Culture	Gross Budget (£m)	Quarter 1 2021/22	
		Net Budget (£m)	Variance (£m)
 Learning Opp, Skills & Culture Total	123.357	68.078	1.935
 Centrally Managed	8.303	0.278	-0.001
 Early Intervention & Localities	14.301	3.443	0.052
 Education Skills Culture & Heritage	42.87	11.27	1.061
 Childrens Services Trust	57.883	53.088	0.824

Learning Opportunities, Skills & Culture Capital	Quarter 1 2021/22			
	Budget	Q1 Projection	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
 Learning & Opportunities - CYP Total	10.2	9.5	17.3	20.4
 Centrally Managed	0.2	0.2	0.3	0.6
 Commissioning & Business Development	7.5	7.4	10.1	18.1
 Partnerships and Operational Delivery	1.2	0.5	0.0	1.2
 Children's Services Trust	1.3	1.4	0.7	0.5

Council Wide Budgets Revenue	Gross Budget (£m)	Quarter 1 2021/22	
		Net Budget (£m)	Variance (£m)
 Council Wide Budget Total	17.295	-57.272	-2.180
 Change Programme	0.000	-0.150	0.000
 GnrI Financing/Treasury Mngmen	6.569	5.908	-0.640
 Levying Bodies/Parish Precepts	16.231	16.231	0.000
 Other Centrally Funded	4.553	-0.110	0.483
 Revenue Costs Ex Capital Progrmm	-21.185	0.000	0.000
 Technical Accounting	5.804	5.804	-1.792
 Business Rate Retention	0.000	-90.098	0.000
 Severance Costs	5.322	5.143	-0.231

## Treasury Management Update – Quarter 1 2021-22

1. The estimated outturn for Treasury Management is an underspend of £0.64m on interest payable due to historically low interest rates and not replacing maturing loans due to being under borrowed partly mitigated by lack of investment income due to historically low interest rates.
2. The Council remains under borrowed and on average in 2020/21 this was £66m which was 11% of our Capital Financing Requirement (borrowing need). Due to a favourable cashflow position in the first few months of the financial year this level of under borrowing is now at £131m which is 22% of our borrowing need. This is not expected to continue and the Council will have to borrow in the later part of the financial year. As previously mentioned remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but is not a permanent solution and does carry some interest rate risk.
3. However, currently interest rate risk (risk of paying higher rates when borrowing is taken) remains low as borrowing rates remain subdued and are forecast to remain that way in the short term, due to the COVID-19 pandemic (which has increased global growth uncertainty). During this period of uncertainty, there is a risk that we could see a liquidity squeeze in the local to local lending market, which could force us to utilise the higher rates from the PWLB. However, the liquidity risk is assessed as low and is being monitored carefully.

## Borrowing

Figure 1: The following table summarises the Council's forecast Debt Portfolio as at 30<sup>th</sup> June 2021: -

<b>Doncaster Council Debt Portfolio and Maturity Profile as at 30<sup>th</sup> June 2021</b>				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	13.11	60.004
12 to 24 Months	50	0	5.46	25.000
24 Months to 5 Years	50	0	7.90	36.168
5 Years to 10 Years	75	0	2.58	11.820
10 Years to 20 Years	95	10		51.355
20 Years to 30 Years				18.325
30 Years to 40 Years			70.95	154.301
40 Years to 50 Years				100.880
50 Years and above				0.000
<b>TOTAL</b>			<b>100.00</b>	<b>457.853</b>

4. Short-term interest rates are forecast to remain low during the remainder of the financial year. The Council should be able to arrange all of its borrowings within the budgeted borrowing rate of 0.8% during this financial year.
5. Treasury Management Officers confirm that there were no breaches of Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 1<sup>st</sup> March 2021, during this financial year.

## Investment

6. The investment portfolio can be seen in Figure 2. The investments are a mixture of call and notice accounts for liquidity and fixed rate bank investments.
7. The current average investment rate is 0.15% compared to the last financial year average return of 0.26%. This is due to the collapse of investment rates following the Bank of England Base Rate reduction to 0.01% at the beginning of the COVID-19 pandemic. Work remains ongoing to maximise our investments in line with the strategy agreed on 1<sup>st</sup> March 2021.
8. Treasury Management Officers confirm that there were no breaches of investment limits during this financial year.

**Figure 2: The following table summarises the Council's investment portfolio as at 30<sup>th</sup> June 2021.**

<b>Investment</b>	<b>£m</b>
GOLDMAN SACHS	20.00
FIRST ABU DHABI BANK	10.00
LLOYDS BANK	5.01
HANDLESBANKEN	15.00
SANTANDER UK	20.00
<b>Total</b>	<b>70.01</b>

### **Risks**

9. Risks were reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 1<sup>st</sup> March, 2021. Key risks relate to our investment portfolio: -
  - a. The risk of reduced investment interest rates is considered high. The Bank of England, Financial Markets, Think Tanks, Economists all indicate that the current level of low interest rates will need to remain in place until the economy shows signs of recovery and inflationary pressures return. This is very unlikely to be within the next 2 years.
  - b. Counterparty risks are reviewed weekly and action taken to minimise the risk that any investments placed are not returned on the due date. Creditworthiness data is received on a daily basis from our Treasury Consultants and action will be taken to reduce exposure or remove institutions from the list if negative indicators deem it appropriate.
  - c. The low interest rate environment makes it difficult to place surplus funds without a cost of carry to the council and it is therefore appropriate at this time to remain under borrowed and minimise the cost of holding funds until they are required.

## Capital Programme Block Budget Allocations Quarter 1 2021-22

	Funding Source	Allocation of block budget 2021/22 £m	Allocation of block budget Total £m
--	----------------	---------------------------------------	-------------------------------------

### Learning & Opportunities: Children & Young People

#### Centrally Managed

Kirton Lane Fencing	Government Grant	0.023	0.023
---------------------	------------------	-------	-------

#### Partnerships and Operational Delivery Centrally Managed

Plover HI	Government Grant	0.003	0.003
Seedlings fencing		0.003	0.003
<b>Total Children &amp; Young People</b>		<b>0.029</b>	<b>0.029</b>

### Economy & Environment

#### Economy & Development

Integrated Transport Block (ITB) – Economy	Local Transport Programme (LTP)	Revised allocation 0.946	0.721 (with 0.225 c/fwd 22/23)
--	---------------------------------	--------------------------	-----------------------------------

#### Environment

Highways Capital Maintenance (HCM)	Local Transport Programme (LTP)	Revised Allocation 4.958	4.958
Pothole & Challenge Fund	Department for Transport (DfT)	Revised Allocation 4.413 (inc c/fwd)	4.413
Integrated Transport Block (ITB) – Environment	Local Transport Programme (LTP)	Revised allocation 0.535	0.535
<b>Total Economy &amp; Environment</b>		<b>6.439</b>	<b>6.439</b>

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

### 2021/2022 Quarter 1

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

The following virements are proposed for approval: -

	Reason	Directorate	£
1	Transfer of budget from learning opportunities, skills and culture to AHWB re localities working	LOSC AHWB	(630,250) 630,250
2	Transfer of PA budgets from AHWB, LOSC & E&E to Corporate Resources following the PA review.	AHWB E&E LOSC CR	(87,050) (92,160) (88,380) 267,590
3	<p>Allocation of COVID-19 emergency funding to support increasing and emerging pressures, in addition to new initiatives identified:--</p> <ul style="list-style-type: none"> <li>• Corporate Resources - Coroners - additional cost of dealing with inquests backlog - accommodation, support staff, assistant coroners, jury fees (£97,000)</li> <li>• Corporate Resources - Democratic Services - accommodation for Annual General Meeting of Council (£2,140)</li> <li>• Corporate Resources - ICT - Hybrid meeting solution equipment costs for 12 large meeting rooms and 21 small/medium meeting rooms (£136,000)</li> <li>• Corporate Resources - ICT - provision of laptops and connectivity to school children not covered by previous schemes (£209,170)</li> <li>• Corporate Resources – Schools Catering income losses due to lower uptake (£769,730)</li> <li>• Corporate Resources – Metroclean additional relief staff costs due to self-isolation (£80,000)</li> <li>• Corporate Resources – benefits subsidy shortfalls relating to people in B&amp;B/hotel accommodation (£380,000)</li> <li>• Council Wide - Staff recognition markets vouchers (£20,000)</li> <li>• LOSC - Temporary posts to assist LOSC DLT in managing the response to the pandemic and wider key priorities (£149,000)</li> <li>• LOSC - Temporary additional staffing to support vulnerable children and young people (many with SEMH needs) who step down from social care, in particular into educational settings. (£202,000)</li> <li>• LOSC – Travel Assistance savings delay (£655,230)</li> <li>• LOSC – Short Breaks savings delay (£425,000)</li> <li>• LOSC – school attendance income losses (£320,000)</li> <li>• LOSC – other fees and charges income losses (£94,530)</li> <li>• Doncaster Childrens Services Trust - additional out of authority placements due to COVID-19 (£2,055,000)</li> <li>• Doncaster Childrens Services Trust - increased resources in the Domestic Abuse Navigator team to support whole family approach to reduce risk of domestic violence and abuse and address the impact on children and young people. (£100,000)</li> <li>• E&amp;E - Car parks - provision of free parking for 3 months at Markets and St Georges' car parks from 2pm and at Chappell Drive car park all day on Saturdays (£120,000)</li> <li>• E&amp;E - Emergency Assistant Director for 7 months (£72,000)</li> <li>• E&amp;E - Support for Shopappy app to help promotion of businesses across Doncaster (£24,000)</li> <li>• DCST – out of authority placement increases (£1,318,000)</li> <li>• E&amp;E – rent shortfalls on commercial properties (e.g. cinema, car parks, Herten triangle) (£539,320)</li> <li>• E&amp;E – car parks income shortfalls (£372,000)</li> </ul>	E&E LOSC CR EMR	1,127,320 4,000,760 1,674,040 (6,822,120)

## 2021/22 COVID-19 Funding and Doncaster Council allocations

Covid related funding stream	Description	Spend to date (£k)
COVID-19 pressures funding	Unringfenced funding to support discharge from hospital, children services, waste, homelessness and other COVID related services. Allocated £9.8m for 21/22, amounts for allocation included in the virements proposed.	0
Sales, fees and charges compensation	Where losses are more than 5% of a council's budgeted income for sales, fees and charges, compensation will be paid at 75%. Only available for first 3 months of 21/22.	154
Local Council Tax Support Scheme (known as Hardship Fund in 20/21)	£670m allocated nationally, of which Doncaster's allocation is £2.79m. Provided to local authorities in recognition of the extra cost to them of local council tax support at a time when more households are facing financial difficulties because of the pandemic. There are no specific requirements connected to the grant regarding the design of local council tax support schemes for 2021/22	2,791
Business Restart Grant	On 3 March 2021, Government announced the introduction of grant support for non-essential retail, hospitality, accommodation, leisure, personal care and gym businesses in England. This support will take the form of a one-off grant funding scheme in Financial Year 2021/22.	15,738
Welcome Back Fund	Funding to support the safe return to high streets. Builds on the £50m Reopening High Street Safety Fund. The fund will allow local authorities to put in place additional measures to create and promote a safe environment for local trade and tourism, particularly in high streets as economies reopen, including improving green spaces and providing more outdoor seating areas, markets and food stall pop-ups – giving people more, safer options to reunite with friends and relatives.	0
Local Support Grant	In April 2021 govt allocated a further £40m to June 2021 The Local Support Grant has the same eligibility criteria and reporting requirements as the Winter Pressures Grant. Doncaster allocated £283,179. Further allocation for July-Sept 21 £1,132,714 approved by rule 16 KDR	193
Infection Control & Testing fund	Merges previous Infection Control Fund (S1) and Rapid Testing Fund (S15). Additional £341m provided nationally to extend the schemes until June 2021. Purpose of the fund is to reduce the rate of COVID-19 transmission between care settings and conduct rapid testing of staff and visitors to care homes, high risk supported living and extra care settings. Doncaster allocated £1,881,405 Further allocation for July-Sept 21 £1,367,761 subject to rule 16 KDR.	1,881
Wellbeing for Education Return (grant from DHSC)	£39,080 received in 20/21. This further funding is intended to be spent on local wellbeing and mental health expertise and resources in the 2021/22 financial year.	0
Elections	Funding to cover the additional costs of holding the May elections during the COVID-19 pandemic.	102
Contain Outbreak Management Fund	Ongoing financial support to local authorities through the COVID-19 Test and Trace Contain Outbreak Management Fund Grant was confirmed in May 2021. This is an extension to the previous Contain Outbreak Management Funds received in 2020/21. The Fund supports proactive containment and intervention measures. A detailed plan is in place. Expenditure to date is nil as the £4.7m balance carried forward from 20/21 is being spent first. The allocation for 2021/22 is £2.527m.	0
COVID Community Testing	An overarching Doncaster COVID Testing Strategy is in place which aligns to the objectives of Doncaster's outbreak control plan. It outlines the wide range of testing approaches including symptomatic testing and asymptomatic testing.	707

## Carry forwards from 2021/22 – Progress update

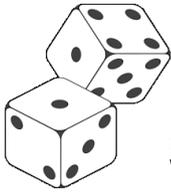
Reserve	Purpose	Balance at 1/4/21 (£k)	Estimated balance at 31/3/22 (£k)	Update
Leisure Park Ph2 Plot 6 Service charge	£300k received from sale of Plot 6 Lakeside for the future ongoing maintenance / enhancement / improvements including renewing the soft landscaping around the lakeside.	300	300	Assets and Design are working on proposals to spend this year on a programme of works including the replacement of landscaping.
Port Transition Funding	DEFRA grant to support Port Health Function during Brexit Transition	191	-	It is anticipated that the majority of the reserve will be used in 21/22. Money will be used for Railport developments and we're just waiting on the outcome of ongoing discussions to decide when this can commence.
Music Services Insurance	Insurance monies received to purchase new musical equipment that were lost in floods.	134	-	Monies will be spent this year when the goods are received (expected over next few of months).
COVID-19 Wellbeing Education Return grant	Covid Wellbeing Return to Education Grant received during the year. The monies will be used to meet the objectives of the grant.	45	-	Project has been completed but money not spent yet with charges expected in the next few months from Doncaster Childrens Services Trust.
Diamond/Solar Centre	The Local Authority and Doncaster CCG are jointly funding the spend on the Diamond Centre provision and continue to review the service. Monies are being carried forward in order to meet committed spend in 2021/22.	674	-	All of this reserve is expected to be utilised in 21/22 by the Local Authority and Doncaster CCG for purpose as stated but no final agreement/spend to date.
Fleet Electric Vehicles/Infrastruture	Reserve created for future Electric Vehicle pool car purchases and infrastructure development. Delayed in 20/21 due to COVID-19 but under review to establish working practices and vehicle demands post COVID-19.	410	-	Reserve created for future Electric Vehicle pool car purchases and infrastructure development. Delayed in 20/21 due to COVID-19 but still under review to establish working practices and vehicle demands post COVID-19.
COVID-19 Test & Trace Grant	This reserve has been established to continue to fund COVID 19 test & trace activity into 2021/22 and support costs associated with dealing with the pandemic	2,234	-	This reserve has been established to continue to fund COVID 19 test & trace activity into 2021/22 and support costs associated with dealing with the pandemic. This is expected to be spent in full in 21/22

<b>Reserve</b>	<b>Purpose</b>	<b>Balance at 1/4/21 (£k)</b>	<b>Estimated balance at 31/3/22 (£k)</b>	<b>Update</b>
COVID-19 Contain Outbreak Management Fund	This reserve has been established to continue to fund COVID 19 related activities into 2021/22 and support costs associated with dealing with containing further outbreaks of the pandemic	4,742	-	This reserve has been established to continue to fund COVID 19 related activities into 2021/22 and support costs associated with dealing with containing further outbreaks of the pandemic. This is expected to be spent in full in 2021/22
COVID-19 Community Champions	This reserve has been established from the Community Champions Government Fund which aims to support a range of interventions to build upon, increase or improve existing activities to work with residents who are most at risk of Covid-19 and will be spent in 21/22	317	-	This reserve has been established from the Community Champions Government Fund which aims to support a range of interventions to build upon, increase or improve existing activities to work with residents who are most at risk of Covid-19 and will be spent in 21/22
Digital Recovery & Renewal	The reserve was created to roll forward grant for Digital Recovery & Renewal.	170	-	Used towards Local Solutions Lab. A 1 year project to create an intelligence led approach to produce innovation, expertise and creativity and create data products to be embedded into the Council's operating model to improve outcomes.
COVID-19 Track & Trace Support Payment	COVID-19 Test & Trace Support Payment - Discretionary Payments. The Government funded a scheme to make payments available to individuals who are asked to self-isolate due to a positive COVID-19 test result (or a parent/guardian of an isolating child), who suffer a financial loss through not being able to work during the isolation period. This reserve relates only to the discretionary element of the scheme, funded by an unringfenced government grant.	305	-	Fully drawn down during Q1 - The approved Council support scheme is still in place and payments continue to be made to claimants during Q1 & Q2. It is anticipated that this funding will be spent in full especially in light of higher isolation numbers during the summer.
COVID-19 Business Grants	COVID-19 Business Grants - Doncaster specific schemes to support local businesses - Sheffield City Region (SCR) paid the full £844k Additional Restrictions Grant (ARG)	529	-	Fully drawn down during Q1 - all spent on discretionary business support grants, with nil balance remaining.

<b>Reserve</b>	<b>Purpose</b>	<b>Balance at 1/4/21 (£k)</b>	<b>Estimated balance at 31/3/22 (£k)</b>	<b>Update</b>
	discretionary allocation to Doncaster in 2020/21 and so the unspent balance has been carried forward to be spent in 2021/22.			
Adwick Sec Capital Programme	This was an agreed Revenue Contribution to Capital during the budget setting process for 20/21. The scheme slipped and will incur expenditure in 2021/22.	250	-	Will be used for financing the Adwick SEC Capital Scheme at the end of the financial year 21/22. There is a start date of early September and the works have a turnaround time of 8-10 weeks.
One Adoption hub funds	Yorkshire and the Humber Regional Adoption and Special Guardians Leadership Board (RASGLB) agreed that the all funds relating to the One Adoption Hub would be sent to Doncaster following the termination of the service. The funds have been paid for by the 15 local authorities and voluntary agencies who were members of the Hub, but the members have requested that Doncaster will hold the funds and the RASGLB will determine how they will be used in the future.	14	14	Yorkshire and the Humber Regional Adoption and Special Guardians Leadership Board (RASGLB) will determine how the funds relating to the One Adoption Hub, held by Doncaster, will be used in the future. No plan yet as to how this funding will be spent.
One Public Estate Programme	Grant received from Govt in March 20/21 to fund masterplanning for Doncaster Council, RMBC and BMBC	360	60	Grant received from Govt in March 20/21 to fund masterplanning for Doncaster Council, RMBC and BMBC. All funds drawn down in year apart from the Sustainable Grant element which will need to be paid back to the funder in future years as per MoU.
Economic Recovery Grants	The reserve is to fund Economic Recovery Grants in 21/22 in support of the Sheffield City Region Gainshare scheme which will pay up to £5,000 to businesses affected by COVID 19.	637	537	This reserve is in addition to a further balance of £637k, which is expected to be received in revenue within this financial year. It is the intention to allocate £1.2m in Economic Recovery Grants in 21/22 but actual spend to date is around £50k at Q1. Business Doncaster are currently working with 84 applicants which would result in expenditure spend of up to £420k. They are opening up for further Expressions of Interest each month so it is

Reserve	Purpose	Balance at 1/4/21 (£k)	Estimated balance at 31/3/22 (£k)	Update
				likely that more applicants will come forward and more grants issued.
COVID-19 Clinically extremely vulnerable grant	Clinically Extremely Vulnerable (CEV) Covid Grant monies (unringfenced grant) received in year, expected to be spent in 21-22.	975	928	A plan for spending the reserve will be put forward to Cabinet for approval.

This page is intentionally left blank



# STRATEGIC RISK PROFILE

**Failure to successfully prevent a major cyber attack**

	<b>Current Profile</b>	25	<b>Target Profile</b>	6	<b>Trend</b>	
---	------------------------	----	-----------------------	---	--------------	---

The assessment score remains at the same level due to the heightened possibility at this time - Critical Impact 5 and Very Likely 5. It will always be possible to suffer from a cyber attack and it would always have a critical impact on the Council, SLHD and DCST. What is important is how we deal with this threat through mitigating actions. These include:

- Continuous monitoring for threats using the relevant products;
- Taking all required technical actions;
- Ensuring all services have business continuity plans relating to this type of scenario;
- Ensuring all staff and Councillors undertake necessary training and are vigilant at all times; and
- Maintaining communication and links with relevant advisory bodies and networks.

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

	<b>Current Profile</b>	25	<b>Target Profile</b>	20	<b>Trend</b>	
---	------------------------	----	-----------------------	----	--------------	---

**Current Position:**

Covid response continues in line with the Governments Roadmap- TCG meetings are now taking place fortnightly and are in sync with LRF meetings. T&R is being reviewed constantly to ensure the document is relevant and reflects cell positions.

EU transition work is ongoing in the background with monthly strategic meetings chaired by Debbie Hogg and as a service, R&E is managing work pressures at the airport.

Flood risk has now eased given the season and preparations/lessons learned from the last incident are ongoing.

**Mitigating actions:**

Outlined above.

**Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk**

	<b>Current Profile</b>	25	<b>Target Profile</b>	10	<b>Trend</b>	
---	------------------------	----	-----------------------	----	--------------	---

Measures to mitigate against this risk are as follows:

- DSCP Business Plan approved with priority areas - The DSCP Business Plan was approved by the DSCP on 26th May. this is now being embedded in the partnership sub structure for taking forward in line with key milestones

**Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk**

- DSCP sub group structure enables accountability and reporting - the sub groups are accountable to the DSCP through Chair Summary Reports relating to progress against the DSCP Delivery Plan. In addition, the Quality Sub group presents a Quality and Performance highlight report with identifies performance, key themes and trends for the partnership to receive and make recommendations on. The partnership is also updated on the work of the Partnership Improvement Board and the Recovery response to Covid-19 for assurance purposes.
- Key areas being developed to improve outcomes, e.g Neglect Strategy - key areas to improved outcomes for Children are set out in the DSCP Delivery Plan in terms of Neglect and Child Exploitation. Strategies are being revised and will be launched through the partnership during 2021-22 in line with the priorities set by the DSCP
- EduLog sent into schools weekly
- Regular safeguarding updates provided
- Sharpening of safeguarding checks in relation to out of authority placements
- Auditing of current independent provisions in Doncaster.
- Monthly performance Trust meetings in place – 100% ATTENDANCE by schools for the 6th month running
- Case File Audits
- Early Help expansion of service – 12 new workers
- No schools judges ineffective for safeguarding
- New working group established for sexual harassment (Education/schools)
- CYP Mental Health Group (Schools/Education) LADO meetings attended by LOCYP Safeguarding Manager – with school actions completed 21 LADO meetings Jan-JUNE 2021
- Parental Alcohol Misuse Group Action Plan – Development work with Huddersfield University to engage schools
- Safeguarding Policy and Whole School Training to be revised for Sept 2021
- New DSCP L3 training in place

**Current experience**

Complexity of cases has increased resulting in the increased reliance of out of borough placements. This is in the context of a national shortage of suitable placements.

Demand and short supply is driving up placement costs and the need to source education for these out of borough placements is putting increasing pressure on the Dedicated Schools Grant

The requests for Education Health plans have increased dramatically which provides an indicator of the impact of challenging needs of school aged children.

Safeguarding concerns have been raised in relation to specific accommodation provision within the borough and this is subject to a multiagency investigation being undertaken by the safeguarding partners. In addition the safeguarding arrangements are being reviewed and strengthened.

**There needs to be a broad range of service delivery which supports people in the community and in other settings (depending on their needs), without which makes it more difficult for people to live healthy, independent lives**



**Current Profile**

15

**Target Profile**

10

**Trend**



**Current Position:** No change to risk level at this time or mitigating actions.

The Covid-19 pandemic continues to affect services and service delivery and work with the Public Health & Strategic Commissioning and Adults, Health and Wellbeing directorates continues. Programmes and Projects continue to be reviewed and monitored regularly and updates given to and received from Directors meetings to

**There needs to be a broad range of service delivery which supports people in the community and in other settings (depending on their needs), without which makes it more difficult for people to live healthy, independent lives**

ensure the focus remains on the impact any programmes or projects work have on service delivery. We will continue to monitor and update, as required, as and when the Covid-19 restrictions are lifted.

**A failure to have, and proportionate, an evidence based mix of interventions and services in place that will plausibly support a narrowing of the gap in inequalities and a reduction in levels of deprivation across the Borough**



**Current Profile**

12

**Target Profile**

6

**Trend**



### **Economy and Businesses**

Need to attract a diverse range of inward investors and new opportunities in growth companies who are offering jobs at all levels. Communication of such opportunities needs to reach all residents in Doncaster with targeted recruitment in deprived areas and areas of high unemployment. Education and training availability needs to be closely aligned to future employment.

### **Mitigation**

Business Doncaster continues to work hard at attracting new investment and we have seen several new companies wanting to set up in Doncaster which is positive news given all the challenges that Covid has brought. We also have a specific performance indicator to focus on attracting businesses which create high salary jobs. We have developed and implemented several employment initiatives. The Advance programme is geared up to getting people into employment and improving their career path, whilst the youth Hub initiative has been specifically set up to target challenges around youth unemployment. In addition to these programs we have also established employment academies at the iPort, Gateway East and soon to be Unity Project, to ensure we maximise the employment opportunities at these key investment sites the local Doncaster residents.

### **Communities**

Through the localities model work has commenced to produce Locality Plans that reflect the strengths and priorities for local people. These will start from an understanding of community strengths and assets, what communities have already told us about their needs and priorities and what plans and investment are already in place to address these. Throughout the summer, a programme of Appreciative Inquiry will take place in the top 20 most deprived areas to intensely engage with members of the community and in other areas specific engagement will take place where there are gaps in local intelligence and understanding. Around 70 people have so far been trained to carry out this local research which includes communities themselves. Alongside this other data and existing plans will be brought together to shape the Locality priorities going forward. Local Solutions teams and Bronze Groups continue to address immediate issues, particularly responding to Covid and working together to address the impact of Covid on our communities.

### **Individuals**

**Current Position:** COVID continues to expose and amplify underlying inequalities (poverty, poor housing, etc). Doncaster has seen higher rates of deaths from COVID than many other areas with high rates of deaths in the elderly, those from ethnic minorities and people in key worker roles. People suffering the largest impacts of inequality also require more support to self-isolate than others, are more likely to suffer the impacts of long COVID and have lower uptake of the COVID vaccine. As 'Furlough' comes to an end there is a likelihood for increased unemployment and financial hardship. As recovery continues the Borough strategy approach needs to address this.

**Key mitigation** – Continue to work towards zero/low COVID through COVID control plan; utilise community development approaches including MHCLG funded community connectors to support households; promote grants to support isolation; updating COVID vaccination approach to focus on inequalities – those population most adversely impacted; renewal board escalating work on poverty; developing the Borough strategy in a way that ensures no one is left behind. Use of COVID control monies to support clinically extremely vulnerable, respond to domestic violence and alcohol misuse. Secure additional monies from PHE and MHCLG to support public mental health, weight management and rough sleeping.

**Failure to implement the Partnership priorities across the Team Doncaster Partnership**



**Current Profile**

12

**Target Profile**

6

**Trend**



**Risk Likelihood Unchanged.** We continue to function well as a partnership with a Response and Recovery Model with engagement from Team Doncaster which currently meets on a fortnightly basis. We have clear strategies in place for the short term but also will continue to support the development of our response to the big issues such as climate change and the formulation of a new Borough Strategy. We continue to make sense of national guidance related to Covid and we review regularly the Team Doncaster Strategy to ensure the partnership priorities are updated across our TCG, Renewal Board and Team Doncaster Gold meetings.

We anticipate that this risk will reduce once an agreement on the New Borough Strategy and Team Doncaster Operating Model is agreed in autumn 2021

Mitigation

- Clearly articulated response and recovery models for Team Doncaster
- Regularly review the partnership strategy linked to Covid Response
- Threat and Risk assessment for Winter 20-21 in place.
- Continuation of longer term plans.
- Renewal Board Priorities agreed
- Borough Strategy Development
- TD Health check Session April 21

**Children & young people may not achieve national standards in educational attainment which may impact on their readiness for a fulfilling adult life.**



**Current Profile**

12

**Target Profile**

12

**Trend**



Schools have fully reopened although the Delta variant has caused an increase in infections leaving large number of pupils self-isolating and accessing remote education.

The assessment of risk has not changed but this will need to be reviewed in the light of the further easing of restrictions from 19 July and potential impact on school attendance in September 2021.

**Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal**



**Current Profile**

12

**Target Profile**

8

**Trend**



**Risk Unchanged.** Politicians and officers continue their ongoing dialogue with SCR colleagues to ensure the best outcomes for our residents and a growing collaborations emerging around key areas of work e.g. gainshare and Community Renewal Fund that increase the connections and maximise the benefit for Doncaster.

Continued participation at MCA meetings, LRF learning and development sessions and close local collaboration all help to bring closer and more effective collaboration moving forward.

**Workforce capacity and resilience issues across the council result in reduced ability to deliver and transform services at the pace required in current plans**



**Current Profile**

12

**Target Profile**

9

**Trend**



**Current Position:** Workforce numbers have remained relatively stable and all service areas are covered. Overall sickness absence has slightly increased this quarter across all directorates and relevant support activity is in place to manage this without any major disruption to services. Although the resilience, health and wellbeing of staff continues to be monitored.

**Mitigating Actions:**

- Short term agency and temporary staff are employed to support gaps in the workforce to deliver organisational objectives.
- Extensive wellbeing provisions in place to support workforce during challenging times with enhanced resources particularly mental health support
- Continued review of staffing absence and relevant support measures in place
- Regular supervision, team meetings and communications provide support and build resilience through quick identification of emerging issues

**Failure to safeguard adults may result in adults being vulnerable and susceptible to experiencing harm or abuse**



**Current Profile**

10

**Target Profile**

5

**Trend**



**Current position:** no change to the Risk level or the mitigating actions.

**Failure to deliver the Medium Term Financial Strategy would result in a alternative budget being required with consequential service reductions. ; covering failure to manage expenditure and income within the annual approved budget and balance the budget**



**Current Profile**

10

**Target Profile**

5

**Trend**



**Current situation**

The month 3 position shows a shortfall against the £10m 2021/22 savings targets. Some of the shortfalls are due to delays as a result of the COVID-19 pandemic.

**Mitigating actions**

The above shortfall can be mitigated in part by government grant provided to help deal with COVID-19. The Council's overall position is currently a projected overspend but, should this projection remain the same later in the year, there are measures available that mean a balanced position can be achieved (i.e. releasing earmarked reserves, use of corporately held contingencies and in-year savings).

**Failure to maintain and improve the management of health and safety may impact on the councils ability to mitigate risk to both colleagues and members of the public and our inability to deliver effective services**



**Current Profile**

8

**Target Profile**

4

**Trend**



The council's health and safety team continues to work with HR and Public Health supporting council services to ensure that current Government guidance on covid control measures are communicated and implemented effectively.

The H&S team continue to support services through the Governments 4 step road map and with preparation for ongoing Government announcements, this includes:

- . Review of Service H&S requirements in line with Govt Road Map requirements,
- . Continued support with the review of service COVID-19 secure risk assessments,
- . General H&S advice in relation to coronavirus, work activities, events and dealing with the public,
- . Provision and advice on H&S training,
- . Regular partnership meetings with SLHD, DCLT and DCST.

The Health and Safety Team are currently undertaking site H&S and Fire Safety audits at schools, under covid secure risk assessment, giving schools an additional layer of assurance that suitable and sufficient mitigating controls are in place.

The Civic Building had a second unannounced visit from the HSE to audit covid secure control measures. The visit went very well with no issues found and positive feedback.

H&S Training continues to be predominantly delivered through MS Teams or for essential face-to-face training under a covid secure risk assessment at the Mary Woollet Centre. Due to the limited numbers of staff that can be trained under social distancing measures, demand is very high for some face-to-face training. Plans are being put in place to increase candidate numbers when Govt guidance allows so the H&S training team can increase supply to meet the current demand.

The council's health and safety manager continues to have regular partnership meetings with DCLT and DCST to share H&S practices and to address any significant issues.

The councils Fire Safety Advisor and Health and Safety Manager continue to attend the SLH Building Safety Group to support and provide advice on any building safety compliance issues. The councils Fire Safety Advisor has undertaken site visits to premises where actions are outstanding as an additional level of assurance and provide advice where needed, no areas of concern have been raised at this time. The Councils H&S Manager continues to have regular partnership meetings with SLH to share H&S information and experiences during the pandemic. This includes regular updates for the ongoing works to remove and replace EWI on some blocks of flats.

Residential Caravan Sites - St Leger Homes (SLH) continue to lead on fire safety action plans with input and advice from the Council's Environmental Health Officers (EHO's), South Yorkshire Fire and the Councils Fire Safety Advisor, progress is being made on designs and sourcing suppliers for fire mitigation measures.



# GOVERNANCE INDICATORS

## Whole Authority

Whole Authority	Value	Target	DoT	Traffic Light
Sickness – Days per FTE	9.15	8.25	↓	🔴
PDR Completion - % of workforce with a PDR recorded	0%	0%	↓	🟢
Whole Authority Internal Audit High Risk Level Recommendations	1	4	↑	🔴
Whole Authority Internal Audit lower Risk Level Recommendations	17	53	↑	🔴
% of Large Transactions (over £25k) that are under contract	100%	100%	▬	🟢
% of Freedom of Information Requests responded to within timescale	94%	95%	↓	🟢

This page is intentionally left blank



## Doncaster Council

### Report

---

Date: 8 September 2021

To the Chair and Members of the Cabinet

**St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2021/22 Quarter One (Q1)**

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Glyn Jones, Cabinet Member for Housing and Equalities, Deputy Mayor	All	None

#### EXECUTIVE SUMMARY

1. As part of the Management Agreement and governance arrangements for SLHD, an Annual Development Plan (ADP) is produced in agreement with Doncaster Council (DC) officers, the Housing Portfolio holder and the Mayor. The ADP identifies the key deliverables, outcomes, milestones and performance measures. Part of the agreed governance framework is a quarterly report of Key Performance Indicators (KPIs) to Cabinet.
2. This report provides an opportunity to feedback on performance successes and challenges against the 2021/22 Key Performance Indicators (KPIs).
3. Six of the nineteen KPIs did not meet target or were within tolerances as at the end of Quarter 1 2021/22 (30 June 2021). Commentary appears below

#### EXEMPT REPORT

4. This report is not exempt.

## RECOMMENDATIONS

5. That Cabinet note the progress of SLHD performance outcomes and the contribution SLHD makes to supporting DC strategic priorities.

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

6. As this report includes the current progress on the SLHD performance indicators, the implications of the contents may ultimately affect the delivery of services to the people of Doncaster.

## 7. BACKGROUND

- 7.1. **Appendix A** contains the SLHD 2021/22 Performance summary for Quarter 1. Commentary on the performance against all indicators is provided below.

- 7.2. Targets and measures were reviewed with DC officers and elected members prior to the start of the financial year. KPIs were agreed with DC and for 2021/22 :

- there are 19 KPIs;
- two are measured quarterly – residents supported in training and employment;
- four are measured annually - STAR survey (2), energy efficiency and Decent Homes Standard;
- three KPIs relating to Homelessness do not yet have a target due to ongoing Covid19 requirements. Targets will be considered after the end of Q1; and
- the only KPI change from 2020/21 is gas servicing; we now report properties with a valid safety certificate rather than properties attended.

- 7.3. This report provides an opportunity to feedback on performance successes and challenges against the 2021/22 Key Performance Indicators (KPIs).

## 8. 2021/22 QUARTER 1 PERFORMANCE

- 8.1. The table below summarises the KPI dashboard as at 30 June 2021. Comparatives have been included from 2020/21 as the KPIs are the same this year, apart from the gas servicing KPI. There are **six** KPIs not meeting target – data appears below

	June 21/22	May 21/22	April 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Green (meeting target)	4	3	5	8	5	6	6
Amber (within tolerance)	2	2	1	2	3	1	1
Red (not meeting target)	6	5	4	7	7	8	8
No target until Q1 (homelessness)	3	3	3	0	0	0	0
Quarterly/Annual KPIs	4	6	6	0	4	4	4
Total	19	19	19	17 <sup>1</sup>	19	19	19

### **NB:**

- <sup>1</sup> For 2020/21, there were four annual KPIs. Two of these are related to STAR survey results for overall satisfaction and property condition satisfaction. STAR was originally planned for January 2021 but deferred until July 2021 as part of a wider programme of surveys.

8.2. The tolerances which determine the red, amber and green status are consistent with DC and Doncaster Children's Trust measures. Please note performance data is cumulative year to date (YTD) rather than performance in the quarter, as this can be misleading when comparing to target.

**8.3. KPI 1: Percentage of Current Rent Arrears against Annual Debit :**

**Year end target 21/22**            **3.00%**  
**Profiled Target June 21**       **3.16%**  
**Q1 21/22 Performance**        **2.64%**

**BETTER THAN TARGET – GREEN**

	June 21/22	May 21/22	April 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21	Q4 19/20	Q3 19/20	Q2 19/20	Q1 19/20
Arrears %	2.64%	2.57%	2.56%	2.75%	3.39%	3.05%	3.12%	2.79%	3.29%	2.95%	2.77%

The exceptional performance in Q4 of 2020/21 continued throughout Q1 of 2021/22, with arrears below target throughout the first three months and ending the quarter at 2.64%, well below the 3.16% profiled target.

There have been no evictions since the ban was lifted and waiting times for court dates are still lengthy due to the backlog of cases being handled. The Eviction Panel is in operation and will be convened when required with representatives from Tenancy Sustainability, Home Options and Housing Management.

Arrangements for the introduction of Voicescape in Tenancy Sustainability and Income Management Teams are now in place, with training underway and a launch date of 19th July. Work amongst the Income Management and Tenancy Sustainability Teams continues to focus on early intervention and supporting tenants to maximise incomes in order to manage their rent accounts successfully.

**8.4. KPI 2: Void Rent Loss (VRL) – Percentage of rent loss through vacant dwellings:**

**Target**    **0.50%**  
**Q1 21/22 YTD Performance**            **0.81%**

**WORSE THAN TARGET – RED**

	June 21/22	May 21/22	April 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Void rent loss %	0.81%	0.81%	0.86%	1.00%	1.02%	0.97%	0.97%
Voids at month / quarter end	142	139	162	159	216	195	209

Performance is still worse than target but void numbers are reducing slowly from the high levels in early 2020/21 that arose due to Covid19.

The number of voids held at the end of June at 142, includes 8 non lettable voids and 11 acquired properties, hence the baseline void number is 123 lettable properties. The Scheduled Repairs team are completing work on all acquisitions.

In-month (June) performance at 0.81% shows a slight decline when comparing to May's performance of 0.78%. Cumulative year to date (YTD) performance remains the same at 0.81%.

The number of terminations is showing an increase, totalling 353 YTD and exceeds the YTD number of re-lets at 274. The number of re-lets must be higher than the number of terminations to ensure a continued improvement in performance.

There are a number of issues contributing to the slight, recent increase in voids held; shortage of materials, delays waiting for the delivery of non-stock items, and a reduction in resources due to isolation or Covid-19 infection.

**8.5. KPI 3: Average number of calendar days to re-let standard properties :**

**Target 20.00 days**  
**Q1 21/22 YTD Performance 32.72 days** **WORSE THAN TARGET – RED**

	June 21/22	May 21/22	April 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Re-let days	32.72	32.81	34.61	46.11	48.27	49.32	55.05

In month performance for June stands at 32.54 days and shows a slight decline when comparing to May's 31.50 days.

Cumulative performance shows a slight improvement, standing 32.72 days but is still worse than target. At the end of June, the number of lettable voids held is 123, of which 108 require standard repair work. Of the 108 standard voids, 38 are above the 20 day target (35%), a slight increase when comparing to the previous month, with 42% of standard voids held above the target of 20 days.

Stringent monitoring remains in place across all teams involved in the key to key process to ensure work is completed in voids and all teams are working collectively to ensure that voids are re-let at the earliest opportunity to ensure a continued improvement in performance.

**8.6. KPI 4: Number of households placed in bed and breakfast (B&B) accommodation**

**Target 193**  
**Q1 21/22 YTD 193** **No target until Q2 (Covid19 restrictions dependent)**

	no.
April	78
May	54
June	61
Total YTD	193

The number of nights remains high but is improving slowly. Progress is ahead of our projected milestones within the 'Roadmap' to reduce placements into hotels, aligned to the easing of restrictions and return to pre Covid levels by the end of September 2021.

### 8.7. KPI 5: Number of full duty homelessness acceptances :

**Target** **No target until Q2 (Covid19 restrictions dependent)**  
**Q1 21/22 YTD** **112**

	no.
April	31
May	45
June	36
Total YTD	112

The number of cases reaching full duty decisions in June was lower than May, reflecting the high volume of cases opened during the last 3 months and the reduced opportunities to prevent and secure alternative accommodation, resulting in a Full Duty decision having to be made at the end of the 56 days of relief.

### 8.8. KPI 6: Number of homeless preventions :

**Target** **No target until Q2 (Covid19 restrictions dependent)**  
**Q1 21/22 YTD** **154**

	no.
April	50
May	41
June	63
Total YTD	154

We successfully prevented or supported a successful intervention for 63 households during June compared with 41 in the previous month. Due to the reasons for homelessness continuing to be at the 'Relief' stage of homelessness the number of opportunities to prevent homelessness remain limited.

### 8.9. KPI 7: Complaints – Percentage of complaints upheld against customer interactions :

**Target** **0.070%**  
**Q1 21/22 YTD Performance** **0.092%** **WORSE THAN TARGET – RED**

Complaints are reported one month in arrears to ensure that the complaints are closed down within our service standard of 10 working days.

We analyse the % of complaints upheld against all customer transactions. This provides us with a picture of our customer's dissatisfaction and enables us to drill down further into the relevant service areas.

Volumes of both interactions and complaints continue to fluctuate each month, which makes comparisons to previous years unrepresentative due to restrictions placed on the organisation due to Covid-19.

In May 2021 we received 87 complaints. This is 24 more than we received compared to May 2020 due to the start of the Covid pandemic however, similar to last month, this is also the highest number received in the month of May over the past three years.

As with the overall number of complaints received, the number of complaints upheld has increased by 4 from 2020. 28 complaints were upheld in May 2021, compared to 24 in May 2020.

The information for May 2021 shows that we have not achieved our 0.070% target, achieving 0.090%. Cumulatively we are also over our target, achieving 0.092%.

The main themes for upheld complaints relate to time taken to complete a repair and lack of information / communication. Additional resources have been allocated to catch up on the backlog of repairs which should reduce the number of repairs going forward.

#### 8.10. KPI 8: Number of tenancies sustained post support :

**Target** **90.00%**  
**Q1 21/22 YTD Performance** **98.88%** **BETTER THAN TARGET- GREEN**

	June 21/22	May 21/22	April 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Tenancies sustained %	98.88%	98.04%	96.36%	97.25%	96.76%	96.67%	95.59%

An excellent performance in Q1 21/22, continuing the above target performance all year in 20/21. Tenancies sustained post support continue to perform well with June results showing for the 2nd month running that 100% of tenants are still in their tenancies 6 months after their support concluded. This gives a cumulative performance thus far of 98.88% against a target of 90%.

#### 8.11. KPI 9: Number of repairs complete on first visit :

**Target** **92.00%**  
**Q1 21/22 YTD Performance** **90.93%** **WITHIN TOLERANCES - AMBER**

	June 21/22	May 21/22	April 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
First visit complete %	90.93%	91.10%	90.57%	90.92%	90.80%	91.24%	93.38%

In-month performance for June was 90.55% compared to target of 92% and slightly below May's performance of 91.80%. YTD cumulative performance is 90.93% and a consistent performance throughout Q1 at around the 91% level.

Of the 3,216 completed repairs, which met the criteria to be included in the right first visit report, 2,912 were completed on the first visit. Repairs volumes are currently around 20-25% up on pre Covid performance impacting on the indicator.

### 8.12. KPI 10: Gas servicing, % of dwellings with a valid gas safety certificate:

<b>Target</b>	<b>100.00%</b>	
<b>Q1 21/22 YTD Performance</b>	<b>99.98%</b>	<b>WORSE THAN TARGET – RED</b>

This is a changed KPI for 2021/22 and reports the percentage of dwellings with a valid gas safety certificate rather than percentage of properties attended (2020/21 KPI). This change offers clarity on the number of properties that are in the no access procedure. This process starts well before the anniversary of the gas service and allows time to gain access whilst still having an in date gas safety certificate. Once the certificate is out of date we can then start the legal process of gaining access to undertake the essential compliance work. As at end of June 2021, there were **four** properties that didn't have a valid gas safety certificate, however, these are still classed as compliant within the Gas safety regulations as they are being managed in our no access procedure.

### 8.13. KPI 11: Days Lost to Sickness per Full Time Equivalent (FTE) :

<b>Year end target</b>	<b>7.90 days</b>	
<b>Profiled Target YTD</b>	<b>1.82 days</b>	
<b>Q1 21/22 YTD Performance</b>	<b>1.98 days</b>	<b>WITHIN TOLERANCES - AMBER</b>

Consistent sickness levels during Q1, with April (0.60), May (0.69) and June (0.69) days absence per FTE. The monthly target is 0.60 days. This drives the YTD attendance to 1.98 days per FTE against the target of 1.82.

Year end projections at this stage are 7.37 days per FTE which would be better than target. Property Services sees the highest absence per FTE at 0.70 days this month followed by Housing at 0.62 days and Corporate at 0.59 days.

The highest reason for absence continues to be stress, depression and anxiety accounting for 36.6% of all absence, a slight decrease on last month (38.4%), but with a continuing similar number of days lost 144.90 in comparison to 149.28. Cases of stress related absence are occurring primarily in Housing and Property Services.

For work related stress, appropriate stress risk assessments have been undertaken to facilitate return to work plans.

Quarter 1 has seen around 25% more stress related cases than the highest quarter last year, although remembering that last year was an exceptionally good year for absence overall. We also know that for those dealing with work related stressors we have had contact to our Employee Assistance Programme (EAP) provided through Medicash with themes such as work life balance, workloads and control over work being themes raised.

Musculo-Skeletal remains the second highest reason for absence accounting for 29% of absence year to date. Covid related absence whilst not high on the list of absence reasons does account for 4.8% and a total of 67.5 days YTD.

In all cases absence continues to be managed in line with the attendance management policy. Some cases are now being impacted by NHS wait delays and

where possible we are looking for alternatives to achieve a return to work in some capacity whilst this wait is ongoing.

#### 8.14. KPI 12: Percentage of Local Expenditure :

<b>Target</b>	<b>70.00%</b>	
<b>Q1 21/22 YTD Performance</b>	<b>51.65%</b>	<b>WORSE THAN TARGET – RED</b>

Local (revenue) spend during Quarter 1 was £1.56m (51.65%) of the overall £3.0m contracted (revenue) spend for the month. This is against the target of 70%. In monetary terms this under performance is £0.55m.

If capital spend was included, then the position would be 71% spent locally.

Changing the balance of local spend is only potentially possible at the point that contracts are renewed and if local suppliers are appointed as part of this process. This is not always possible if local suppliers do not exist, do not put forward bids or tender submissions, are not part of consortia frameworks being utilised, or are unable to demonstrate value for money through legally required, transparent procurement processes. To address this, SLHD continues to actively participate in supplier events to encourage local business engagement in as many new procurement exercises as possible, as they occur.

In addition, the Procurement Strategy and Contract Standing Orders have been developed to try and optimise local spend and social value.

However, despite all of this, based on the types of goods and services due to be procured over the next few months, for the reasons already specified above, it is not anticipated that SLHD will be able to increase local revenue spend much further than it is currently.

#### 8.15. KPI 13: Anti-social behaviour (ASB) cases resolved as a percentage of all cases completed :

<b>Target</b>	<b>95.00%</b>	
<b>Q1 21/22 YTD Performance</b>	<b>96.65%</b>	<b>BETTER THAN TARGET – GREEN</b>

No specific issues at this stage. Monthly performance has been above target all quarter and the YTD performance stands at 96.65%. In June, we opened a further 152 cases and we currently have 930 cases open across the borough, comprising 386 ASB, 492 tenancy breach and 52 are safeguarding related.

In terms of ASB, we currently have 93 noise cases open, 80 verbal abuse and harassment cases open and 59 garden cases.

#### 8.16. KPI 14: Number of tenants and residents helped in to training and education:

<b>Target YTD</b>	<b>19</b>	
<b>Q1 21/22 YTD Performance</b>	<b>10</b>	<b>WORSE THAN TARGET – RED</b>

Despite the same number of opportunities made available as planned, due to fewer initial enquiries to SLHD and Job Centre Plus, which resulted in fewer course participants than planned this target has not been met for this quarter.

Work continues in the coming months, strengthened by the agreement of the revised Early Careers Frameworks which identifies further opportunities to expand the support and learn cohorts and introduce traineeships, it is hoped that there will be increased opportunity introduced appealing to a wider audience.

#### 8.17. KPI 15 : Number of tenants and residents helped in to employment:

<b>Target YTD</b>	<b>7</b>	
<b>Q1 21/22 YTD Performance</b>	<b>7</b>	<b>ON TARGET – GREEN</b>

No issues at this stage and target achieved for Quarter 1.

### 9. Annual KPIs

9.1. For 2021/22, there are four annual KPIs that will be reported at the end of the financial year. Performance figures shown are based on most recent information.

#### 9.2. KPI 16: Tenant satisfaction levels :

<b>Target</b>	<b>89.00%</b>	
<b>Performance</b>	<b>87.00%</b>	<b>(2019/20 STAR survey)</b>

The main satisfaction level will be monitored through the bi-annual STAR Survey which will be undertaken in July 2021. A local, transactional, operational indicator has been developed to monitor satisfaction levels of some key transactional services to enable proactive management and results will be reported throughout the year as appropriate.

#### 9.3. KPI 17: Percentage of homes meeting Decent Homes standard ANNUAL KPI:

<b>Target</b>	<b>100.00%</b>	
<b>Performance</b>	<b>99.99%</b>	<b>(Q4 2020/21)</b>

There were 8 properties that were non-decent at year end. All these properties are included in the capital re-inclusion programme for this financial year.

#### 9.4. KPI 18: Tenant satisfaction with property condition ANNUAL KPI :

<b>Target</b>	<b>89.00%</b>	
<b>Performance</b>	<b>89.40%</b>	<b>(2019/20 STAR survey)</b>

This was a new KPI for 2019/20 and is reported annually. As with KPI 16, a local, transactional, operational indicator has been developed to monitor satisfaction levels of some key transactional services to enable proactive management, and results will be reported throughout the year as appropriate

**9.5. KPI 19: Energy efficiency ANNUAL KPI :**

<b>Target</b>	<b>68.37%</b>	
<b>Performance</b>	<b>64.74%</b>	<b>(Q4 2020/21)</b>

This was a new KPI for 2020/21, which requires all properties to achieve EPC Level C by 2030. The outturn performance of 64.74% for 2020/21 exceeded the target of 41.53%. SLHD are currently reviewing investment needs as part of a new environmental strategy. This indicator will be reported annually.

**OPTIONS CONSIDERED**

10. Not applicable

**REASONS FOR RECOMMENDED OPTION**

11. Not applicable

**IMPACT ON THE COUNCIL’S KEY OUTCOMES**

	<b>Outcomes</b>	<b>Implications</b>
	<p><b>Doncaster Working:</b> 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"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are supported to flourish</li> <li>• Inward Investment</li> </ul>	<p>Work of SLHD impacts on Council key priorities, with implications on the quality of life for Doncaster Council’s tenants and other residents and the communities they live in.</p>
	<p><b>Doncaster Living:</b> 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"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>• Everyone takes responsibility for keeping Doncaster Clean</li> </ul>	

	<ul style="list-style-type: none"> <li>• Building on our cultural, artistic and sporting heritage</li> </ul>	
	<p><b>Doncaster Learning:</b> 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"> <li>• Every child has life-changing learning experiences within and beyond school</li> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>	
	<p><b>Doncaster Caring:</b> Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> <li>• Children have the best start in life</li> <li>• Vulnerable families and individuals have support from someone they trust</li> <li>• Older people can live well and independently in their own homes</li> </ul>	
	<p><b>Connected Council:</b></p> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> <li>• Operating within our resources and delivering value for money</li> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	

## RISKS AND ASSUMPTIONS

12. Specific risks and assumptions are included in section 12 of this report

## LEGAL IMPLICATIONS

**Scott Fawcus, Asst. Director Legal & Democratic Services, 16.08.21**

13. There are no specific legal implications arising from this report.

## **FINANCIAL IMPLICATIONS**

**Julie Crook, Director of Corporate Services SLHD, 18.08.21**

14. In 2021/22 SLHD will receive management fees of £34.4m from DC. This is made up of £32.9m from the Housing Revenue Account and £1.5m from the General Fund to pay for the general fund services managed by SLHD.

## **HUMAN RESOURCES IMPLICATIONS**

**Angela Cotton, HR & OD Business Manager, 16.08.21**

15. There are no specific Human Resource Implications for this report.

## **TECHNOLOGY IMPLICATIONS**

**Peter Ward, Technology and Governance Support Manager, 19.08.21**

16. There are no specific technology implications for this report.

## **HEALTH IMPLICATIONS**

**Karen Horrocks, Public Health Improvement Coordinator 16.08.21**

17. The pandemic continues to impact on the delivery of the service. Most notably the continued bed and breakfast placements, upheld customer complaints and limited opportunities to proactively prevent homelessness. It is encouraging to see that the tenancy sustainability team are maintaining their focus on early intervention and support, and that the number of tenancies sustained post-support exceeds target.
18. A suitable, safe and good quality home is essential for good mental and physical health, as are communities that support people and enable them to thrive. Work to resolve antisocial behaviour is exceeding target. Effectively reducing antisocial behaviour can be expected to have a positive impact individual wellbeing and potentially on community cohesion. Quarter 1 performance in regards to complaints is below target and the main themes include delays to completing a repair and lack of communication/information. In addition to this, a number of properties do not have a gas safety certificate which highlights a safety risk, however, the report states that these are being dealt with through a no access procedure. It is important to ensure that everything is done to ensure that tenants' homes support their health, wellbeing and safety.
19. As a key local organisation, St Leger Homes of Doncaster has the opportunity to improve health and wellbeing by maximising local social, environmental and economic benefits. This can be done in a number of ways, including good working conditions, local purchasing and training and development opportunities. It is positive to see the number of tenants and residents helped into employment is meeting target, although the number of tenants and residents helped into training and education is lower than the target currently. Understanding the causes of employee sickness absence and improving the working environment has the potential to improve employee health and wellbeing and reduce preventable days lost to sickness, which is currently within tolerances. In addition to this, further benefits can be realised by continuing to explore opportunities to increase social

value through local revenue expenditure.

20. As a stable and secure home is an essential contributor to good health and wellbeing Public Health would like to see a renewed focus on homeless preventions and less reliance on bed and breakfast placements as we move forward into the recovery stage of the pandemic.

## **EQUALITY IMPLICATIONS**

21. Equality implications are considered in line with the Equality Act 2011 for the delivery of all SLHD services.

## **CONSULTATION**

22. Consultation has taken place with key managers within SLHD, the Lead Member for Housing and Senior Officers within the Council.

## **BACKGROUND PAPERS**

23. None

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

ADP	Annual Development Plan
ASB	Anti-Social Behaviour
DC	Doncaster Council
FTE	Full Time Equivalent
KPI	Key Performance Indicator
SLHD	St Leger Homes of Doncaster
STAR	Survey of Tenants and Residents
VRL	Void rent loss
YTD	Year to date

## **REPORT AUTHOR & CONTRIBUTORS**

Nigel Feirn,  
Head of Finance and Business Assurance, St. Leger Homes of Doncaster Limited  
01302 737485  
[Nigel.Feirn@stlegerhomes.co.uk](mailto:Nigel.Feirn@stlegerhomes.co.uk)

Dave Richmond  
Chief Executive Officer, St. Leger Homes of Doncaster Limited  
01302 862700  
[Dave.Richmond@stlegerhomes.co.uk](mailto:Dave.Richmond@stlegerhomes.co.uk)

## **BACKGROUND PAPERS**

24. None

## Appendix A - St. Leger Homes Key Performance Indicator summary Q1 2021/22

KPI	Indicator	20/21 Outturn	Q1	Q2	Q3	Q4	Target	DoT	R/A/ G
1	Percentage of current rent arrears against annual debit %	2.75%	2.64%				3.16% ytd 3.00% year	↑	🟢
2	Void rent loss (lettable voids) %	1.00%	0.81%				0.50%	↑	🔴
3	Average Days to Re-let Standard Properties ytd days	46.11	32.72				20.00	↑	🔴
4	Number of Households placed in B&B Accommodation ytd	831	193				tbc Q1	n/a	n/a
5	Number of Full Duty Homelessness Acceptances ytd	398	112				tbc Q1	n/a	n/a
6	Number of homeless preventions ytd	604	154				tbc Q1	n/a	n/a
7	Complaints upheld as a % of customer interactions %	0.065%	0.092%				0.070%	↓	🔴
8	Number of tenancies sustained post support	97.25%	98.88%				90.00%	↑	🟢
9	Number of repairs first visit complete	90.92%	90.93%				92.00%	↑	🟡
10	Gas servicing: % of properties with a valid gas certificate	n/a	99.98%				100.00%	↓	🔴
11	Days lost through sickness per FTE	6.60	1.98				1.82 ytd 7.90 full year	↓	🟡
12	Percentage of Local Expenditure %	52.07%	51.65%				70.00%	↓	🔴
13	ASB Cases Resolved as a % of All Cases Closed	95.19%	96.65%				95.00%	↑	🟢
14	Number of residents undertaking training or education ytd	30	10				19 ytd 67 full year	↑	🔴
15	Number of residents supported into employment ytd	28	7				7 ytd 30 full year	↑	🟢
16	Tenant satisfaction levels %	87.00%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	89.00%	n/a	n/a
17	Percentage of homes maintaining decent standard %	99.99%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	100.00%	n/a	n/a
18	Tenant satisfaction with property condition %	89.40%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	89.00%	n/a	n/a
19	Energy efficiency. Target: achieve EPC Level C by 2030	64.74%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	68.37%	n/a	n/a

Notes :

- Direction of travel (DoT) is against performance in the previous quarter. ↑ = Improving, ↔ = No Change, ↓ = Declining.
- Targets are for the end of the year performance unless indicated otherwise (ytd = cumulative year to date).
- R/A/G status is against the cumulative year to date (ytd) or year-end target. R/A/G 🟡🟢🔴



8 September 2021

To the Members of the Cabinet

### Performance Challenge of Doncaster Children’s Services Trust: Quarter 1, 2021/22

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Rachael Blake Children’s Social Care, Communities and Equalities	All	None

#### EXECUTIVE SUMMARY

- As part of the Management Agreement and governance arrangements for Doncaster Children’s Services Trust (DCST) the Trust provides a quarterly report of operational and financial performance.
- This report provides an opportunity to feedback on performance successes and issues against the 2020/21 key performance indicators and management information.

#### EXEMPT INFORMATION

- Not exempt.

#### RECOMMENDATIONS

- That the Cabinet note the progress of DCST performance outcomes and the contribution that the Trust makes to support the Council’s strategic priorities.

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

- This report includes current progress of DCST’s performance, including the response to the Covid local epidemic curve that may impact on the delivery of services to the people of Doncaster, as well as the reputation of public services across the Borough. The Trust has taken steps to mitigate this risk, working closely with DMBC and DMBC’s Director of Children’s Services.

#### BACKGROUND AND CURRENT POSITION

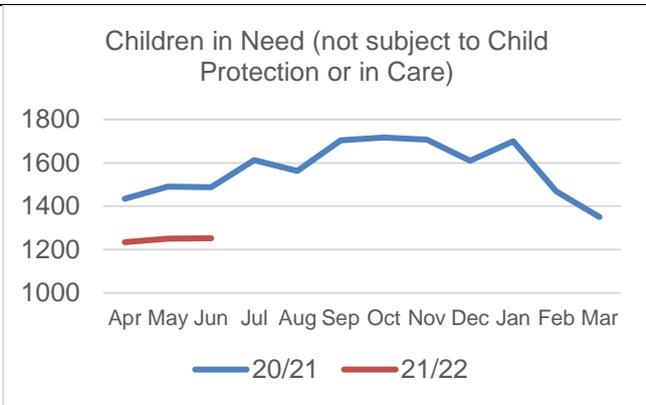
- New governance arrangements were introduced in April 2019 and officers in DMBC and DCST have worked together to devise a new service specification with associated metrics. The 39 KPIs are separated out into 12 contractual KPIs and 27 strategic partnership indicators, two of which are annual measures and therefore not available in-year.
- In addition to these operational performance indicators, the latest monthly management accounts are shared with officers in DMBC and are within this report.
- Where possible, performance is benchmarked against national, regional and similar authority statistics. There is a delay in publication of benchmarking information so

comparisons will be against latest available information which is currently 2019/20. This means we are benchmarking against the performance of our peers pre-Covid.

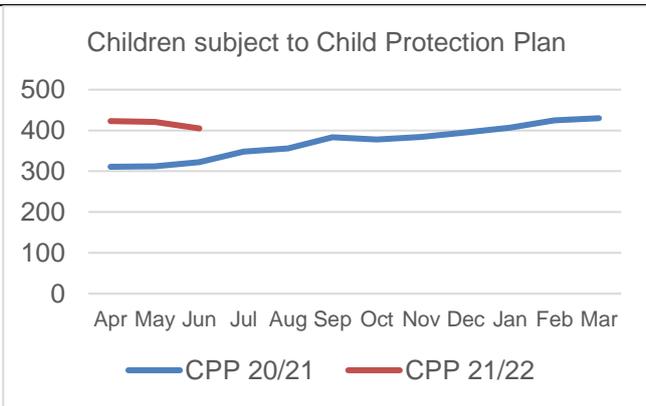
9. The Trust continues to respond to Covid and national/local guidance on infection control. Frontline staff continue to follow safe practice guidance. Challenges remain within our residential homes where we strive to maintain a balance of providing a caring family home whilst minimising risk of transmission between staff and children. Our homes staff have been exceptional in terms of managing this. Performance demonstrated through the DfE Covid Vulnerable Children Survey is comparable with national, regional and statistical neighbours.
10. **Current Demand and activity levels – setting the context for Trust Operational and Financial Performance.**
11. Demand for children’s social care services has been impacted by Covid, with significant variances from quarter to quarter. The charts below seek to demonstrate changes in demand for different sections of the social care pathway, the reasons behind this, and the impact on services and children and families.



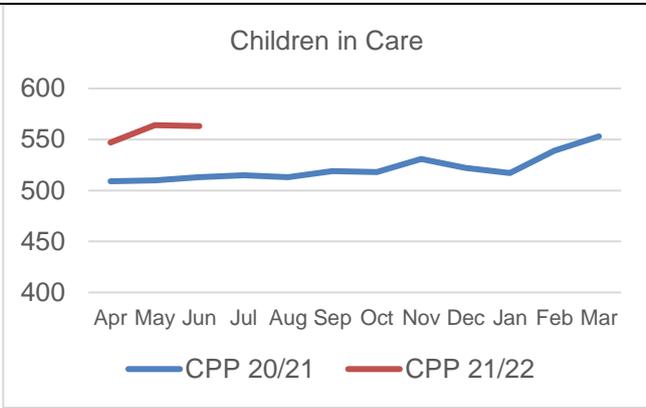
Referral rates are tracking below the same point as last year. Note: we were in lockdown from late March to July 2021. In December 2020 the children's safeguarding partnership agreed to a review of our thresholds for social care and a strengthening of our early help response. This means more children's and families' needs are being met earlier, and without the need for social care intervention. This needs careful monitoring as the longer term impacts of Covid are not yet known, and we need to see the longer term impact of early help services preventing escalation to social care. The early signs are positive, and sampling of cases demonstrate children in right part of social care/support pathway. This means children and families are getting support and help in a timely manner.



The reduction in referrals has meant a reduction in the number of children in need, after we saw a sharp increases as the initial national lockdown was relaxed (July 2020). The sharper decrease from Jan 2021 aligns to changes in our social care front door and increases in early help cases, again demonstrating earlier intervention. We continue to review decisions regarding children's required level of support and to address any drift or delay. Regular review of Child in Need cases through core group meetings provides the opportunity to escalate or step-down cases where appropriate offering assurance that children are getting the right help at the right time. Children with Disabilities will be included in this cohort.



Despite a reduction in child in need numbers we have seen an increase in the number of children subject to a Child Protection Plan since June 2020. A larger proportion of families referred to social care are presenting with more complex needs, requiring a Child Protection Plan to keep children safe. These are subject to more regular reviews, visits and oversight. Recent audits have identified that there are opportunities to support some of these families at a lower level (as Child in Need), (although the decision to make a child subject to a Child Protection is a multi-agency one) and, as a result, cases are being reviewed to address this. The decision to step down from a child protection plan is a multi-agency decision. We are also reviewing the Child Protection Chair handbook to ensure decision-making within Conferences are reviewed.



The number of Children in Care has increased since July 2020 from 515 to 563 at June 2021. The rate of increase in the last quarter of 2020/21 has slowed. The profile reflects the profile of the increase in the rate of children subject to a Protection Plan with a slight time lag. This is unsurprising as the majority of children who come into care do so because of concerns regarding their safety. Despite this increase our numbers are still below the most recently reported figures for statutory comparator authorities.

Our data suggests that we have the right children coming into care; this is evidenced as 85% of children have their Plans endorsed via the courts and through some form of Order. The other 15% is via Section 20 which is voluntary and these are reviewed regularly to ensure appropriate use Section 20.

The number of children leaving care has been lower than the number entering for six of the past seven months. This disparity is the key factor behind the increase in the number of children in care. This is a national trend, reported recently by the Children’s Commissioner for England. These increases are placing pressures on our placement budget, referenced in the finance section of this report. We have reviewed the Care Plans of every child currently in care to identify those who can be safely be returned from care or into long term or permanent care via reunification or Special Guardianship Orders. We have a plan to deliver this for the rest of 2021/22, but it will require care and time to achieve what is in the best interests of the children.

Latest regional information shows that our increase in children in care for quarter 1 is comparable to the region.

12. Changing levels of demand and activity are monitored weekly, alongside caseloads and performance. Caseloads reported below are for a full-time qualified social worker, as there are lower caseloads for recently qualified social workers, those with practice development responsibilities or on a reduced workload.
  
13. Despite the increase in average caseload, the proportion carrying “high” caseloads, which we determine as over 25, is at 5% (6 workers). This is due to either a worker supporting a large family group, reallocation of work is required or vacancies are being covered. There remain challenges to recruit and retain social workers and even agency staff in a highly competitive market. We now have wage parity within the region for social workers and agency staff and this is attracting greater interest in joining the Trust. The first cohort (6) of our social work academy has begun. A further 15 (possibly 18) will join us during September, some of whom have already started as Social Work Assistant. A further 6 Step-up students join us in January 2022 and 21 students (mix of first and second placement) during October 2021 with two more cohorts joining later this year. On-boarding of these new staff will support continued caseload management and a

reduction in vacancy and use of agency, as well as offer children and families consistency avoiding the need for them to re tell their stories when workers change.

14. Caseload information:

		2018/19	2019/20				2020/21				2021/22	Latest performance against last qtr / Trend		Movement			
		Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Since Qtr 1 2020/21		Since Qtr 4 2020/21			
Caseloads	Average Social Worker Caseloads	23.0	24.1	18.4	17.8	18.5	19.1	18.2	19.1	15.8	18.1	▲		-1.0	-5.2%	2.3	15%
	Average PAFSS Worker Caseloads	13.1	10.9	9.1	10.0	10.3	13.3	9.6	11.5	11.7	11.9	▲		-1.4	-10.5%	0.2	2%
	Maximum Social Worker Caseload	38	38	28	29	27	35	44	41	29	32	▲		-3.0	-8.6%	3.0	10%
	Maximum PAFSS Caseloads	18	20	13	16	13	19	17	18	17	20	▲		1.0	8%	3.0	18%
Workforce	Percentage days lost to sickness	5.0%	3.4%	4.4%	5.8%	5.1%	4.5%	4.3%	5.8%	4.8%	4.4%	▼		-0.1%		-0.4%	
	Turnover of Staff (rolling 12 months)	15.0%	12.4%	13.8%	12.0%	13.5%	14.6%	15.0%	16.3%	12.9%	13.5%	▲		-1.1%		0.6%	
	% frontline FTE posts covered by Agency Staff	4.0%	5.7%	6.2%	7.0%	7.0%	7.4%	6.4%	5.0%	6.0%	7.7%	▲		0.3%		1.7%	

15. Our parent and family support services (PAFSS) provide intensive early help and parenting support. Although their caseloads appear lower in the table above they also co-work and support cases that do not appear in their caseload. Q1 has an average of 11.9 - this is Early Help case work i.e. those families who require Targeted Early Help response. PAFSS workers also co-work a number of social care children, those who require parenting support, parenting assessments including specialist assessments; these are not included in the above caseload data and workers can hold anything from 5-10 children which are being co-worked.

16. There were 352 Parent and Family Support Service (PAFSS) allocations in quarter 1 which is broadly in line with the previous quarter, but marks an increase in activity compared to 2020. This is as a result in overall increase in early help activity which the PAFSS service contributes to. As demand has increased this has also meant an increase in waiting list for these non-statutory services, which also require families to agree to be worked with. Waiting lists are around 4-6 weeks, and during this time all children are reviewed weekly and phone contact made with the family to assess the urgency. Where it is assessed as safe to do so they will await allocation; if it is considered that needs are increasing a duty visit will be made and, if needed, the children will be allocated. Therefore whilst there is a period of waiting the families are closely monitored and support is offered during this period.

17. Children with Disabilities (CWD) is a small team with smaller caseloads as this area of work is specialist and often complex; there is a clear criteria relating to this service. These children will often be open longer as they will have care and support place. This team works closely with families to assess and compile a care package and CIN plan to ensure the needs of child and family are met. There are pressures in this service to limited placement provision which can create additional pressures for the family. Short Breaks Services and Funding for CWD sits within the Council and, therefore, the Trust and Council work closely together regarding CWD.

18. **Summary Position of Contract Indicators and wider Strategic indicator set.**

19. The Trust agreed revised tolerances as a result of the Coronavirus pandemic for the twelve core contract measures and the breakdown of performance as follows:
- Nine metrics exceeded target
  - Two metrics suspended, due to Covid
  - One metric outside the revised Covid tolerance.

20. From quarter 2 it is proposed we return to pre-Covid target and tolerance ranges
21. In terms of trends over 6 months:
  - Five contract measures are showing improvement
  - Four are considered stable
  - Four are show a decline. However, one of these measures remains better than target and two remain within tolerance
22. In addition to the 12 contract measures, the Trust reports quarterly performance against an additional 27 strategic partnership indicators. These are indicators of the effectiveness of the wider children's social care system, which are also influenced by performance and activity of our strategic partners. Two of these measures are produced annually and are therefore not available in-year.
23. Performance of these partnership indicators at the end of the quarter one is broken down as follows:
  - 13 out of 27 measures (48%) were performing on target or better than target
  - 7 out of 27 measures (26%) were performance within tolerance
  - 5 out of 27 measures (18%) were performing outside tolerance
  - 2 out of 27 measures (7%) are annual measures and therefore not available in year
24. So, of the 25 available measures, 20 (80%) were performing either in tolerance or better than target at the end of the quarter.
25. Appendix one provides a further breakdown for each measure, including quarterly trends and benchmarking information where available. Not all measures are produced nationally and therefore comparable information is not available.
26. Summary of contract measure position at the end of the quarter. Contract KPIs On or better than BAU target range

- **Percentage Children in Need with an Appropriate and Current Plan in Place**

<b>Performance</b>	97%	<b>Target</b>	95%	<b>Trend</b>	Improving
--------------------	-----	---------------	-----	--------------	-----------

Performance remains consistently above tolerance and moved into above target during quarter 1 with 1,663 out of 1,719 children (97%) having a timely plan in place. It is important that Child in Need plans are regularly reviewed to ensure that families and partners agree what steps are needed to keep children safe, measure progress and prevent drift or delay. Plan quality and timeliness is monitored through the regular case supervision, case tracking and audit. The means children are getting the right support at the right time and they are reviewed frequently.

- **Percentage of cases where the lead social worker has seen the child/young person in accordance with the timescales specified in the child protection plan**

<b>Performance</b>	88%	<b>Target</b>	80%	<b>Trend</b>	Stable
--------------------	-----	---------------	-----	--------------	--------

Our expectation is that all children subject to a Child Protection Plan are seen at least every two weeks, Whilst the quarter 1 data dipped a little, this is considered to be due in-part to Covid, with increasing numbers of families and workers having to self-isolate, impacting on ability to visit children in their home. Some will also be due

to delayed recording and some due to refusal by the family, all of which continues to be explored and Plans reviewed. Seeing children frequently enables continuous assessment and assurance around their lived experience. We anticipate this will rise back into the 90% next quarter.

- **Percentage of Initial child protection conferences achieved within the statutory 15-day timescale**

<b>Performance</b>	98%	<b>Target</b>	95%	<b>Trend</b>	Stable
--------------------	-----	---------------	-----	--------------	--------

It is important that initial multi-agency conferences take place quickly within the safeguarding process, but also with sufficient assessment and analysis to enable an informed decision of next steps. This means that families are getting the right support at the earliest opportunity. An effective administration and quality assurance system means that performance in this area continues to be a strength for the Trust with 147 out of 150 (98%) children subjected to ICPCs completed within 15 working days. Timely conferences means children are discussed as a multi-agency alongside the parents to explore support, and safety planning. According to the quarter 1 Yorkshire and the Humber benchmark, Doncaster ranks second on this metric.

- **Short Term Stability of Placement of CiC: Percentage of 3+ moves in last 12 months (lower the better)**

<b>Performance</b>	7%	<b>Target</b>	9%	<b>Trend</b>	Improving
--------------------	----	---------------	----	--------------	-----------

Children in care benefit from secure and stable placements and therefore we want to minimise the number of unplanned or short-term moves so that children can settle and thrive in their new home. However, it is sometimes necessary and in the child's interest to move. We face the challenge of a saturated private provider market which means care providers are able to serve notice on a placement, safe in the knowledge that they will be able fill it, and to select which children they accept. Our placements team work hard to match children to appropriate carers or homes to prevent this from happening. Performance has improved further to c.7% at the end of the quarter, 39 out of 561 children have experienced 3 or more moves in the last 12 months. This will include children with very challenging behaviours as well as planned moves early in a child's care pathway where they may be moved to long term or adoptive placements and where placements moves are in the child's best interests. The growth of our in-house foster carers and residential homes will further help us to secure stable placements, as we will be able to provide wraparound support to address challenges and disruptions which will improve outcomes for children

- **Percentage of care leavers the LA is in touch with**

<b>Performance</b>	95%	<b>Target</b>	100%	<b>Trend</b>	Stable
--------------------	-----	---------------	------	--------------	--------

Our Inspiring Futures Team works with care leavers up to the age of 25, but we have specific responsibilities up to young people's 21<sup>st</sup> birthday. Personal Advisors work hard to maintain relationships with the care leavers they support so that this is valued and encourages ongoing contact. This allows us to support young people with the accommodation, employment, learning and training needs. Continued use

of the case tracking and management oversight means we are consistently in touch with 201 out of 202 of care leavers. Of the one remaining young person, we last had direct contact with this young person on 6<sup>th</sup> November and they made it clear that they did not wish to receive any support; the service will remain available to them should they wish, and the personal advisor continues to liaise with family members.

27. Contract KPIs that are performing within tolerance (i.e. not above, but close to target performance)

- **Timeliness of single assessments**

<b>Performance</b>	89%	<b>Target</b>	90%	<b>Tolerance</b>	75%	<b>Trend</b>	Stable
--------------------	-----	---------------	-----	------------------	-----	--------------	--------

During quarter one we completed 720 children and family assessments with 641 completed within the statutory requirement of 45 working days. Over the last six months the average time to complete an assessment has been 21 working days, and 99% have been completed within 60 working days. Assessments are started after the initial referral to children’s social care. They are important in understanding the needs of the child, family dynamic, risks and protective factors. At the end of the assessment we determine next steps which may be to step-down to preventative services, continue to support or escalate to child protection or even care proceedings. Sometimes the assessment is sufficient intervention and support in itself, providing families with the tools and support to address concerns from the original referral. Therefore, good assessments are critical for making sure we support families in the right way. As well as timeliness there has been a focus on ensuring a consistent quality of assessment, particularly for referrals where domestic violence or neglect are a factor. We’ve focussed on ensuring staff consider the lived experience of children and the use of additional assessment tools to support analysis. Timely assessments are important to ensuring children and families have access to the support and service at the right time.

- **Percentage of statutory Looked After Children reviews completed in time scale**

<b>Performance</b>	93%	<b>Target</b>	95%	<b>Tolerance</b>	80%	<b>Trend</b>	Stable
--------------------	-----	---------------	-----	------------------	-----	--------------	--------

When a child enters care there is a programme of regular multi-agency reviews to ensure care planning is appropriate, meets their health, care and educational need, and changes as the child grows or circumstances change. The reviews are also the route through which decisions are made about changes to care status. For example whether a child could return to their family, be placed for adoption or other routes to a permanent family setting. Children are encouraged to engage in their reviews in whatever way they feel comfortable and confident. At the end of the quarter, 507 of the 546 children due a review had one in timescale. Of the 217 reviews conducted in the quarter, 207 children (94%) were able to make a meaningful contribution so the review can hear directly the lived experience, wishes and feelings of the young people, and ensure plans are progressed and changed if a child or family circumstances change.

- **Percentage of Care Leavers with pathway plans, which have been reviewed in timescale**

<b>Performance</b>	82%	<b>Target</b>	90%	<b>Tolerance</b>	80%	<b>Trend</b>	Variable
--------------------	-----	---------------	-----	------------------	-----	--------------	----------

Pathway plans are used to support children in care to plan for adulthood, and then to support them as care leavers. They are started around the child’s 16<sup>th</sup> birthday but remain with them beyond their 18<sup>th</sup> birthday, and require regular reviews to ensure they reflect the changing circumstances and need. Performance has been variable in this area as we continue to focus on ensuring consistent quality and also to address issues of high caseloads in this area of business. To address performance, we’ve increased the number of personal advisors within this team. Caseloads have reduced from 23 in October 2020, to 20 in July 2021, but need to reduce further, and will do as the new appointees on-board and pick up workload. In order to address quality we have moved an experienced social worker into the team to hold more complex cases, as well as appointing a dedicated practice development lead to lead the audit and quality assurance activity.

- **Percentage Frontline Staff Receiving Supervisions in line with supervision policy**

<b>Performance</b>	88%	<b>Target</b>	90%	<b>Tolerance</b>	80%	<b>Trend</b>	Variable
--------------------	-----	---------------	-----	------------------	-----	--------------	----------

Regular, and reflective supervision is critical to supporting staff, minimising drift and delay in case work and developing practice. Practitioners will both receive support through reflective personal supervision and case supervision, focusing on their caseload. Capturing this information data is reliant on managers inputting data into our “supervision tracker” which can create recording issues so actual performance is likely to be higher. Our regular audits include a focus on quality of supervision to ensure it is supporting good practice, which is evident. Supervision audits were undertaken in March and April completed, concluding that supervision was in most cases was high quality. Recent staff surveys also report that the majority of staff receive and value regular supervision.

Managers are trained via the Managers License on how to complete supervision in the Trust. Both Manager and team member of equal ownership of supervision to ensure it happens and recorded. This is advised during induction and periodic refresher bulletins. The last bulletin for supervision was issued during November 2020 after the supervision template and policy was refreshed by a working group of staff.

- **Percentage of Freedom of Information requested responded to within expected timescale**

<b>Performance</b>	92%	<b>Target</b>	95%	<b>Tolerance</b>	90%	<b>Trend</b>	Stable
--------------------	-----	---------------	-----	------------------	-----	--------------	--------

The Trust processes FOI requests relating to children’s social care and youth justice as well as those relating to Trust business activity. These requests can often be quite detailed, requiring analysis and reporting of data. Within the quarter, two out of 24 requests were not delivered in timescale. We continue to track FOIs from point of receipt and will apply for extensions where the 20 working day expectation is not achievable.

28. Contract measures that sat outside contract expectation at the end of quarter one.

29. At the end of quarter one there were two measures that at below both target and tolerance range. These are listed below, along with narrative explanation and remedial plans.

- **Percentage of children who wait less than 14 months between entering care and moving in with their adoptive family**

<b>Performance</b>	45%	<b>Target</b>	60%	<b>Tolerance</b>	56%	<b>Trend</b>	Variable
--------------------	-----	---------------	-----	------------------	-----	--------------	----------

It is critical that great effort, care and consideration is taken to find a forever family for children in care. Over the years the Trust has had great success in this, with very few post-adoption breakdowns and a philosophy that we will not give up on a child where it has been decided adoption is in their best interests. The national measure for this is the proportion that of children in care who move into their adoptive family within 14 months. Our current performance is 45% (13 out of 29 placements within this timescale); there is no recently comparable information for us to benchmark against. However, the average time taken for a child to enter care and move in with their family in 2020/21 was 437 days in Doncaster, compared to 494 days in England, which is nearly 2 months quicker. The adoption team maintain their adoption tracker to ensure there is no delay. Covid did mean delays in court hearings and medical checks for prospective adopters, making the whole process more challenging. In January 2021 the Trust took leadership of the South Yorkshire Regional Adoption Agency which will mean greater opportunities to recruit and match prospective adopters to Doncaster children in care.

- **Percentage of cases audited graded as “Good” or better**

<b>Performance</b>	56%	<b>Target</b>	80%	<b>Tolerance</b>	60%	<b>Trend</b>	Improving
--------------------	-----	---------------	-----	------------------	-----	--------------	-----------

Our audits focus on the quality of practice and how this impacts on improving outcomes for children and families. They are comprehensive, focussing on all aspects of casework, including the role of supervision and evidence of the child’s voice and lived experience. A sample of audits are moderated each month to ensure consistency of grading. Although the measure is outside tolerance for the quarter, performance improved markedly by the end of the quarter to 73%, and early data from quarter 2 demonstrates a continued improving trend (74%). No inadequate audits were returned in June or July. In addition to these routine audits, the newly appointed Director of Children’s Social Care has undertaken a series of deep dives into different service areas to assure herself of practice. These have not identified any significant practice issues but have confirmed the need to ensure consistency across the social care pathway. Our training and development activity is currently focussing on practice basics to ensure this including regular recording workshops, and deployment of practice development social workers into target areas. The new Quality Assurance Framework (QAF) has been established to drive this improvement over time. There are also plans to offer audit training for new managers. The implementation of audit moderation will offer improved understanding and scrutiny in this area.

30. Strategic Partnership Indicators

- The Trust has 27 “strategic partnership” indicators. These are differentiated from the contractual measures as they measure outcomes and activity that are either:

- not entirely within The Trust's direct control and therefore impacted by the partnership's response and practice; or
  - closely linked to an existing contractual indicator, so reported in addition.
- Of the 25 available indicators

<b>Strategic Partnership Indicators performing at or better than target</b>			
<b>Measure</b>	<b>Performance</b>	<b>Target</b>	<b>Commentary</b>
Improved outcomes for families that have received Family Support on closure	86%	60%	It is encouraging that when the PAFSS service steps away families report improved outcomes. Not all will, and these are more likely to lead to escalation to social care support.  Performance suggests families are getting the right help and therefore their lived experience is improved.
Assessments completed in 20 working days	30%	25%	The statutory requirement is to complete within 45 working days. We monitor those completed earlier to ensure no drift and ensure proportionate intervention. Some assessments or interventions do not need the allocated time to progress or step down ensuring the right service is in place.
%of children on child in need plan between 1 to 2 years	12%	15%	It is important that children's needs are met within the right part of the social care system and there is regular review of plans to ensure progress or early identification of the need to escalate or step down. This area also includes our children with disability who are often open longer as they need to specialist care plans and support
% Becoming Subject of CPP for Second or Subsequent Time within 2 Year Period	9%	10%	Becoming subject to a Child Protection Plan is a significant and serious event in a family. We need to ensure that we safely step-down Child Protection Plans in a way that prevents re-escalation to this point. Families can return to crisis and need support at this level, or different presenting needs require a repeat plan, as well as changes within a family not being sustained and this impacting in children and risks posed to them.
Percentage of monthly case file audits rated as 'requires improvement' or better	100%	95%	Our ambition is to achieve close to 100% good or better. However, the first principle is to have no inadequate audits requiring immediate intervention.
Long Term Stability of Placement of children in care	70%	70%	Children in care benefit from secure and stable placements and we want to maximise the number of children settled in long-term placements. Regular reviews of care plans and use of pre-disruption

			meetings are used to identify those at risk of placement breakdown and provide early support. We also benefit from the Mockingbird fostering model providing peer-led foster support. Children benefit from stable placements as this enables improved outcomes.
% of children ceasing to be looked after because of an SGO	29%	15%	Performance has improved dramatically, in part due to relatively small numbers of children leaving care. We have revised our regular Placement Meeting where all placements are reviewed to identify those children for permanency with their family members or into adoptive placements. This will hopefully continue to meet target. Children benefit from achieving permanence and SGO and Adoption provides good outcomes for children.
% of CiC Adopted	45%	19%	
% of Care Leavers in suitable accommodation	95%	85%	We maintain good contact rates with our care leavers with close to 100% of young people remaining in touch with their personal advisors. This allows us to work with young people to secure and maintain tenancies as they move to independence. Our EET rates are also improving but we have greater ambition for our care leavers. We have dedicated training and employment advisors to support care leavers into suitable opportunities
% of Care Leavers in Employment, Training and Education (EET)	56%	48%	
% FTE posts covered by Agency Staff	8%	8%	Children benefit from stable relationships with their social worker and report back that they want as few changes as possible. We continue to strive to secure a permanent workforce, within a challenging employment market. We have made good recent progress in attracting permanent staff, newly qualified social workers and those wishing to step-up into social work. To ensure manageable caseloads, there is a need to appoint agency staff, where the need is required
Staff turnover	14%	16%	As above, a stable workforce means the ability to form and maintain good relationships with families. We have recently revised our social work pay offer to attract and retain staff. 2020 was a challenging year in terms of Covid and turnover. More recently we have recruited permanent leaders and managers, and seeing increasing stability.
Re-offending rates for young offenders	26%	37%	The target for 2020/21 has been significantly surpassed, although it is again worth noting that the restrictions imposed on young people will have contributed to the positive performance. Analysis of the data also shows that in the

			majority of cases the second “re-offence” is of a lower order than the original one. It is noteworthy that Doncaster has been below the England average for the last 3 years and now has the 11 <sup>th</sup> lowest rate in England and Wales, representing Doncaster’s best annualised re-offending performance since the cohort measure was changed.
Strategic Partnership Indicators performing within tolerance			
Measure	Performance	Target	Commentary
% Re-referrals in last 12 months	27%	22%	We are able to identify the area from which the vast majority of re-referrals are coming from. Having done so we are undertaking work to look at the reasoning behind these in order to look at how we prevent this occurring. An audit of re-referrals took place in July/August with the learning to be shared with partners.
% of CIN (6 months to 1 year)	16%	15%	It is important that children’s needs are met within the right part of the social care system, and there is regular review of plans to ensure progress or early identification of the need to escalate or step-down.
% of Trust residential settings rated good or better	80%	100%	Of our 5 homes one is currently rated as requires improvement; an action plan is in place to address the issues raised during the inspection. This home, and all of our others have provided good care during the pandemic, in challenging circumstances. Our regular independent visits to the homes report back caring, nurturing family settings. Our other 4 homes are Good or Outstanding.
Average time in days between a child entering care and moving in with their adoptive family	437	426	It is critical that great effort, care and consideration is taken to find a forever family for children in care. The average time taken for a child to enter care and move in with their family in 2020/21 was 437 days in Doncaster, compared to 494 days in England, which is nearly 2 months quicker. The adoption team maintain their adoption tracker to ensure there is no delay. Covid did mean delays in court hearings and medical checks for prospective adopters, making the whole process more challenging.
% of children ceasing to be looked after because of an Child arrangement order	7%	10%	We have revised our regular Placement Meeting where all placements are reviewed to identify those children for permanency with their family members or into adoptive placements. This will hopefully bring us closer to target.
Number of 19 & 20yr olds on a Staying Put placement with Former	23%	25%	We are currently reviewing young people in care over the age of 16 to identify opportunities for them to remain with their

Foster Carers after their 18th birthday			carers beyond their 18 <sup>th</sup> birthday and therefore continue their transition to adulthood with same support networks. The downside to this is it means those foster carers become unavailable for other children who would benefit from their care, so we need to continue to recruit new foster carers to replace them.
Rate of first time entrants to the youth justice system	223	212	The YOS marginally missed its target with a rate of 225 per 100,000 of the 10-17 population equating to 63 young people, 3 young people higher than the target. This remains within contractual tolerance of 252.

**Strategic Partnership Indicators performing at outside tolerance**

<b>Measure</b>	<b>Performance</b>	<b>Target</b>	<b>Commentary</b>
Length of intervention from Family Support services (Days)	188	140	This continues to be a challenging target for the Trust due to the length of intervention including the number of days children have been open to the partnership prior to transferring to PAFSS. We are working to provide performance information, which shows how long a case has been open in PAFSS which will provide a more meaningful insight into service delivery. It will also be the case that, in some cases, it is in the best interests of child and family to provide continued support, if this means it prevents escalation to social care.
Percentage of CIN > 2 Years	33%	25%	There are 728 CIN children open over 2 years from a total open cohort of 2216 (33%). These will include children in care in permanent or long term placements, and those that have been stepped down from care or child protection. If we only focus on those children open to us with a child in need plan, the number is 53. Those over 2 years are for a variety of reasons; some will have stepped down from Public Law Outline (PLO) and/or Child Protection. There are consistent reviews ensuring the plans are appropriate and to ensure no drift or delay. All children open on CIN more than 12 months are being reviewed to provide further assurance. Children with Disability will be included in this cohort and these children need a longer term package of care and support to ensure their needs are met and families supported.
Percentage of Child Protection Plans lasting two years or more for child protection plans which have ended during the year	10%	3%	There were 156 plans ended during this quarter, 15 (9.6%) of which had lasted for two years or longer. The reasons for this vary and will include families involved in the PLO process and families where there is a significant change in

			circumstance. All plans that last for 13 months or longer are reviewed at the Legal Gateway panel to consider whether legal proceedings should be initiated. Children with a CP plan are assessed as being at risk of significant harm, therefore close monitoring is needed to ensure risks are managed and mitigated against.
Percentage of Care Proceedings on Track to be completed within 26 weeks	58%	80%	Timeliness remains below target and tolerance at 58% with 134 of the 231 cases currently in proceedings are on track to complete in 26 weeks. The proportion of care proceedings cases on track to meeting the national expectation of 26 weeks remains a challenge for the Trust as well as other authorities and this is a direct impact of Covid. This remains a national challenge, as there is a reliance on Court and CAFCASS to be able to achieve these timescales, both operations have changed practice due to Covid.
Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family	220	121	This quarter has seen an increase. The measures referred to above with regard to revocation of placement order will impact on this as will the adoption disruptions. We work closely with colleagues in the South Yorkshire Regional adoption Agency to oversee adoption timeliness.

### 31. Current Challenges which Impact on Children:

- **Placement Pressures:** Seeking stable and appropriate placement is difficult. This is a national and regional issue and providers often have a number of children to choose from which impacts on the offer. Specialist placements, for example, for children with additional needs, disabilities, or behaviour difficulties are not easy to find and, when we do, they come at a high price. This impacts on finding children suitable and permanent placements and we want to keep children close and local where possible as we believe this offers them better outcomes.
- **Out of Area (OOA) Placements:** these are all placements which are not considered in house (owned and provided by the Trust). The following is our placements number in-house and OOA:
  - **Number of children in Independent Fostering Agency = 172**
    - Doncaster = 119 (therefore these children are still close and local, but at a high cost)
    - Not in Doncaster = 53
  - **Number of children in House fostering = 218 (Trust Foster Carers)**
    - Doncaster = 201
    - Not in Doncaster = 17
  - **Number of children in residential in house = 16**
  - **Number in residential private = 54**
    - Doncaster = 6
    - Not in Doncaster = 48

- The Future Placement Strategy and locating new homes and opening new home in Doncaster will help address some of the issues which we have around placements. There is also a need to increase our in house fostering to enable children to be cared for by our carers.
- **Recruitment and Retention:** This continues to be a challenge. There is a national shortage of social worker and agency workers rates continue to increase as the market becomes more and more competitive. We have developed the Social Work Academy which has had a good response of Newly Qualified Social Workers and will support a 'grow our own' social workers. Whilst this won't give us an instant reduction in agency workers, we should see this over the next 3 months.

## 32. Financial performance

33. The 2021/22 forecast outturn is an **operating overspend of £0.8m** against the contract sum, with a further £1.3m attributed to Covid, making a **£2.1m forecast overspend**.
34. Some cost-pressures (particularly care ladder) were brought forward into 2021/22. Additionally, as expected, Covid cost pressures have continued into 2021/22. The main Covid pressures are increased Out of Authority (OOA) Placements £0.89m, increased Fostering Placements £0.13m, and Agency costs of £0.29m due to increased referrals (although these are reducing in 2021/22).
35. CiC numbers have increased from 517 at the end of January 2021 to 561 at the end of Q1. The increase appears to be slowing compared to Q4, but the Trust remains cautious about what may happen in 2021/22 due to lockdowns and the "lag" of the effects of these. This is against a backdrop in 2019/20 of over 80% councils overspent on children's social care budgets (Trust budget rebased by £6.7m for 2019/20 but subsequently underspent by £1.2m).
36. The 2021/22 projected forecast summary is:

Overall Heading	2021/22 Budget			2021/22 Outturn			2021/22 Variance			Variance due to Covid 19	Operating costs variance	Change from M2 Operating costs	Change from M2 due to Covid 19
	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Net £000's	Net £000's	Net £000's	
Children Looked After	35,406	-3,771	31,635	37,954	-4,348	33,606	-2,548	577	-1,971	-1,026	-946	-195	-2
Other Children and Family Services	1,546	0	1,546	1,554	0	1,554	-9	0	-9	-104	95	96	-0
Family Support Services	3,440	0	3,440	3,484	0	3,484	-43	0	-43	-5	-39	42	0
Youth Justice	1,741	0	1,741	1,741	0	1,741	-0	0	-0	0	-0	-0	0
Safeguarding Children and Young People's Services	12,880	-45	12,835	13,187	-246	12,941	-307	201	-106	-162	56	-34	-1
Services for Young People	430	0	430	431	0	431	-1	0	-1	0	-1	-1	0
Contract Value	0	-56,373	-56,373	0	-56,373	-56,373	0	0	0	0	0	-200	0
Support Services and Management Costs	4,746	0	4,746	4,758	0	4,758	-12	0	-12	-21	10	102	-4
<b>Grand Total</b>	<b>60,190</b>	<b>-60,190</b>	<b>0</b>	<b>63,109</b>	<b>-60,968</b>	<b>2,142</b>	<b>-2,920</b>	<b>778</b>	<b>-2,143</b>	<b>-1,318</b>	<b>-824</b>	<b>-189</b>	<b>-7</b>

37. The 2021-22 contract value is £59.06m. An additional £0.93m for Care Ladder pressures identified in January 2021 has been agreed, subject to formal approval at quarter 1. The forecast assumes this additional funding is allocated to Out Of Area (OOA) £0.53m, Independent Fostering Agency (IFA) £0.250m and In-House Fostering £0.15m. The contract value includes £0.71m to fund Covid Care Ladder pressures identified as part of budget setting, and £0.59m of the additional £0.93m is due to Covid; therefore the Council will provide £1.3m to cover Covid Care Ladder pressures.
38. A review of the estimated Covid costs for 2020/21 was undertaken and assumptions used to identify additional Care Ladder costs such as 50% of the 2020/21 net increase in OOA placements numbers and an increase in the Fostering numbers from

November onwards being due to Covid. Other scenarios resulted in potential costs of Covid of up to £1.9m evidencing it is complex and difficult to estimate costs that are a direct consequence of Covid. Based on the same assumptions, the Care Ladder forecast assumes Covid costs of OOA £1.7m, Independent Fostering Agency (IFA) £0.3m and In-House Fostering £0.31m, of which the Council has provided funding of £1.3m, and therefore the current net Covid Care Ladder pressure is £1.0m.

39. The number of Children in Care at the end of June 2021 is 561, an increase of 11 since March 2021, but at a slower rate than 2020/21 Q4. Due to the recent lockdown and school closures there is anticipated workload and cost pressures that will impact on the MTFS and 2021/22 budget. CiC will increase if the local/national review of some 16+ children results in re-categorisation; there may be additional costs too.
40. At the end of June 2021 there were 58 OOA placements, an increase of 2 since the end of March 2021 (but had increased 6 in the previous quarter). The forecast assumes Cantley SILS has four children placed there by 1 October 2021, the new 16+ regulated home is operational by 1<sup>st</sup> Jan 2022 and two of the two bed homes are operational by 1 February and 1 March 2022, resulting in 12 fewer OOA placements. At the end of June there are 381 foster placements, an increase of 1 since the end of March 2021, split 40.9% Independent Fostering Agency (IFA) and 59.1% In-House Fostering. The MTFS target by 31 March 2022 is a 35% / 65% split.
41. The Trust is actively reviewing OOA and high cost placements and identifies c. 75% (47 children) who could move; this will impact positively on placement costs. This is a process that must be managed very carefully to ensure the long-term effects are positive for children and, as a consequence, can and does take several months. The Trust is reviewing children that can exit care and this number stands at 129. Again, this would impact positively on children and families, as well as impact on placement costs and reduce staffing levels, including agency. There will, of course, be new entrants to care and high cost placements but, hopefully, at a lower rate than leaving.
42. Purchasing properties was particularly difficult during Covid due to lockdowns and movement restrictions and, subsequently, the removal of Stamp Duty made this a “seller’s market”, which continues.
43. In relation to new properties, between 11 June 2021 and 11 August 2021:
  - 12 properties identified by DCST as suitable for viewing – 1 ½ per week
  - 6 properties identified by DCST for offer – 3 per month
    - 2 did not progress due diligence (covenants, surveys etc)
    - 2 offers made and rejected (property sold)
    - 1 offer made and pending response
    - 1 property in due diligence / review stage
44. The Trust has implemented a Social Worker Academy from April 2021 and made changes to Social Worker pay in January 2021 with the intention to recruit and retain permanent social workers and reduce agency social workers. The Council are to provide funding of £286k towards the Social Worker Academy in 2021/22. To date, 6 ASYEs have been appointed with a further 15-18 expected to start in September. The forecast is that this will reduce agency workers by 12 by 31 March 2022
45. Agency numbers are reducing. The original forecast is that this will reduce agency workers by 17 by 31 March 2022. The changes to the Social Worker pay are projected to reduce the number agency workers by 7 from June 2021. The average number of agency workers for June was 31.8 FTE, marginally (0.4 FTE) above the target at this

stage of the financial year. The Trust has retained three agency workers (CiC numbers c.54 above forecast levels with an average of 18 cases per agency worker) due to increased caseload demand, projected to cost £200k that, subject to approval, will be funded by the Council.

46. **Key Variances over/under £250k:**

47. There is one significant (£250k+/-) variances - Looked after Children; details below:

48. **Looked After Children - £1.97m overspend (£1.02m Covid)**

49. **In-house Residential, including two-bed homes, nil variance**

50. The existing In-House Residential homes staffing levels are currently over-establishment, pending the staff transferring to the new two-bed homes when they are operational. The revised assumption is that two two-bed homes will be operational by 1<sup>st</sup> February and 1<sup>st</sup> March 2022. The budget allocated for the two bed homes is being used to offset the over-establishment costs in the existing homes.

51. **Out of Area (OOA) Placements - £1.70m overspend (£0.89m Covid)**

52. At the end of June there were 58 OOA placements. There were 9 new placements in April to June: 2 new, 5 transferred from an IFA placement, 1 transferred from In-House Fostering and 1 from In-House Residential. The new placements have been offset by 7 placements ending: 1 transferred to CiC 16+, 1 transferred to In-House Fostering, 3 returning to family, 1 Parent & Child placement ending and 1 turning 18.

53. There are currently two vacancies in the In-House Residential homes which the forecast assumes will be filled by two OOA placements, one child is due to move to an IFA placement in August, and three children turning 18 this financial year. All placements are being reviewed and the forecast assumes that this will result in a net reduction of six OOA placements between September 2021 and March 2022 and no net growth in July and August. The increase in quarter 1 was 2 compared to 6 in quarter 4. The forecast assumes the number of OOA placements 31 March 2022 is 34. If placements continue to go up each month for the remainder of 2021/22 in the way they did recently, then there is a scenario where the forecast could increase by up to £1m.

54. The 2021/22 year-end total was 53 OOA plus 3 parent and child placements. The Trust's 2021/22 budget was set on the assumption OOA numbers would be 43 for April 2021 meaning a significant pressure (assumed at least 50% Covid related) has been carried into 2021/22. Funding for additional Care Ladder pressures of £0.93m identified in January 2021 has been agreed by the Council, subject to formal approval. The forecast assumes £0.53m of this additional funding is OOA.

55. Based on the same assumptions as year-end, the Care Ladder forecast assumes Covid costs of £1.71m for OOA of which £0.47m is funded via the contract sum and £0.35m is to be funded from the additional funding; this leaves a net Covid pressure of £0.89m in the forecast.

56. **Out of Area (OOA) Placements Education (DSG) Funding – additional funding of £0.77m**

57. The budgeted funding from the DSG High Needs Block was reduced to £2.89m for 2021/22 based on the savings targets to reduce OOA placements. £0.19m of the additional £0.93m for Care Ladder pressures identified in January 2021 relates to

Education costs therefore the revised budget is now £3.08m. The 2021/22 forecast is £3.85m; additional funding of £0.77m to the Trust to offset the OOA overspend but an increase to the pressure on the High Needs Block.

**58. Independent Fostering Agencies & In-House Fostering - £0.38m overspend (£0.13m Covid)**

59. The combined forecast for Fostering is an overspend of £0.38m of which £0.13m is due to the impact of Covid. The overall numbers of 381 at the end of June are an increase of 1 since the end of March 2021; Independent Fostering Agency (IFA) placements are 3 more and In-House Fostering 2 less. An increase in IFA placements in quarter 1 rather than a reduction is the reason for the fostering overspend.

60. The MTFs target by end of March 2022 is a 35% / 65% split and the forecast assumes this is achieved from IFA placements reducing by 20 between July 2021 and March 2022; 14 of these transfer to In-House Fostering and 6 to SGOs. Funding for additional Care Ladder pressures of £0.93m identified in January 2021 has been agreed by the Council, subject to formal approval. The forecast assumes £0.40m of this additional funding is allocated to OOA.

61. Based on the same assumption as year-end, the forecast assumes Covid costs of Independent Fostering Agency (IFA) £0.30m and In-House Fostering £0.31m of which £0.24m is funded via the contract sum and £0.24m is to be funded from the additional funding; this leaves a net Covid pressure of £0.13m in the forecast.

**62. 16+ CiC Placements - £0.73m operating overspend**

63. The projection at June is an overspend of £0.73m due to there are currently being 12 expensive 16+ packages £2,375 to £10,500 per week; these cases are being reviewed in the same way as the OOA packages. There is a risk to the forecast as it includes an assumption that 4 of the expensive packages move by the end of September; if this doesn't happen the forecast may increase by up to £0.65m.

**64. MTFS and key actions being taken to achieve efficiencies in 2021/22**

65. Included in this year's budget was monies for a new ASYE Academy and Social Worker Pay – both with the intention to recruit and retain Trust social workers and thus reducing the agency social workers. At the end of June 2021 there were 31.8 FTE operational agency social workers, 0.4 FTE more than forecast.

66. Non-care ladder savings are broadly on-track at present.

67. The care ladder savings will be a challenge, as highlighted above, due to the impact of the care ladder costs brought into 2021/22 and the Covid impact.

68. The Trust will continue to actively review costs across a number of headings in 2021/22 (but noting Covid pressures will continue), such as:

- OOA placements will continue to be reviewed via monthly with “deep dives” into the best options for bringing children closer to home safely
  - Specific CiC packages will also be reviewed monthly
  - The new Director is reviewing all OoA Placements
  - The new acting HoS is reviewing 16+ placements
- The cost of agency is planned to reduce as a consequence of:

- increased social worker pay across some (but not all) areas to result in attraction and retention of employed social workers
- the new social worker academy to “grow and retain our own”
- changes to the Front Door processes to improve workload and caseloads
- The continued implementation of the changes to adoption allowances
- Future Placement Strategy Implementation
  - a specific focus by the previous Fostering Manager on IFA reduction
  - opening of the two-bed homes
  - registering Cantley (or the new 16+ home)
  - opening of a 16+ home
- Other budgeted efficiencies (lead officer to work on these further)
  - savings that accrue from homeworking
  - other overhead savings

69. **Financial benchmarking Information**

The regional Benchmarking data from February 2021 shows (for Children’s Services):

- All LAs forecasted an overspend
- Regional LAC increased 3% but the Trust’s by 1% (but noting that the Trust’s increased since February 2021)
- The Trust percentage of OOA is the highest in the Region at 10.7%
  - The 31 March 2022 forecast of 34 OOA, assuming CiC of 554, will reduce this to 6% (regional average 6%), with further reductions planned in the Future Placements Strategy
- Regional agency social workers (excl. Wakefield) increased 17%; the Trust’s increased by 30%. This, in part, informed the decision to invest in the SW Academy and SW Pay and the positive impact (reduction) should be within 2021/22
  - The 31 March 2022 forecast agency FTE will reduce by 45% in-year
- Regional In-House Foster went up 1% and the Trust went up 10%
- IFAs to In-House Foster ratio for the Trust is at 41% (highest 56%, lowest 18%); the Trust’s ambition remains to reduce to 25% by 2023/24
- In relation to national benchmarking for 2019/20 and total average costs per CiN and Episodes, Doncaster is in the second quartile for 19 “similar” and regional LAs
- 7 out of 8 Regional LAs Children’s services reported an overspend for 2020/21

70. **Activity in Quarter 1 2021/22**

The Trust was involved in the following activities in quarter:

- 1 April – Stress Awareness Month
- 6 April – Easter celebrations
- 9 April – Care Experience Month
- 14 April at 4.30pm to 7.30pm – Adoption Information Event
- 14 April at 11am and at 7pm – Fostering Information Event
- Spring Staff Summits – 20 and 26 April
- Foster Care Fortnight – 10 to 23 May
- Mental Health Awareness Week – 10 to 15 May
- 10 May at 4.30pm to 7.30pm – Adoption Information Event
- 12 May at 11am and at 7pm – Fostering Information Event

- 19 May at 11am and at 7pm – Fostering Information Event
- Volunteers Week – 1 to 7 May
- 16 June at 11am and at 6pm – Fostering Information Event
- 16 June at 4.30pm to 7.30pm – Adoption Information Event

## 71. Activity in Quarter 2

The following events are scheduled or have taken place in quarter 2:

- 1 July – Campaign for Agency Social Workers
- 7 July – Fostering Information Event
- 20 July – Eid Mubarak
- July/ August – Summer Activities/ Mental Health videos
- 2 August – Yorkshire Day
- 12 August – International Youth Day
- 10 August – A ‘Level Results Day
- 12 August – GCSE Results Day
- 16 August – MOSIAC ‘Go Live’
- 18 August – Social Worker Recruitment Event
- 7 September – Youth Mental Health Day
- 14 September – Adoption Information Evening
- 22 September – Fostering Information Event
- September – Trust Fostering Flown the nest campaign

## 72. IMPACT ON COUNCIL’S KEY OBJECTIVES

<b>Outcomes</b>	<b>Implications</b>
<p>All people in Doncaster benefit from a thriving and resilient economy:</p> <ul style="list-style-type: none"> <li>• Mayoral priority – creating jobs and Housing</li> <li>• Mayoral priority: Be a strong voice for our veterans</li> <li>• Mayoral priority: protecting Doncaster’s vital services</li> </ul>	<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>People live safe, healthy, active and independent lives:</p> <ul style="list-style-type: none"> <li>• Mayoral priority: Safeguarding our Communities</li> <li>• Mayoral priority: Bringing down the cost of living</li> </ul>	<p>Ensuring children and young people are free and feel from harm are key ambitions of both the Council and The Trust.</p>
<p>People in Doncaster benefit from a high quality built and natural environment:</p> <ul style="list-style-type: none"> <li>• Mayoral priority: creating jobs and Housing</li> <li>• Mayoral priority: Safeguarding our communities</li> <li>• Mayoral priority: bringing down the cost of living</li> </ul>	<p>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>Working with our partners we will provide strong leadership and governance</p>	<p>Ofsted, in its inspection report commented favourably on the relationship and governance arrangements between the Council and The Trust, recognising that formal arrangements for monitoring and challenge exceed the requirements set out in the contract between the two organisations.</p>

**73. RECOMMENDED OPTIONS**

To note the report.

**74. RISKS AND ASSUMPTIONS [RM 23/08/2021]**

Risks and assumptions specific to the key performance indicator set, operational and financial context are identified in the body of this report.

**75. LEGAL IMPLICATIONS [RM 23/08/2021]**

There are no legal implications directly arising from this report except for the aforementioned amendments to contractual measures to reflect Covid.

**76. EQUALITY IMPLICATIONS [LE 23/08/2021]**

There are no equality implications directly arising from this report.

**77. HUMAN RESOURCE IMPLICATIONS [LE 23/08/2021]**

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

**78. TECHNOLOGY IMPLICATIONS [RM 23/08/2021]**

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

**79. HEALTH IMPLICATIONS [JT 23/08/2021]**

Health and social care services are inextricably linked and are working in robust partnership to improve health and wellbeing outcomes for children and families. The move towards integrated health and social care delivery models supports these partnerships and create shared outcome objectives. Health colleagues are keen to support Doncaster Children's Trust to achieve the quality and performance levels they aspire to as this will impact on the wider health and wellbeing outcomes for Doncaster families.

**80. FINANCIAL IMPLICATIONS [RM 23/08/2021]**

Included within the body of the report. The financial impact of Covid for 2021/22 has been estimated.

**81. CONSULTATION**

Consultation has taken place with key managers and Directors.

**ATTACHMENTS**

Appendix 1: Summary of key performance indicators for quarter 1 2021/22

## **ACRONYMS**

<b>BAU</b>	<b>Business as Usual</b>
<b>CAFCASS</b>	<b>Children and Family Court Advisory and Support Service</b>
<b>C&amp;F</b>	<b>Child and Family</b>
<b>CiC</b>	<b>Children in Care</b>
<b>CiN</b>	<b>Children in Need</b>
<b>CP</b>	<b>Child Protection</b>
<b>CPP</b>	<b>Child Protection Plan</b>
<b>DCST</b>	<b>Doncaster Children's Services Trust</b>
<b>DfE</b>	<b>Department for Education</b>
<b>DMBC</b>	<b>Doncaster Metropolitan Borough Council</b>
<b>DSG</b>	<b>Dedicated School's Grant</b>
<b>EH</b>	<b>Early Help</b>
<b>IFA</b>	<b>Independent Foster Agency</b>
<b>IRO</b>	<b>Independent Reviewing Officer</b>
<b>KPI</b>	<b>Key Performance Indicator</b>
<b>LA</b>	<b>Local Authority</b>
<b>MASH</b>	<b>Multi-Agency Safeguarding Hub</b>
<b>MTFS</b>	<b>Medium Term Financial Strategy</b>
<b>OOA</b>	<b>Out of Authority</b>
<b>OSMC</b>	<b>Overview &amp; Scrutiny Management Committee</b>
<b>PAFSS</b>	<b>Parenting and Family Support Service</b>
<b>PLO</b>	<b>Public Law Outline</b>
<b>PNC</b>	<b>Police National Computer</b>
<b>Qtr</b>	<b>Quarter</b>
<b>RAG</b>	<b>Red Amber Green</b>
<b>SGO</b>	<b>Special Guardianship Order</b>
<b>SILS</b>	<b>Semi-Independent Living Service</b>

## **CONTACT OFFICERS AND REPORT AUTHORS**

Paul Egan  
Performance & Transformation Manager  
Telephone: 01302 735252  
Email: paul.egan@dcstrust.co.uk

Rob Moore  
Director of Corporate Services  
Telephone: 01302 735200  
Email: rob.moore@dcstrust.co.uk

**James Thomas**  
**Chief Executive Officer**  
**Doncaster Children's Services Trust**

This page is intentionally left blank

**Appendix I**  
**Contractual and Strategic Key Performance Indicators**

MEASUREMENT DETAILS			TARGETS AND COMPARATORS			2019/20	2020/21	2021/22
TYPE	Measure	Polarity	Target Range		Covid19 Tolerance	Average	Average	Qtr1
			Target	Tolerance				
Contractual Key Performance Indicators	Assessments completed within <45 days	Bigger is better	90%	75%	>=75%	91%	89%	89%
	Children in need with an appropriate and current plan in place	Bigger is better	95%	80%	>=80%	95%	93%	97%
	Percentage of cases where the lead social worker has seen the child/young person in accordance with the timescales specified in the child protection plan. For all children who were the subject of a child protection plan during the year	Bigger is better	80%	75%	>=75%	90%	93%	88%
	Initial Child Protection Conferences achieved within the statutory 15 day timescale	Bigger is better	95%	80%	>=80%	99%	100%	98%
	Short term stability of placements of children in care: % of children experiencing 3 or more placements in the year	Smaller is better	9%	15%	<=15%	10%	8%	7%
	Statutory Looked After reviews completed in time scale	Bigger is better	95%	80%	>=80%	93%	93%	93%
	Children who wait less than 14 months between entering care and moving in with their adoptive family.	Bigger is better	Suspended***		Suspend	57%	45%	45%
	Care leavers the Trust is in touch with	Bigger is better	95%	75%	>=75%	98%	96%	100%
	Care Leavers with pathway plans which have been reviewed in timescale	Bigger is better	95%	80%	>=80%	77%	91%	82%
	Front line staff receiving Supervision in Timescale	Bigger is better	90%	80%	>=70%	82%	84%	88%
	Freedom of Information Requests responded to within timescale	Bigger is better	Suspended***		Suspend	91%	97%	92%
	Case file audits graded good or better	Bigger is better	Suspended***		Suspend	80%	62%	56%

**Appendix I  
Contractual and Strategic Key Performance Indicators**

MEASUREMENT DETAILS			TARGETS AND COMPARATORS			2019/20	2020/21	2021/22
TYPE	Measure	Polarity	Target Range		Covid19 Tolerance	Average	Average	Qtr1
			Target	Tolerance				
Strategic Partnership Indicators	Length of intervention for family support services (days)	Smaller is better	140 days	180 days	-	193	173.75	188
	Families demonstrating improved outcomes at point of closure to Parenting and Family Support Team	Bigger is better	60%	40%	-	80%	87%	86%
	Referrals that are re-referrals within 12 months	Smaller is better	22%	28%	-	27%	26%	27%
	Assessments completed within 20 days	Smaller is better	25%	15%	-	15%	24%	30%
	Percentage of Children in Need open for a) >6 months < 1 year	In range is better Smaller is better	15%	20%	-	15%	13%	16%
	b) >1 year < 2 years	In range is better Smaller is better	15%	20%	-	14%	11%	12%
	c) > 2 years	In range is better Smaller is better	25%	30%	-	32%	30%	33%
	Children becoming the subject of Child Protection Plan for a second or subsequent time	Smaller is better	10%	16%	-	9%	8%	9%
	Case file audits graded outstanding	Outstanding is better	Suspended***		Suspend	14%	10%	7%
	Case file audits graded good				66%	52%	49%	
	Case file audits graded requires improvement				18%	33%	39%	
	Case file audits graded inadequate				2%	6%	5%	
	Child Protection Plans lasting two years or more for child protection plans which have ended during the year				Smaller is better	3%	5%	-

**Appendix I**  
**Contractual and Strategic Key Performance Indicators**

MEASUREMENT DETAILS			TARGETS AND COMPARATORS				2019/20	2020/21	2021/22
TYPE	Measure	Polarity	Target Range		Covid19 Tolerance	Average	Average	Qtr1	
			Target	Tolerance					
Strategic Partnership Indicators	Young offenders aged 10-17 who reoffend	Smaller is better	37%	50%	-	34%	26%	Not Available	
	Rate of first time entrants to youth justice (per 100,000)	Smaller is better	212	252	-	201	225	Not Available	
	Care proceedings on track to be completed within 26 weeks	Bigger is better	80%	70%	-	64%	57%	58%	
	Long term stability of placement of children in care: %of long term children in care in stable placements	Bigger is better	70%	60%	-	57%	59%	70%	
	Trust residential settings rated good or better	Bigger is better	100%	80%	-	82%	80%	80%	
	Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family	Smaller is better	121	200	-	92	152.5	220	
	Average time in days between a child entering care and moving in with their adoptive family	Smaller is better	426	460	-	350	397	437	
	Children ceasing care to be looked after under a Special Guardianship Order (SGO)	Bigger is better	15%	10%	-	18%	15%	29%	
	Children ceasing care to be looked after under a Child Arrangement Order (CAO)	Bigger is better	10%	7%	-	12%	1%	7%	
	Rate of children adopted from care	Bigger is better	19%	14%	-	16%	17%	45%	
	Rate of 19 & 20 year olds Staying Put with their foster carers after their 18th birthday	Bigger is better	25%	20%	-	28%	25%	23%	
	Care Leavers in suitable accommodation (age 19-21)	Bigger is better	85%	80%	-	95%	93%	95%	
	Care Leavers in Employment, Training and Education (age 19-21)	Bigger is better	48%	40%	-	50%	50%	56%	
	Full time equivalent posts covered by agency staff	Smaller is better	8%	12%	-	6%	6%	8%	
	Staff turnover rate	Smaller is better	16%	18%	-	13%	15%	14%	

This page is intentionally left blank