



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, Floor 2, Waterdale, Doncaster, DN1 3BU

Date: Wednesday, 6th July, 2022

Time: 10.00 am

Please Note: The wearing of face coverings within the Civic building is encouraged however, it is a personal choice and no longer a mandatory requirement. For those who have any concerns about their safety or wish to take additional precautions during the meeting, face masks, hand sanitiser and anti-bacterial wipes are available should you require them.

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**Damian Allen
Chief Executive**

Issued on: Tuesday, 28 June 2022

Governance Services Officer for this meeting:

Amber Torrington
Tel. 0102 737462

Doncaster Metropolitan Borough Council

www.doncaster.gov.uk

Items

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 e-mail to the Governance Team no later than 5.00 p.m. on Friday, 1st July 2022. 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).

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 22nd June 2022 for noting (previously circulated).

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

Non-Key Decisions

- | | |
|--|--------|
| 6. Performance Challenge of Doncaster Children's Services Trust: Quarter 4, 2021/22. | 1 - 24 |
|--|--------|

Key Decisions

- | | |
|--|----------|
| 7. Additional Investment Children's Social Care. | 25 - 78 |
| 8. Refresh of the Get Doncaster Moving (GDM) Physical Activity and Sport Strategy. | 79 - 120 |

Cabinet Members

Cabinet Responsibility For:

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

Budget and Policy Framework

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

Housing and Business

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 and Trading
Services

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

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6th July 2022

To the Members of the Cabinet

Performance Challenge of Doncaster Children's Services Trust: Quarter 4, 2021/22

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Rachael Blake Children's Social Care, Communities and Equalities	All	None

EXECUTIVE SUMMARY

1. 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.
2. This report provides an opportunity to feedback on performance successes and issues against the key performance indicators that have been agreed as part of the contractual process.

EXEMPT INFORMATION

3. Not exempt.

RECOMMENDATIONS

4. Cabinet to note Doncaster Children's Services Trust performance outcomes, finances and the contribution that the Trust makes to support the Council's strategic priorities relating to safeguarding children in the borough.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. This report includes current position of Doncaster Children's Services Trust performance in relation to safeguarding children within the Borough but taken steps to manage and mitigate risks relating to children and families by working closely with Doncaster Council and Doncaster Council's Director of Children's Services.

BACKGROUND AND CURRENT POSITION

6. As highlighted in the Q3 Performance Challenge report the Trust went live with Mosaic and the Signs of Safety forms in August 2021, making the transition from Liquid Logic. Early help colleagues made the same transition at the same point. The Q3 report explored in some detail the performance reporting challenges that had been encountered as a consequence of this transition.
7. There has been a range of activity undertaken to address this challenge including
 - Staff training – All Children's Services Trust frontline staff are undergoing further training to ensure that they are better equipped to use the system efficiently and effectively. This training is complemented by bespoke training for Teams and Service Areas to address specific aspects of practice.

- A small team has been created to lead work across the system to improve compliance with Mosaic processes. The initial priority focus for this team has been to lead the data cleansing activity referred to below
 - Work has been undertaken to re-design the key forms in the system that staff have found difficult to use effectively. These forms have not yet been introduced as they will require a change programme to be implemented. Staff from the Trust and Council are working with colleagues from the Access Group (who own the Mosaic system) to plan this transition.
8. There has been a continued difficulty in producing reliable performance information with the key factor in this being data quality. The extent of data quality issues was such that there was a significant risk that we would not be able to submit two key statutory data returns to central government, the 903, which focusses on a particular cohort of children in care and the CIN census, which focuses on a broader range of social work performance measures. In order to address this a team comprised of staff from across the Trust and Council have undertaken significant data cleansing activity. Although this activity continues the 903 has been uploaded to the government portal and as at 17.6.22 94% of the issues in the CIN census had been addressed. We anticipate both reports will be uploaded to the government portal within the required timescale. However this has taken staff away from developing other data reports and dashboards.
9. As indicated the remedial work on data quality has to date focussed on information in statutory returns and performance in 2021/22. There are still areas of practice which do not relate to fields in the statutory reports where the data currently available is not considered reliable. The information contained within the report captures data where there is more confidence in the accuracy of information.
10. Although the remedial work focussed on data relating to 2021/22 the learning from this activity is already being incorporated into a future programme of work to improve data quality. It has directly informed the training programme referred to above and has also led to some work re-designing how work moves through the system and where performance information is extracted from. There will be a continued focus on improving reporting functionality. This work is led by a Task and Finish group established as part of a wider Improvement programme.
11. **Performance against targets**
12. Performance in the Trust is monitored through a number of Contractual Performance Targets and Strategic partnership Targets. An overview of these measures is provided as an appendix to this report. Commentary re these measures is set out in the following section of this report.
13. Performance against Contractual indicators as follows:
- Seven indicators performing better than or within tolerance against target
 - Two are below target
 - Data is not available for two targets
14. Of the Strategic Partnership performance indicators
- 13 indicators performing better than or within tolerance against target
 - Six are below target
 - Data is not available for five targets

15. **Current Demand and activity levels – setting the context for Trust Operational and Financial Performance.**

16. Referrals

17. In Quarter 4 of there were 1,257 referrals. Referrals in the same period in 2020/21 were 1068. The 2021/22 figure means that Doncaster has the 5th highest number of referrals in the Yorkshire and Humber region. The biggest source of referrals in Doncaster is the Police, which is consistent with what would be seen in most authorities and relates to a large extent to reports regarding domestic abuse.
18. The total number of referrals in 2021/22 is subject to final data validation as previous quarterly reporting would have been impacted by the data quality issues referred to above. The current position indicates that this figure would be 4,266 which, if accurate would represent a reduction on the previous year's figure (4,870) and be close to the 2020 outturn figure of 4193. This is consistent with previous analysis that indicates that demand is returning to pre-covid levels.
19. Whilst the picture re demand may be stabilising it is important to highlight that the rates of referral in Doncaster (i.e. the number of referrals per 10,000 children) has been higher in Doncaster than regional and statistical neighbour authorities in every year since 2016 apart from 2020. The 2020 outturn position was that Doncaster's position was higher than regional comparator figure but lower than statistical neighbour authorities. We also know that the majority of work that comes into the Multi-Agency Safeguarding Hub (MASH) does not lead to any further action. A significant amount of time and resource is therefore focussed on activity that does not lead to improved outcomes for children and families.
20. We see highest number of 'inappropriate referral' coming from the police, although they are received from education and health partners too. Work has been undertaken to refresh local guidance re thresholds so that all agencies have a shared understanding of which children need specialist support from Children's Social Care. Training to promote the revised guidance is underway and this has recently been escalated to Doncaster Safeguarding Children Board to ensure all partners attend this training.

21. Re-referrals

22. The percentage of referrals that were re-referrals in Q4 was 5% (64). In the same period in 2020/21 there were 169 re-referrals in Doncaster. The 2021/22 figure was the second lowest in the Yorkshire and Humber Region. Only North Lincolnshire, a much smaller authority had a lower number (62). This is particularly noteworthy as the referral rates in Doncaster have been higher than regional and statutory neighbour authorities every year since 2017. There has been a reported decline in the percentage of re-referrals which we believe is attributable to work undertaken to introduce a clearer and more consistent thresholds locally. That said given the fact the position has changed so significantly requires further work via a dip sampling exercise to examine reported performance in this area, in order to ensure there are no unidentified reporting anomalies.

23. Assessments

24. During Q4 1,560 assessments were started, 1514 assessments were completed with the period, of which 1266 (85%) were in timescale. This figure includes re-assessments on open case. The number of assessments completed in the Assessment Service in this period was 1,102. This was broadly similar to the number of assessments completed in the same period in 2020/21 (1,073). Children were recorded as having

been seen in approximately 95% of assessments in 2021/22, which again is the same as the 2020/21 figure.

25. The overall proportion of assessments completed within timescale in Q4 of 2021/22 was 85%, is the same position as that reported in 2020/21. This figure is slightly higher than the most recent published data regarding assessment timeliness for both regional and statutory neighbouring authorities. A daily report is produced highlighting open single assessments, i.e. excluding re-assessments of cases that have been open for longer than six months, and the number of days these have been open to allow this work to be monitored.
26. 747 (68%) of assessments undertaken in the assessment service resulted in further work being identified as necessary. This is not to suggest that these assessments were unnecessary however as the assessment is designed to be an intervention in its own right with further work only being required in relation to those children with the highest levels of need.

27. **Child in Need Activity**

28. The number of Children subject to a child in Need plan at the end of Q4 2021/22 1,355. This figure excludes children subject to a protection plan, children in care and care leavers under the age of 18 (although the latter figure will be very small). All of those children and young people had an appropriate plan.

Child in Need		
Plan	0 to 3 months	289
	3 to 6 months	230
	6 to 12 months	292
	12 to 24 months	152
	24+ months	68
	#N/A	324
<hr/>		
Child in Need		
Plan Total		1355

29. Timescales that cases have been open are set out in the table above. It should be noted that the data for CIN episodes starting is part of the data validation process referred to above. In order to ensure that performance against targets are reported as accurately as possible these figures have been excluded from the table below.

30. **Child Protection Activity.**

31. In Q4 2021/22 enquiries under Section 47 of the Children Act 1989 were completed with regard to 456 children. This represents an increase on the position in the same period in 2020/21 when 320 section 47 enquiries were undertaken. The concerns regarding 150 of those children were deemed sufficiently serious as to justify an Initial Child protection conference being convened. Of those conferences all except two took place within 15 working days. Performance in Doncaster has been consistently positive over a long period of time. This is consistent with previous year's outturn position.
32. The number of children subject to a protection plan as at 31st March 2022 was 366. Only two children had been subject to a protection plan for two years or longer. 23% of children subject to a protection had previously been subject to a plan. This is the figure for children subject to a plan at any point in their lifetime, which is the national indicator. 23% is slightly lower than the 31.3.2021 position (23.4%), which was slightly higher than the regional average (21.5%), statutory neighbour average (21.2%) and

England average (22.1%).

33. A more helpful local indicator is in place, which is children who were subject to a plan in the previous two years. This is not currently reportable.
34. 93% of those children subject to a protection plan on 31.3.22 had been visited within timescales
35. Of those children subject to a protection plan during Q4 the majority were subject to a plan under the category of Emotional Abuse (approx. 51%), Neglect was the second highest category (approx. 39%), Physical abuse was the third highest category (approx. 7%). Sexual abuse was the lowest category in approx. (2.5% of cases). This pattern is consistent with the previously reported position regarding the issues that lead to a child being made subject to a protection plan in Doncaster. Domestic abuse is the most significant contributory factor in those cases where children are made subject to a plan under the category of emotional abuse.
36. **Children in Care**
37. The number of children in care at the end of Q4 2021/22 was 592. This is an increase in the number of children in care at the same point in 2020/21(553). Across the region seven other authorities have seen an increase in the number of children in care in 2022 compared to the previous year. 592 is the highest figure in Doncaster for the number of children in care in the last five years.
38. Of those children who had been in care for longer than 12 months on 31st March 2022 6% had experienced 3 or more placements in the previous 12 months. There are two measures that consider placement stability. The other focusses on those children who have been in care for longer than 12 months who have been in the same placement for 2 years or longer. The figure currently reported figure (23%) is expected to improve when final data validation is completed.
39. 46 children came into care during Q4. This is the seventh lowest number of children coming into care in the region.
40. During the same period 47 children left care. This was also the seventh lowest figure in the region. A number of targets relate to the reasons that children leave care and the reasons are summarised in the table that follows. We were unable to report on these measures in Q3 due to data quality issues. What this information shows is that most children who leave care in Doncaster go on to live with parents or a member of their extended family/friend network.

End Reason	
Adopted - application for an adoption order unopposed	3
Adopted – consent dispensed with by the court	1
Left care to live with parent(s), relative(s), or other person(s) with no parental responsibility	3
Aged 18 (or over) and remained with current carers (inc under staying put arrangements)	12
Residence order (or, from 22 April 2014, a child arrangement order which sets out with whom the child is to live) granted	8
Special guardianship order made to former foster carer(s), who was/are a relative(s) or friend(s)	2
Special guardianship order made to carer(s), other than former foster carer(s), who was/are a relative(s) or friend(s)	4

Returned home to live with parent(s), relative(s), or other person(s) with parental responsibility as part of the care planning process (not under a special guardianship order or residence order or (from 22 April 2014) a child arrangement order).	2
Returned home to live with parent(s), relative(s), or other person(s) with parental responsibility which was not part of the current care planning process (not under a special guardianship order)	3
Moved into independent living arrangement and no longer looked-after: supportive accommodation providing formalised advice/support arrangements (such as most hostels, young men's Christian association, foyers, staying close and care leavers projects). Includes both children leaving care before and at age 18	3
Period of being looked-after ceased for any other reason (where none of the other reasons apply)	6
	47

41. Care proceedings (timeliness)

42. We are not able to provide an accurate report regarding the position at the end of Q4. The timeliness of care proceedings is tracked through a locally held tracking system this is dependent on data from MOSAIC to populate it. The work undertaken to complete statutory returns means that the spreadsheet is not fully complete in relation to Q4 but data is available to the end of January 2022. The position at that point was that there were 252 children from 139 families subject to care proceedings of these 55% were forecast to be completed within the 26 weeks target. The position at the end of q4 in 2020/21 was that there were 197 cases subject to legal proceedings with 120 cases on-track to complete in timescale.

43. Doncaster's position in January 2022 was below target but better than the position elsewhere according to available comparator data. It is important to note that there has been a significant impact from the Covid pandemic on the timeliness of care proceedings. At a meeting of the Local Family Justice Board in June 2022 the reported position was that:

- Cases which conclude at 26 weeks – National target of 65 -75%. Year to date – South Yorkshire is at 12.5%, National – 15.6%
- Cases which conclude at 52 weeks – National Target – 95%. Year – South Yorkshire is at 54.2% National – 60.9%

44. Adoption

45. Doncaster is a member (and the host) of the One Adoption South Yorkshire Regional Adoption Agency (RAA), alongside Barnsley, Rotherham and Sheffield. During the course of 2021/22 we recognised that the number of children within the adoption system was significantly lower in Doncaster than in the other RAA authorities. This is a consequence of many factors but the biggest single factor was that we were not sufficiently focussed at an early stage on adoption as a possible outcome for children. In Q4 of 2022 4 Children from Doncaster were adopted, bringing the total for the year to 9. As indicated this is considerably lower than the other RAA authorities: Barnsley (31), Sheffield (42) and Rotherham (33). It is also lower than the number of children adopted in Doncaster during 2020/21 (21).

46. A number of corrective actions were taken to address this issue, with the key action being the re-introduction of a Permanence Panel to track decision making for children entering the care system. This has had a positive impact but this will not translate into improved performance in the short term because of the way in which the adoption system operates. That said we are beginning to see an improvement with an increase in number in the adoption system, albeit from a low base rate. The position with regard to children in the adoption system as at 31.3.22 was: Doncaster – 30, Barnsley – 32, Rotherham – 45, Sheffield – 63. There were 13 Doncaster Children placed with

Adoptive carers on 31.3.22. The position in the other authorities was Barnsley –14, Rotherham – 21, Sheffield – 11

47. Nationally there are a number of measures in place to evaluate how timely adoption processes are. The key performance measure in the Trust contract with DMBC relates to the Percentage of Children who wait less 14 months between entering care and move in with adoptive family. Given the number of children involved in the adoption process this is a highly volatile measure. A further complicating factor is the impact of the Covid pandemic on Court timescales, reported above.
48. Of those children adopted during Q4 the average number of days between entering care and being placed with adoptive carers was 463. The position in the other authorities was Barnsley – 398, Rotherham – 621, Sheffield – 564. Although our performance is slightly outside of the target, which would equate to 426 days, this does suggest that given the national and local context adoption plans are progressed effectively.
49. There is a further Strategic Performance Measure which considers the average number of days between the making of a Placement Order, the court order that gives authority for a child to be placed for adoption, and the child being placed with adoptive carers. Doncaster performance in Q4 was 121 days. The position in the other authorities was Barnsley –119, Rotherham – 292, Sheffield – 176. What this indicates is that those children who were adopted, the plans were progressed in a timely way, albeit in relation to a small number of children
50. Care Leavers
51. The number of care leavers that fall within the DfE cohort for statutory report at 31st March 2022 was 223. Of these

	Q4 20/21	Q4 21/22
Number in suitable accommodation	93%	93%
Number keeping in touch	98%	94%
Pathway plans in timescale	99%	80%
% EET	53%	58%

52. Nationally there are three key performance measures reported in relation to care leavers. (Suitable accommodation, In Touch rates and EET). The most recent published data in relation to these measures is the position at 31.3.21 (Q4 date is in the table above but is not published data as yet). Doncaster's position is better than the regional, statistical neighbour and national comparator position at that point for both suitable accommodation and EET. It is broadly similar to the position in relation to in Touch rates.
53. Young people who leave care but remain living with their foster carers are referred to as being in Staying Put arrangements. Given the issues with data reporting from MOSAIC this information has been locally held and is maintained iteratively which means reporting the position at year end is currently not possible. The position as at 17.6.22 was that there were 32 young people in Staying Put arrangements. This makes a % calculation slightly misleading however given that number in the cohort are not subject to significant variation the Q4 position would be 14.5%.

54. **Audit**

This section is to show the outcomes from audit activity, managers across the Trust undertake monthly auditing activity in which case files are judged using the same judgements as Ofsted (Inadequate, Requires Improvement, Good and Outstanding).

Children's Social Care Audit outcome		
	Audits graded as good or better	Audits graded as requires improvement or better
Q4 2021/22	42 (56%)	72 (96%)
Q4 2020/21	49 (67%)	61 (83%)

Parent and Family Support Service Audit outcome		
	Audits graded as good or better	Audits graded as requires improvement or better
Q4 2021/22	18 (100%)	18 (100%)
Q4 2020/21	14 (78%)	28 (100%)

55. All audits graded as requires improvement or inadequate are re-audited after 3 months to ensure that remedial action has addressed the issues identified.

56. **Staffing related Measures**

57. Supervision

Supervision Overview			
	Jan 2022	Feb 2022	March 2022
Front line average	90.2 (98% Jan 21)	64.8 (84% Jan 21)	64.2 (73% March 21)
Teams with 90% or higher compliance	23	16	20
Teams with 70% or higher compliance	26	20	20
Below 70%	2	8	8

58. Staff supervision rates are currently measured through a centrally held spreadsheet as there is no reporting structure built into MOSAIC. This was also the case with Liquid Logic. This approach does however impact the validity of performance data as it is dependent on managers adding the information into the spreadsheet. A further complication in ensuring there is a full understanding of supervision rates is that the overall average is impacted by issues in a particular team, e.g. where a Team Manager leaves or is off sick.

59. Supervision was a key issue in the Ofsted inspection in February 2022. This issue identified by inspectors was not about compliance but impact. Improving the quality and impact of supervision is a key element of the Ofsted improvement plan. A consistent model of supervision that is built on national best practice has been agreed

and all managers will be trained in relation to this in July 2022. The training will be followed up by Action Learning Sets which will explore how the new model is being implemented in teams. Action learning Sets will also address compliance issues.

60. Caseloads

61. There is an issue with the current report which sets out caseloads as this does not provide a potentially useful insight into the local practice context there are issues with the current caseload report. It does not correct for part time workers and also does not differentiate between role, e.g., Advanced Practitioners are supposed to carry a reduced caseload to reflect the work they do to support less experienced colleagues. Work has recently been undertaken to look at caseloads taking these issues into account and one example of the difference is that the report suggests the average caseload is 15.7. Work has recently been undertaken to correct this to reflect the issues highlighted above and the actual average caseload is 24.

62. Caseload averages can also be impacted by a range of other factors, e.g. workers stating or leaving a post, workers returning from sick leave. For this reason it is perhaps more helpful to look at caseloads in excess of key levels. On 7.4.22

- 49 workers had a case load of 20 or higher. Of those 15 had a caseload of had a caseload of 25 or higher, with the highest caseload being 31.
- 81 staff had a caseload of 16 or higher

63. A further issue is Team Manager span of control, which we believe should be circa 100 cases per manager. ACPS has the biggest challenge in this regard with the position in April 2022 being

- 191 – ACPS Central 1
- 168 – ACPS East 1
- 166 – ACPS Central 2
- 165 – ACPS South 1
- 155 – ACPS North 2

64. An investment plan has been developed to address the capacity challenges. This forms part of the wider Ofsted improvement plan. Our aim is to move to average caseloads around 16 with management spans of control are closer to 100 cases. Work is already in train to increase Team Management capacity.

65. Other staffing measures

Turnover

	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Turnover (Expressed as a % of FTE)	12.9 4%	12.5 6%	13.0 7%	13.5 4%	13.0 3%	11.5 1%	10.6 4%	10.4 1%	10.3 5%	10.0 0%	11.2 1%	12.2 6%	13.7 8%

66. Agency staff (as at Q4 2021/22)

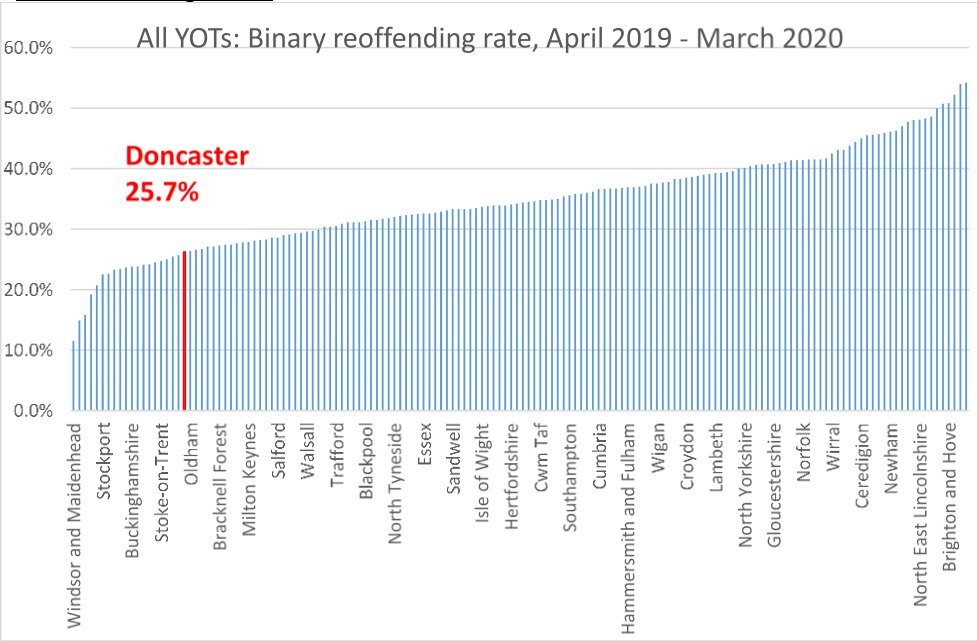
Frontline AWWs	On Matrix	Not on Matrix
Additional post	7	1
Covering ASYE	4	0
Covering LTS/Maternity	4	0
Covering Vacancy	29	0
Total	44	1

67. Recruitment and retention of social workers is a significant challenge for most authorities across the Country. Action at a national level has been identified as a key

priority in the recently completed review of Children’s Social Care. Work is planned at a regional level to look at how authorities can work more cooperatively to reduce the number, and cost, of agency staff.

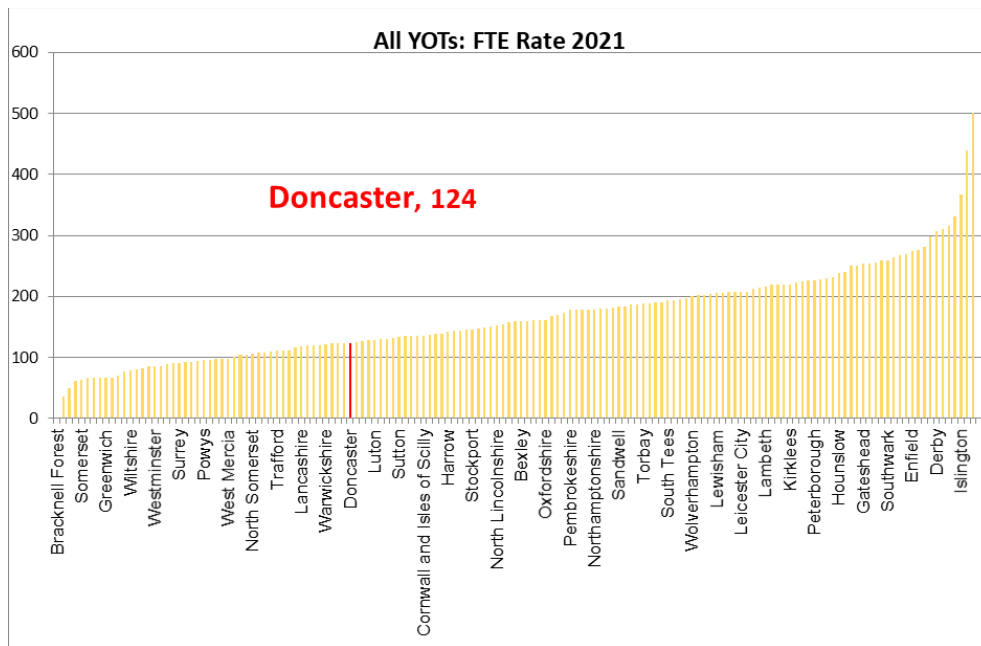
68. Youth justice Measures

69. Re-offending rate



70. Doncaster’s rate is **25.7%** which places us in the top quartile for performance. This is an impressive performance in terms of Doncaster’s efficacy in preventing re-offending and it is noteworthy that Doncaster has been below the England average for the last 4 years.

First Time Entrants



71. In Doncaster, making a young person an FTE is only done so when it is appropriate. The Youth Justice Triage Panel can use a number of different disposals to ensure that a young person doesn't become an FTE whilst ensuring that the victims views are considered alongside the needs of each individual young person. Doncaster has a locally devised assessment tool which is used to identify the most appropriate disposal for each young person as well as informing any interventions that will be completed with the young person and their family to try and prevent further offending.
72. The target set for FTE's in 21/22 was 57 young people equating to a rate of 194 per 100,000 of 10-17 year olds with a 15% variance to mitigate the additional challenges arising from the covid-19 pandemic. Doncaster's performance was better than the target set in the Youth Justice Plan.
73. Data relating to children and families in the table below is in the main based on data reported from Mosaic. As indicated above there is ongoing data cleansing activity that is being undertaken currently, which may have some impact on the final position for some measures. The only exceptions to this are
- Data relating to care leavers is based on locally held information as the current Mosaic report requires further work
 - The timeliness of care proceedings, which cannot be monitored through the system. This was also the case in Liquid Logic.
74. Contract Key Performance Indicators

Contract Key Performance Indicators			
Measure	Target	Tolerance	Q4 Performance
Assessment's completed within 45 days or less	90%	75%	85%
% of Initial Child Protection Conference which are held that were achieved within the statutory 15 day	95%	80%	99%
% of cases where the lead social worker has seen the child/young person in accordance with the timescales specified	80%	80%	93%

in the child protection plan where the child/young person has been subject of a child protection plan during the year			
% of children in need with an appropriate and current plan in place	95%	80%	100%
Percentage of LAC reviews completed in timescale.	95%	80%	This data is not reportable. Unlike Child Protection Reviews the timescale for CIC reviews is dependent on a range of factors and so much more complicated to calculate.
Short term stability of placement of Children in Care (CiC): Percentage of 3+ moves in last 12 months (lower the better)	9%	15%	6%
% of care leavers with pathway plans which have been reviewed within timescale	95%	80%	80%
% of care leavers that the Local Authority is in touch with	95%	75%	94%
Percentage of Children who wait less 14 months between entering care and move in with adoptive family.	60%	N/A	Given the small number of children adopted reporting against this target in this way would be unhelpful. Q4 Average number of days wait for children adopted – 463.
% of cases audited graded as 'good' or better	80%	80%	56%
Front line staff receiving supervisions in timescale	90%	N/A	Target not met. See commentary in report for detail.

Partnership Performance Indicators			
Measure	Target	Tolerance	Q4 Performance
% re referrals within the last 12 months	22%	28%	5% See comment above re further work planned to examine this position.
Improved outcomes for families that have received Family Support on closure	60%	40%	This data is currently not reportable. Family Star, the tool which is used to evaluate this, was introduced into Mosaic in April 2022
Length of intervention from Family Support Services (days)	140	180	This data is currently not reportable. The system takes the start date for intervention as the earliest point that a case was open. A case stepped down from social care would use the referral to social care as the start date.
Timeliness of single assessment (less than 20 days)	25%	15%	Data is currently not available
% Children in Need over 6 -12 months	15%	20%	22.3%
% Children in Need over 12 – 24 months	15%	20%	14.7%
% Children in Need over 2 years	25%	30%	6.6%
% becoming subject to Child Protection Plan for second time within 2 years	10%	16%	This data is not reportable. The % of children subject a protection for the second time ever is 23%

% of Child Protection Plans lasting 2 years or more for child protection plans which have ended during the year	3%	5%	<1%
% of Trust residential settings rated good or better	100%	80%	80% One of the Trusts homes is graded as requires improvement. This home is expected to be re-inspected shortly.
Long term stability of placement of children in care: % length of placement more than 2 years	70%	60%	data is not available at this point due to data validation work taking place
% of care proceedings on track to be completed within 26 weeks	80%	70%	55%
% of children in care adopted	19%	14%	Approx. 8% of children who left care in Q4 had been adopted.
Average time in days between a child entering care and moving in with their adoptive family	426	460	463 NB the small number of children involved in the adoption process makes this a highly volatile measure
Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family.	121	200	121 Please see above
% of children ceasing to be looked after because of an special guardianship order	15%		13% of children who left care in Q4 were made subject to a Special Guardianship Order
% of children ceasing to be looked after because of a child arrangement order	10%		17% of children who left care in Q4 were made subject

			to a Child Arrangement Order.
% of care leavers in suitable accommodation	85%	80%	93%
% of care leavers in employment, education or training	48%	40%	58%
% of 19 and 20 year olds on a Staying Put placement with former foster carers after their 18 th birthday	25%	20%	15%
% of monthly case file audits rated as 'requires improvement or better	95%		96%
% number of full time equivalent posts covered by agency staff	8%	12%	See report for detail of number of agency staff. This includes staff brought in to bring increased capacity so expressing the number as a
Staff turnover (leavers in month in a rolling 12 month as % of full time equivalents)	16%	18%	8%
Children entering the criminal justice system for the first time	194 per 100,000 of 10-17 year olds	N/A	124 per 100,000 of 10-17 year olds
Re-offending rates	25%	N/A	25.7%

75. **Strategic developments**

76. In December 2021 the Youth Offending service had a thematic inspection focussing on education outcomes for children in care. Although this falls outside of Q4 the timing meant that the outcome of this has not previously been included in a quarterly performance report. The nature of this inspection means that no formal grading was given. Feedback from inspectors was extremely positive with a number of examples of national best practice identified.
77. In February 2022 The trust was inspected by Ofsted. This was a detailed examination of all Trust services and is the first time services in Doncaster have been inspected under the current Ofsted inspection framework. The overall judgement was that services require improvement to be good. Leadership was judged inadequate, Safeguarding was judged to require improvement to be good as were services to children in care and care leavers. The lack of reliable performance reporting information and issues linked to supervision were the key factors in the Leadership judgement.
78. This represents a deterioration in grading from the previous position where services in Doncaster were judged to be good overall. Although disappointing in most regards, other than the judgement for leadership, the findings of inspectors were in line with our own evaluation. An action plan has been developed to respond to these findings and deliver a return to a good judgement.

79. The other key development was the decision to bring Trust services back into the Council. Work is underway to progress this plan with formal staff consultation starting in June 2022.

80. Finance Summary

81. The 2021/22 outturn is an **operating overspend of £4.78m** against the contract sum, with further costs of £2.37m attributed to Covid, of which the Council has provided funding of £1.32m to offset, making a **£5.83m overspend at outturn**; an increase in spend of £0.89m since Q3, mainly due to increased spend on legal costs and on the Care Ladder due to additional demand and package costs for external placements.
82. Some cost-pressures (particularly care ladder) were brought forward into 2021/22. The operating overspend of £4.78m includes: OOA placements £2.89m, Fostering placements £0.58m, and 16+ placements £1.97m, offset by additional funding of £1.13m from the Dedicated Schools Grant (DSG) High Needs Block (note: this increases the budgetary pressure to the High Needs Block). Additionally, as expected, Covid cost pressures have continued into 2021/22. The main Covid pressures are increased Out of Authority (OOA) Placements £1.32m, increased Fostering Placements £0.32m, CiC 16+ Placements £0.34m, and Agency costs of £0.40m mainly due to increased Social Worker and legal caseloads; these are partially offset by £1.32m of funding provided by the Council.
83. The number of Children in Care at the end of March 2022 is 592, same as December 2021 and compares to 553 20/21 . There has been workload and cost pressures in 2021/22 that have been included in the MTFS for the budget period 2022/23 – 2024/25.
84. The 2021/22 outturn summary is:

Overall Heading	2021/22 Budget			2021/22 Outturn			2021/22 Variance			Variance due to Covid 19	Operating costs variance	Change from Q3 Operating costs	Change from Q3 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	Net £000's
Children Looked After	36,741	-4,121	32,620	42,673	-5,415	37,258	-5,931	1,293	-4,638	-760	-3,878	-482	-201
Other Children and Family Services	1,662	0	1,662	1,940	-106	1,834	-279	106	-173	-42	-131	-210	0
Family Support Services	3,493	0	3,493	3,410	0	3,410	83	0	83	-5	88	9	0
Youth Justice	1,797	0	1,797	1,728	0	1,728	68	0	68	0	68	-42	0
Safeguarding Children and Young People's Services	13,027	-45	12,982	14,565	-324	14,241	-1,538	279	-1,260	-236	-1,024	-223	0
Services for Young People	437	0	437	415	0	415	22	0	22	0	22	18	0
Contract Value	0	-57,909	-57,909	0	-57,960	-57,960	0	51	51	0	51	51	0
Support Services and Management Costs	4,918	0	4,918	4,904	0	4,904	15	0	15	-7	21	196	-3
Grand Total	62,075	-62,075	0	69,635	-63,804	5,831	-7,560	1,729	-5,832	-1,049	-4,782	-683	-203

85. Finance Detail

86. The original 2021-22 contract value was £59.06m. An additional £0.93m for Care Ladder pressures identified in January 2021 has been agreed at Q1. The budget includes this additional funding and is allocated to OOA £0.53m, Independent Fostering Agency (IFA) £0.25m and In-House Fostering £0.15m. The original contract value includes £0.84m to fund Covid Care Ladder (£0.71m) and agency (£0.13m) pressures identified as part of budget setting, £0.59m of the additional £0.93m is due to Covid. The 8 September 2021 Cabinet report agreed to provide further Covid funding of £1.32m based upon Q1, making a total of £2.75m to cover Covid pressures.
87. As agreed in the Council's Q3 Cabinet report the Council paid DCST £4.945m in March 2022 to cover the projected overspend at Q3, and the Council will make a further payment of £0.886m to cover the remaining balance of the overspend (please note these payments have been excluded from the outturn figures in this report).
88. Based on the same assumptions used in 2020/21, the Care Ladder assumes Covid

costs of OOA £2.14m, Independent Fostering Agency (IFA) £0.49m, In-House Fostering £0.31m and CiC 16+ Placements £0.34m, of which the Council has provided funding of £2.52m; therefore the net Covid Care Ladder pressure at outturn is £0.76m.

89. At the end of March 2022 there were 57 OOA placements; an increase of 2 since December 2021 (1 more overall since 1st April 2021). The assumption in the Trust's MTFs for 2022/23 is that there are 43 OOA placements at 1st April 2022. In addition to the OOA placements there are also 18 external expensive packages ranging from, £2,534 to £7,661 per week being funded from the 16+ budget. At the end of March there are 393 foster placements; IFAs reduced by 9 and In-House placements increased by 3 since the end of December 2021, split 41.5% Independent Fostering Agency (IFA) and 58.5% In-House Fostering. The assumption in the Trust's MTFs for 2022/23 is that there are 367 foster placements at 1st April 2022, split 41% / 59%.
90. The Future Placement Strategy has moved into the implementation stage and a project management board has been established. There are 5 properties in various stages of development, but noting due diligence is ongoing. These are as follows:
- Skylarks estate, Brodsworth. 2 new build properties, purchase has been completed, expected to be ready for habitation in August 2022 subject to fire doors being fitted. These 2 properties will provide 4 beds total with a single Registered Manager overseeing both homes.
 - Cambourne Close, Adwick. This is an internal Asset transfer, presented to and approved at Asset Board on 19.10.21. Trust residential service managers are working with DMBC colleagues regarding the designs and adaptations to the property. Expected date for completion autumn 2022.
 - Tickhill Sq, Denaby. This is an internal Asset transfer, presented to Asset Board on the 19.10.21. Some issues arising from the development of this property requires review of the plan.
 - South Yorkshire Housing have accepted the Council's/DCST's bid to purchase Askern Court; a property recently vacated by a provider for 16+ provision who have left the Doncaster market. The next steps is for a building survey to be completed.
91. In total the above provision creates a total of 14-16 new in-Borough places for children. The current risks associated with the project are largely centred around the recruitment of Registered Managers and appropriately qualified residential staff, based upon recent children's homes recruitment exercises. The totality of this activity remains well within the designated budget for purchases, design and adaptations and there are no anticipated risks at the current time with design and building adaptation activity itself. For all the above properties, engagement events with elected members has already happened or is planned. Community engagement event dates have been coordinated by the project management group.
92. The Trust is actively reviewing OOA and high cost placements and identifies c. 50% 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 stood 204 in March (195 December). This will impact positively on children and families, as well as on placement costs and reduce staffing levels, including agency. There will be new entrants to care and high cost placements but, hopefully, at a lower rate than leaving. There has not been significant progress in moving children back as there are no beds available.
93. Between August and March there have been an additional 25 UASC. The funding from the Home Office covers the cost of the placements but there has been a knock-on

financial implication as 2 have been at Cantley SILS; vacancies that were planned to be filled by 2 expensive 16+ placements resulting in a cost increase of £303k.

94. 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 have provided funding of £286k towards the Social Worker Academy in 2021/22. To-date, 18 ASYEs have been appointed. Since the increase in agency pay in Q3 there has been a greater attraction and retention of agency numbers to cover vacancies / caseloads. The average number of agency workers for March was 42.1 FTE; 6.5 FTE more than the target for this stage of the year, attributable to increased caseloads and complexity of cases.
95. The Trust submitted a business case to the Council for funding of £710k (£814k minus £104k Covid funds) due to increased caseload demand for the following: to retain 3 agency social workers (CiC and ACPS) £200k, unable to deliver IRO saving in 2021/22 £100k, additional Legal staffing resources £106k, £75k for administration, £134k for an additional assessment team, and an increase to the agency hourly rate to retain and appoint agency social workers £95k. The business case was approved by the Council except for the £200k for agency social workers, reclassified as a Covid.
96. **Key Variances over/under £250k:**
97. There are two significant (£250k+/-) variances - Looked after Children, and Safeguarding Children; details below:
98. **Looked After Children - £4.64m overspend (£0.76m Covid)**
99. The detail of the care ladder finance projections and activity are at appendix 1.
100. **Out of Area (OOA) Placements - £3.28m overspend – increase of £0.71m since Q3 (£0.38m Covid; note £0.93 of Covid funding allocated in month 8)**
101. At the end of March there were 51 OOA placements and 6 Parent & Child placements; an increase of 2 since the end of December 2021 (1 more overall since 1st April 2021). There were 11 new placements in January to March: 5 new Parent & Child placements, 2 from In House Fostering, 1 from an IFA, 1 new to Social Care, 1 from an SGO that has broken down, and 1 from an unregulated 16+ placement. The new placements have been offset by 9 leavers: 2 due to turning 18, 2 is a Parent & Child placement that has ended, 2 to Keys to Your Future, 2 have transferred to an expensive CiC 16+ placement, and 1 has returned to family.
102. No new homes were operational this financial year, which the forecast had assumed since month 6. The budget allocated for the new homes was moved back to OOA for 2021/22. The Q3 forecast and the Trust's MTFs assumed the number of OOA placements would be 43 at 31st March 2022. The difference of 14 more than forecast is due to: growth in January to March was 7 more; it was assumed 4 vacancies in the In-House Residential homes would be filled by 4 OOA placements but none were, 1 child was expected to move to a fostering placement after 12 week assessment but is now to remain in their current placement, a Parent & Child placement has continued beyond the 12 weeks assessment period, and the costs of a new placement from an SGO breaking down are yet to be picked up by another local authority.
103. Overall the outturn spend is £0.71m more than forecast at Q3 mainly due to the number of placements at the end of March being 14 more than forecast, and the costs of existing packages increasing. There are now 7 packages costing over £10k per week of

which 4 are due to the provider charging double as they cannot fill a vacant bed due to difficulties in matching to the child placed by DCST.

104. The budgeted placement cost for 2021/22 was £233,446 per annum but the actual average placement cost for 2021/22 was £250,578 per annum. The average placement cost for the 57 OOA placements at the end of March is £281,721 per annum; mainly due to the 7 packages costing of £10k per week, of which one is £15,750 per week. In the Trust's MTFS the budgeted placement cost for 2022/23, including a 4.9% inflationary increase, is £255,548 per annum.
105. The additional 14 OOA placements above the budgeted amount of 43 at 1st April 2022 and the current average cost of packages means a significant budget pressure will be carried forward into 2022/23.
106. The 2020/21 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) was carried into 2021/22. Funding for additional Care Ladder pressures of £0.93m identified in January 2021 was agreed by the Council in Q1; £0.53m of this additional funding is for OOA.
107. Based on the same assumptions as the previous year-end, the Care Ladder outturn assumes Covid costs of £2.14m for OOA of which £0.47m is funded via the original contract sum, £0.35m is funded from the additional funding; and £0.94m is funded from the £1.32m to cover DCST's Covid pressures agreed at Q1, which leaves a net Covid pressure of £0.38m.
108. **Out of Area (OOA) Placements Education (DSG) Funding – additional funding of £1.13m – increase of £0.07 since Q3**
109. 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 outturn is £4.21m; additional funding of £1.13m to the Trust to offset the OOA overspend but an increase to the pressure on the High Needs Block.
110. **Independent Fostering Agencies & In-House Fostering - £0.65m overspend – decrease of £0.06m since Q3 (£0.07m Covid; note £0.25 of Covid funding allocated in month 8)**
111. The combined outturn for Fostering is an overspend of £0.65m of which £0.07m is a Covid pressure above funding already received. The projected overspend has decreased by £0.06m since Q3 as IFAs reduced by 9 and In-House placements increased by 3 since the end of December 2021. The 2021/22 MTFS target by 31st March 2022 was a 35% / 65% split; revised at month 4 to 37.5% / 62.5%. At the end of March there are 393 foster placements; split 41.5% Independent Fostering Agency (IFA) and 58.5% In-House Fostering. The assumption in the Trust's MTFS for 2022/23 is that there are 367 foster placements at 1st April 2022, split 41% / 59%; therefore even though the % split is only slightly below target the increased activity will lead to a budget pressure being carried forward into 2022/23.
112. In addition to the revised split assumptions by year-end at month 4, an increase in IFA placements in 2021/22 (10 more than April 2021) rather than a reduction is also the reason for the fostering overspend. Funding for additional Care Ladder pressures of £0.93m identified in January 2021 was agreed by the Council at Q1; £0.40m of this

additional funding is allocated to Fostering.

113. Based on the same assumption as previous year-end, the outturn assumes Covid costs of Independent Fostering Agency (IFA) £0.49m and In-House Fostering £0.31m of which £0.24m is funded via the original contract sum, £0.24m is funded from the additional funding; and £0.25m is funded from the £1.32m to cover DCST's Covid pressures agreed at Q1, which leaves a net Covid pressure of £0.07m.
114. **16+ CiC Placements - £2.27m overspend – increase of £0.11m since Q3 (£0.30m Covid; note £0.03 of Covid funding allocated in month 8)**
115. Outturn is an overspend of £2.27m; an increase of £0.11m since Q3 mainly due to removing the assumption that 2 beds currently filled by UASC at Cantley SILS are filled by two expensive 16+ placements, and the assumption for the 3rd Keys property being ready was pushed back to 2022/23, offset by some existing package costs being reduced following reviews. Following the revised assumption regarding Cantley SILS the previously reported impact of the overspend being higher by £0.17m increased to £0.30m; the original assumption was that 2 expensive placements would move to these vacancies in September 2021.
116. There are currently 18 expensive 16+ packages ranging from, £2,534 to £7,661 per week (the highest package at Q3 was £9,758 per week); these cases are being reviewed in the same way as the OOA packages. As detailed above, and in separate reporting, the Trust is actively reviewing the potential move of high cost placements.
117. **Safeguarding Children - £1.26m overspend – increase of £0.22m since Q3 (£0.24m Covid)**
118. The reason for the overspend is due to increased staffing costs, mainly due to agency cover for vacancies, maternity leave and the retention of some agency SWs for longer (based upon demand / caseloads). Caseloads, particularly in Assessments, have increased recently resulting in additional resource being required via agency placements. The business case, which included £0.13m for an additional assessment team, £0.1m as unable to deliver IRO saving in 2021/22, and £0.1m to cover an increase to the agency hourly rate was approved by the Council except for £0.2m for agency social workers which has been reclassified as a Covid pressure.
119. **MTFS and key actions being taken to achieve efficiencies in 2021/22**
120. 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. There has been success with these initiatives, but increased caseloads and complexity of cases has meant that the anticipated efficiencies have not been met. That said, c.10 social workers left the Trust in 2021 compared to 35 in 2020; it could therefore be assumed that this initiative has seen a reduction is 25 agency if SW pay had not been increased. Additionally, the Trust has 18 ASYEs within the Trust.
121. 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, but the Social Work Academy, Keys to Your Future, a significant reduction in social workers leaving the Trust, and a review of therapy have been notable successes. The Trust will continue to actively review costs across a number of headings in 2022/23 (but noting Covid pressures will continue), such as:
- In House fostering has not increased significantly – Covid has impacted on the number of enquires we have had but work underway to review how we increase further, such as:

- Review of fostering offer – what support and benefits are accessible to carers
- Financial review of carer payments underway
- New marketing strategy
- Reviewing how partners can help, support and promote fostering for Doncaster via the Trust
- Reviewing how we might attract IFA carers to convert to the foster for the Trust
- Build and recruit specialist carers, such as Parent and Child Placements, foster carers for children with disabilities
- 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 interim HoS reviewing all OoA and 16+ Placements
 - Keys to Your Future has 4 children placed, and a further 4 properties identified
- 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 caseloads
 - reduced numbers of social workers leaving the Trust
- Future Placement Strategy Implementation
 - opening of the two-bed homes
 - registering Cantley (or the new 16+ home)
 - opening of a 16+ home
- The continued implementation of the changes to adoption allowances
- Other budgeted efficiencies being achieved include:
 - savings that accrue from homeworking
 - savings on IT, mobiles

122. **Benchmarking Information**

123. The Yorkshire Benchmarking data from January 2022 shows for Children’s Services:

- 8 of 9 Yorkshire LAs had an overspend in 2020/21
- All Yorkshire LAs are forecasting an overspend in 2021/22
 - 8 of 9 Yorkshire LAs forecast overspend has worsened in 2021/22
- 7 Yorkshire LAs have increased CiC in 2021/22, including the Trust
- Yorkshire LAs percentage of OOA to CiC has increased from 6.2% 2020/21 to 7.0%; Trust was 11.5%
 - 31 March 2022 Trust reduced to 9.6%, with FPS impacting on positively on 2022/23 and beyond
- On average, Yorkshire LA’s agency social workers increased in 2021/22 by 8%; Trust reduced by -14%
- In-House Foster numbers have remained stable on average for Yorkshire LAs and the Trust
- IFAs as a percentage of all foster children is 31% in Yorkshire LAs; Trust 44%
 - The Trust’s ambition is to reduce to 25% by March 2026

124. 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

125. **Activity in Quarter 4 2021/22**

126. The Trust was involved in the following activities in quarter 4:

- 11, 18 and 25 January - Fostering Information Drop-In Event at the EPIC Hub, Frenchgate
- 31 January – closing of the Trust Star Awards

- 1, 15 and 22 February – Fostering Information Drop-In Event at the EPIC Hub, Frenchgate
- 3 February – Time to Talk Day
- 7 to 11 February – Fostering and Residential Drop In Event at Lakeside Village
- 7 to 13 February – Children’s Mental Health Week
- 8 February – Safer Internet Day
- 17 February – Fostering Online Information Event
- 17 and 24 February – Staff Summits
- 1 to 7 March – New Family Social LGBT+ Adoption and Fostering Week
- 15 March – World Social Work Day
- 17 March – Fostering Online Information Event
- 18 March – CSE Awareness Day
- 21 and 22 March – Fostering Information Stand in Frenchgate

127. Activity in Quarter 1 2022/23

128. The following events are scheduled or have taken place in quarter 1:

- 21 April - Fostering Online Information Event
- 28 April - Trust Star Awards
- 3 and 4 May - Trust Staff Summits
- 9 to 22 May - Foster Care Fortnight
 - 9 May – Launch Event with Foster Carers
 - 11 May – Fostering Information Drop-In Event at the EPIC Hub, Frenchgate
 - 18 May – Fostering Information Drop-In Event at the EPIC Hub, Frenchgate
 - 12 May - Fostering Online Information Event
- 6 to 12 June – Carers Week
- June – Pride Month
- 14, 15 and 20 June - Trust Staff Consultation Events
- 23 June - Fostering Online Information Event
- 25 June – Armed Forces Day

129. Work will also be underway to support migration works of the Trust’s website and intranet across onto the council’s platforms.

130. IMPACT ON COUNCIL’S KEY OBJECTIVES

Outcomes	Implications
All people in Doncaster benefit from a thriving and resilient economy: Mayoral priority – creating jobs and Housing Mayoral priority: Be a strong voice for our veterans Mayoral priority: protecting Doncaster’s vital services	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.
People live safe, healthy, active and independent lives: Mayoral priority: Safeguarding our Communities Mayoral priority: Bringing down the cost of living	Ensuring children and young people are free and feel from harm are key ambitions of both the Council and The Trust.
People in Doncaster benefit from a	Delivering against the service delivery

Outcomes	Implications
<p>high quality built and natural environment: Mayoral priority: creating jobs and Housing Mayoral priority: Safeguarding our communities Mayoral priority: bringing down the cost of living</p>	<p>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>

131. **RECOMMENDED OPTIONS**

132. To note the report.

133. **RISKS AND ASSUMPTIONS [RM 20/06/2022]**

134. Risks and assumptions specific to the key performance indicator set, operational and financial context are identified in the body of this report.

135. **LEGAL IMPLICATIONS [RM 20/06/2022]**

136. There are no legal implications directly arising from this report except for the aforementioned amendments to contractual measures to reflect Covid.

137. **EQUALITY IMPLICATIONS [LE 20/06/2022]**

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

139. **HUMAN RESOURCE IMPLICATIONS [LE 20/06/2022]**

140. There are no specific human resources implications directly arising from this report.

141. **TECHNOLOGY IMPLICATIONS [RM 20/06/2022]**

142. There are no information technology implications directly arising from this report.

143. **HEALTH IMPLICATIONS [RW 20/06/2022]**

144. 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 the 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.

145. **FINANCIAL IMPLICATIONS [RM 20/06/2022]**

146. Included within the body of the report.

147. **CONSULTATION**

148. Consultation has taken place with key managers and Directors.

ACRONYMS

ASYE	Assessed and supported year in employment
BAU	Business as Usual
CAFCASS	Children and Family Court Advisory and Support Service
C&F	Child and Family
CiC	Children in Care
CiN	Children in Need
CP	Child Protection
CPP	Child Protection Plan
DCST	Doncaster Children's Services Trust
DfE	Department for Education
DMBC	Doncaster Metropolitan Borough Council
DSG	Dedicated School's Grant
EH	Early Help
IFA	Independent Foster Agency
IRO	Independent Reviewing Officer
KPI	Key Performance Indicator
LA	Local Authority
MASH	Multi-Agency Safeguarding Hub
MTFS	Medium Term Financial Strategy
OOA	Out of Authority
OSMC	Overview & Scrutiny Management Committee
PAFSS	Parenting and Family Support Service
PLO	Public Law Outline
PNC	Police National Computer
Qtr	Quarter
RAG	Red Amber Green
SGO	Special Guardianship Order
SILS	Semi-Independent Living Service

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Doncaster Council

Report

Date: 6th July, 2022

To the Chair and Members of the CABINET

Additional Investment Children's Social Care

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Rachael Blake, Portfolio Holder for Children's Social Care, Communities and Equalities	All	Yes

EXECUTIVE SUMMARY

1. Prior to the COVID-19 pandemic, Doncaster had seen a steady reduction in the number of children being looked after by the Authority, manageable number of children with a child protection plan and a relatively stable and sufficient number of in-house providers for foster care and residential home placements. However, over the last two years overall demand for Social Care Services has increased as has the complexity of needs that families are presenting with. This has led to more children needing to be assessed, protected and ultimately an increased number of children in care. The majority of this demand increase can be ascribed to the unintended consequences of COVID-19 but not all.
2. Recent inspection activity has concluded that there has been a decline in the quality of social work practice and it is important that this is arrested by the Council, DCST and the partnership. A comprehensive improvement plan is being finalised that is overseen by an Improvement Board and is accountable to a Transformation and Improvement Board, chaired by the Chief Executive of the Council and the Chair of DCST Board.
3. The Council has been committed, as the commissioner of Social Care Services, to ensure sufficient funding is available to address demand and quality pressures in the social care system as evidenced through one off investment in Autumn of 2019 and a significant investment during the budget setting for 2022/23 and previous years. The Council and DCST furthermore took a decision in March to start the process of transfer of children social care, back to the Council with a transfer date set for September 2022. However due to significant demand pressures, a rise in the complexity of presenting need, the fragile care market

and the decline in practice quality, it has become necessary to set out an improvement and transformation strategy to recover services to a good standard and beyond that will achieve better outcomes for children and evidence positive outcomes.

4. This report sets out the strategy and the investment required to stabilise the workforce and create the capacity for improvement. It also outlines the proposed changes to payments for foster carers to improve the in house offer and reduce the reliance on external placements.

EXEMPT REPORT

5. Not applicable.

RECOMMENDATIONS

6. Cabinet are asked to note the information in the report and approve the following:-
 - a) Allocation of £4.03m one-off non-recurrent funding, as detailed in the report to stabilise the workforce capacity and drive improvement.
 - b) Allocation of £0.84m ongoing recurrent funding for changes to foster carer payments, as detailed in report to improve the in-house offer and reduce the dependency on high cost independent foster care provision.
 - c) The proposed changes to the payments for foster carers, detailed in paragraphs 25 to 30 including the proposed additional skills payments to take effect from 1st September 2022; and
 - d) The financial handbook for foster carers provided at Appendix 2.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

7. The Council will continue to care for and protect the most vulnerable in society but it is inevitable that as the Council becomes a leaner organisation that citizens will see services delivered in new and different ways.

BACKGROUND

8. The demand for Social Care Services has historically been much higher in Doncaster than in comparison with our statistical neighbours, as detailed in the following table:

		2013	2014	2015	2016	2017	2018	2019	2020	2021
Number of Referrals	Doncaster	5798	6782	3725	4479	5275	5681	4781	4193	4870
	Statistical Neighbours	3206	3423.7	3753.2	3717.7	3317.3	3129.7	3256.7	3567	3069
Number of Referrals Rates Per 10,000	Doncaster	893.1	1043.8	571.5	685.6	804.1	862.5	719.5	626.6	723
	Statistical Neighbours	669.04	670.2	689.85	682.93	646.26	606.49	618.67	689.38	597.46
Children who are the subject of a CP Plan - Number	Doncaster	588	331	301	399	427	374	300	301	433
	Statistical Neighbours	205.2	252.8	245.3	251.8	270	297	312	334.2	297.1
Children who are the subject of a CP Plan -Rate Per 10,000	Doncaster	90.6	50.9	46.2	61.1	65.1	56.8	45.1	45	67.3
	Statistical Neighbours	42.57	53.93	49.03	52.13	56.51	60.2	62	67.41	59.4
Number of Looked After Children	Doncaster	500	502	479	484	514	568	532	506	547
	Statistical Neighbours	355	370.2	372.2	381.9	407.2	447.8	470.1	494.1	505.6
Children Looked After rate per 10,000 under 18	Doncaster	77	77	73	74	78	86	80	76	81
	Statistical Neighbours	696	72.5	73	75.8	82	90	95	100.8	101.7
children In Need rate per 10,000	Doncaster	509.4	344.6	356.1	381.1	403.4	441.3	408.4	364	368.5
	Statistical Neighbours	376.31	387.17	378.37	373.27	402.39	419.14	424.46	438.74	420.55
Open CIN Cases (excludes CP and CIC) as at 31st March	Doncaster			1345	1570	1606	1903	1716	1467	1350

9. During the autumn of 2019/20, the Council invested circa. £1m to meet the demand pressures identified on a temporary basis, which was effective for the period of the funding. It has been during this time that the Future Placement Strategy was also ratified to deal with increasing demand and ensure that the Trust and the Council draw upon the sufficiency statement to ensure appropriate capacity of placements (Foster Care/Residential Care; in-house/out of Authority) for our children becoming looked after. The Strategy has a focus on developing more in-house provision, i.e. recruitment of independent foster carers, residential homes and robust commissioning of placements for children with the most complex needs. However, there has been a change in the volume, profile and complexity of children coming into care, presenting at an older age with complex needs.
10. Recent years have presented children services within Doncaster with many challenges, not least the demand and complexity pressures as a direct consequence of the COVID-19 Pandemic. This, coupled with a decline in management oversight, practice quality and home working has resulted in a workforce that needs support through building capacity to stabilise current demand pressures and build confidence through a strong emphasis on practice improvement.
11. The 2022/23 council budget approved included significant additional resources for Children's Social Care of £8.5m. This included funding for the estimated placements based on current demand, unachievable savings and delays in the delivery of the Future Placements Strategy. This was in addition to the funding allocated in previous budgets to meet demand pressures which have continued to increase.
12. In addition, there are also significant savings included in the 2022/23 budget of £7.6m over the period of the MTFS, with £2.9m in 2022/23. Starting from the revised financial baseline position based on current activity, working across a number of operational areas to reduce spend and achieve best value. The overall strategy is based on the following high level principles:
 - Invest and champion prevention and early intervention.
 - Ensure that all partners play their part in prevention, early intervention and ultimately statutory safeguarding.

- Invest in the recruitment, retention and development of a permanent, high performing workforce who knows what good practice looks like.
- Support families to remain together for as long as possible.
- Ensure that children access high quality placements as near as possible to home. We can achieve this through having a healthy mixture of in-house and independent foster/residential placements.

13. The proposals covered through budget setting included the following areas:

- Continuing with the Future Placement Strategy and vision for all children to have a right to a family life and wherever possible they will be supported to live with their birth parents or family. Where this is not possible, they will live with nurturing and supportive families. If they cannot live in a family home, they will live in a Children's home, which replicates family life as closely as possible. It has the aim of increasing local foster care provision so we can keep children and young people closer to home and repatriated where appropriate as quickly as possible. Every effort will be made either to safely return children to their families or to ensure they have a permanent alternative family as soon as possible.
- Embedding Keys to your Future as we engage and support young people in preparing for adulthood, including supporting the transition to appropriate affordable accommodation and support with Education, Training and Employment (ETE)
- Improving quality and practice across our social care teams, reducing caseloads and improving referral pathways. As detailed in the budget proposals specific funding has been allocated for additional staffing to reduce caseloads and provide additional management capacity to give stability and drive the necessary improvement. The overall aim is to develop a learning organisation, with good oversight and practice, continuing the improvement journey with pace. Ensuring the practitioners have time and capacity to work with families, creatively and systematically, to support the change, which will also deliver savings
- Reducing the number of agency Social Workers by recruiting to vacancies and retaining our Social Workers, with particular emphasis on development, training, appropriate supervision and support. Continuing to develop the Social Care Academy is a key part of delivering on this aim
- Explore opportunities for alternative commissioning approaches, for example collaborating with neighbouring authorities to develop more specialist residential services where it makes sense. We will continue to support and challenge the independent market to achieve best value.

14. Since the budget was approved, good progress has been made in some of the above areas, for example the Keys to your Future. This project, a partnership with St Leger Homes, provides dual tenancies with a bespoke practice model designed for children leaving care. There are 8 properties planned in the first phase of the project, which will support 16 young people. 7 of which have already been secured, four of which are operational, with the remaining three in varying stages of refurbishment. So far the Keys project has supported eight young people to transition from care to independent settings. The combined previous costs of these young people's provision being £22k per week. It is envisaged that the project will be supporting its full allocation of 16 young people by the autumn.

15. However demand and complexity of need continues to be an issue nationally and

locally and further areas for practice improvement has come to light that needs close attention/intervention and urgent additional investment.

16. The LGA has provided a useful blue print for continuous improvement, which consists of 3 components, i.e. the enablers for continuous improvement; the characteristics of the improvement journey; and the practice conditions for success. These can all be found in Appendix 1 and forms the basis from which Doncaster's improvement plan is built out of. Out of the 7 key enablers for continuous improvement, 2 are relevant to this investment request:
 3. Engaging and Supporting the Workforce: change the rhetoric – avoid the 'blame game' and ensuing turbulence in staffing; articulate high expectations & ambitious goals; stabilise the workforce and develop from within.
 7. Judicious use of resources: ensure strategic and financial planning is aligned; invest where it is needed; sustain investment; and focus on long term priorities, i.e. as set out in point 12.
17. In order to improve practice (as set out in the conditions for success) a manageable case load for workers is important to ensure time can be spent with children, young people and families to fully understand their needs and to ensure effective, sustainable interventions improve the overall outcomes for children and young people. Small enough teams ensure that front line managers have good line of sight and know their workers and the families they work with well. Quality and improvement systems need to be robust and focused on cultivating a learning culture, supported by a relentless focus on recruitment, development and retention.
18. Foster Carers, Adopters and residential staff are an important component of the workforce. Good quality Foster Carers, Adopters and Residential Workers provide loving homes for our most vulnerable children and young people and therefore the offer to these cohorts need to be supportive and reflective of their importance. A review of Foster Carer allowances has revealed that further investment is required in this area, as detailed in paragraphs 25 to 30 below. It is also envisaged that the Adoption Allowance review will also require further investment, however this information is not available at this time and therefore will be subject to future reporting.

Improving quality and practice across our social care teams

19. A key element of the financial strategy for the 2022/23 budget, detailed above, is to ensure caseloads are manageable, with quality supervision and management in place to continue the improvement journey at pace.
20. The latest caseload data reveals that managers continue to oversee more cases than is reasonable, which in turn creates a culture where supervision is not driving outcomes for children and families at the necessary pace. In addition, some Social Workers are holding more than 25 cases, and this means that their ability to undertake meaningful direct work is significantly impacted, so to the quality of their assessments, plans and the overall quality of intervention.
21. Therefore additional one-off investment is essential to reduce social work caseloads, which is pivotal to the development of a relationship-based practice model and to enable improvement to be achieved at pace.
22. The aim is to achieve caseloads of no higher than between 16 and 18, with managers overseeing no more than 100 cases. There are a couple of exceptions to this, the Assessment service, for example, experiences regular variations in demand and as such, caseloads may sometimes be as high as 20.

The Inspiring Futures Team (IFT) also experiences variation due to Care Leavers over the age of 21 returning for short periods of support which can inflate caseloads for short periods. However, the overall investment will create manageable caseloads, allowing children and families to progress through the system more efficiently, thereby receiving the right support at the right time from the right team.

23. Unless, specifically highlighted, it is anticipated that the additional one-off investment for the following services is required for an initial period of two years. This will ensure additional capacity is provided to meet the current demand and immediate pressures. It will also enable further work to be undertaken to assess the future activity levels, including understanding the impact of the planned interventions.

- **Assessment Service £0.92m**– the current caseloads for the Assessment Service are significantly higher than required to drive improvement at pace. The Assessment Service is entirely demand led based upon referrals to MASH (Multi Agency Safeguarding Hub). Consequently, a reduction in caseloads in this area is contingent on a number of factors. Some of which are societal, for example, the pressure on families due to the cost of living crisis, the impact of COVID-19 and an overall increase in the complexities which families are presenting.

However, Early Help services throughout the borough continue to improve and the full implementation of the localities model will strengthen Early Help services further. Consequently, over time this should result in fewer children and families requiring assessment by statutory Social Care services.

The Assessment Service has benefited from a temporary fifth team (still in place) to support capacity issues and meet current demand. It is envisaged that retaining this additional fifth team will ensure caseloads remain manageable, and children are progressed in a timely way through the system.

- **ACPS (Area Child Protection Teams) £0.70m** – current demand has led to high caseloads and has impacted upon the quality of social work practice. Whilst there is work to be undertaken around internal threshold application, which has the potential to move some children to Early Help services, the overall demand, particularly in the South of Doncaster requires additional resource.

The 2022/23 budget included additional funding for three dedicated Team Managers, to enable management oversight to improve and smaller teams to be created. However, current caseloads require further resources to bring caseloads down to 16 per worker. This will support both recruitment and retention. It is also anticipated that the impact of more effective Early Help services and more timely intervention from the Assessment Team should have a demonstrable impact, reducing cases further.

It is proposed that a further new team is created in ACPS, which will ensure that caseloads are consistently maintained at between 16 and 18 children per Social Worker. This will allow for appropriate management support and oversight, which in turn will support better quality social work practice and improve the timeliness for children in terms of their journey through services.

- **Children in Care and Care Leavers £0.33m** – A key aspect of the improvement activity overall, is to instil a relationship-based practice model. This requires Social Workers having the time to build meaningful relationships

with children in order to help them achieve their full potential. The ILACS report indicates that weak management oversight and an absence of management challenge has resulted in poor quality planning for children in care. It was also noted that some children experienced frequent changes of social workers which means that they were not able to build meaningful relationships with their workers. To mitigate this, a new CIC team is required which will allow for caseloads of 16 children and appropriate levels of management oversight. This will ensure that the practice model can be effectively implemented, managerial oversight and challenge be consistently applied in all areas of the service and children's outcomes will be improved.

- **Inspiring Futures Team £0.37m** – Whilst support to Care Leavers was identified as an area of strength in the ILACS inspection, it was also noted that caseloads are too high for all Personal Advisors (PA's). A substantial number of PA's are holding caseloads more than 30 young people, many of which have significant needs.

In addition, Doncaster has seen a significant increase in the number of children in care, currently 592. It is estimated that the number of children supported by the Care Leaving service could increase by 100 in the next 2 years. This is without the increasing number of Unaccompanied Asylum-Seeking Children (UASC) and without being fully cognisant of the impact of Ukrainian nationals relocating to Doncaster, some of which will invariably be unaccompanied and are also likely to be traumatised by their experiences.

Consequently, a new team needs creating to address this demand and to create manageable caseloads which will allow the good practice currently delivered within the service to be maintained.

- **Legal Services £0.38m** – the increasing demand also requires funding for additional posts to reduce caseloads. The current resource does not support the development of the service strategically and there is little or no resilience during periods of annual leave or sickness. This further impacts on the timeliness of children's proceedings. The additional investment will support improved timeliness and create the capacity to develop the service strategically.
- **Quality, Performance and Standards £0.33m** – The Independent Reviewing Officer (IRO) service currently experiences higher demand due to social care practice within the system which does not support children leaving care, in a timely way when it is safe to do so. There is a need to bolster current capacity by increasing the number of IRO's, business support and introducing a dedicated Project Manager to oversee the production, revision and updating of policies and procedures. The IRO's are required for a period of 12 months to bridge the period when improvement activity is underway but has not yet led to the demonstrable reductions in the children in care population which is expected.
- **Centre for Excellence £0.22m** – This service is pivotal to the improvement journey. Increasing the management capacity will ensure there is adequate quality assurance and practice improvement capacity. There is also a requirement for short term capacity to support the implementation around the new supervision model. It is anticipated that following the initial training, it will

be necessary to undertake frequent Action Learning Sets to review the efficacy of the approach.

There is a demonstrable history of training being delivered without sufficient reviews of its impact. As an absolute key priority in the improvement journey, it is pivotal that the supervision model is successfully implemented and drives forwards outcomes for children and families. Consequently, dedicated Practice Development Social Workers will be recruited for a period of 12 months to support this activity.

- **Family Time Centre £0.10m** – Due to the increase in looked after children, contact services have also increased. Therefore, additional investment is required to increase the number of family time workers and reduce the caseloads, providing capacity to improve supervision and greater contact with families.
- **Specific Interventions £0.48m** – Additional investment for In-house therapeutic and psychological services, which will provide a better understanding of complex children and families through psychological formulation and assessment. The current service is highly over-subscribed and there are waiting lists for both cognitive functioning assessments and psychological assessments. This will involve the development of a new practice model which will effectively be a combination of a range of evidence-based interventions that are right for particular families at particular times. This includes systemic practice and without additional resource, it will not be possible to deliver these outcomes. It is also envisaged that this additional investment will enable future savings to be delivered on placements.

Additional targeted investment focused on working with girls who have had children removed before the age of 18.

The participation and advocacy offer also needs to improve as currently, capacity for this activity is challenging. The team currently fulfil all advocacy requests but participation activity is limited to a smaller group of well-established children in care forums such as Young Advisors, Children in Care Council and the Fostering Youth Club. Without further investment, it will be difficult to engage with children outside of these forums to better capture their voice and experiences of the greatest number of young people possible.

- **Investment in driving improvement £0.2m** – High quality managers who know what good looks like and have good leadership and management skills, is critical in driving improvement and evidencing positive impact on the lives of children and young people. It is therefore necessary to invest in the development of middle and senior management.

24. The overall cost of the above investment is estimated at £4.03m, which will be provided on a non-recurrent basis. This funding will be closely monitored to deliver the required improvements, evidence impact of the interventions and drive overall better outcomes for children and young people. Where funding has been agreed for a one-year period, the benefits will be assessed and future need identified.

Fostering Allowances

25. The strategy also includes increasing local foster care provision so we can keep children and young people closer to home and repatriated where appropriate as

quickly as possible. A review of child basic allowances and skills payment has recommended an increase in relation to these payments based on the rise in cost of living and ensuring competitive skills payments. This is an 'invest to save' strategy that will support better recruitment and retention of Foster Carers which achieves better value for money.

26. Foster carers are currently extremely dissatisfied with the current system of foster carer payments and enhancements. A full review has been undertaken in consultation with foster carers, as outlined at paragraphs 56 to 60, and changes proposed that will assist with retaining and attracting foster carers.
27. Details on the proposed changes are provided below, with the proposed updated arrangements outlined in the financial handbook at Appendix 2, which is a helpful format for stakeholders to refer to:

- a) Skills Based Payment Scheme – We need to ensure we have highly trained and skilled foster carers. Remuneration for carers is linked to their proven skills, experience and their training/qualifications. The scheme recognises that fostering is an increasingly professional task and is therefore designed to encourage and reward continued professional development. Connected persons foster carers are able to participate in the Skills Based Payment Scheme up to Level 2 subject to meeting the full criteria. Foster carers approved as specialist carers and Mockingbird Hub Carers will have their current skills fee honoured.
- b) The proposed changes to the additional skills payments for each level are detailed below (amounts shown per child per week):

Level 1	Current skills additional element per child	Proposed additional skills element per child
0 – 4	£0	£100
5 – 10	£0	£100
11 – 16	£0	£100
16+	£0	£100
Level 2	Current skills additional element per child	Proposed additional skills element per child
0 – 4	£16	£150
5 – 10	£22	£150
11 – 16	£44	£150
16+	£63	£150
Level 3	Current skills additional element per child	Proposed additional skills element per child
0 – 4	£118	£267
5 – 10	£149	£267
11 – 16	£197	£267
16+	£267	£267

- c) An additional fourth skill-based payment scheme is also proposed at £300 per child per week. The Level 4 scheme will include two new schemes, the first is parent & child assessment placements which span 12 weeks which currently are commissioned to external agencies. The outcome of the parent and child assessment placement is either that the parent moves into the community with their child, or the child is removed and placed with either connected persons or foster carers. The second scheme is an emergency/same day time limited

placement up to 28 days and will include a retainer of £100 paid to the foster carer when they have a vacancy to ensure the foster carer is on stand-by to accept a child/young person. This is an additional resource intended to prevent the use of unregulated and expensive externally commissioned placements for same day placements. There is interest and support from our foster care community for this scheme.

- d) The detailed criteria used when undertaking skills based assessments is set out in the proposed financial handbook for foster carers June 2022, provided at Appendix 2 at 2.5.2. These will be based on evidence provided in the carer's own portfolio and by the fostering team's assessment. The proposed assessment process to move up the skill levels is a marked change from current practice which is a discussion with unqualified staff and an advanced practitioner. Progression of foster carers in relation to skill levels is currently on hold as the current process is not robust enough and foster carers also do not feel this is a fair process.
- e) In addition, every foster carer must have an Annual Review chaired by an Independent Fostering Reviewing Officer (from the IRO service). Every three years this is presented to the Foster Care Panel and then to the Agency Decision Maker, however for the other two years this is presented straight to the nominated officer (Agency Decision Maker). In addition, the Service Manager will be provide a Regulation 35 report on the Fostering Service and will add details on any movements between the skills levels. This report is submitted to Council management team and Corporate Parenting Board. Finally, the Fostering Service is required under law to provide an Annual Report of its activities so the quarterly information will be collated to provide a 12 month overview.
- f) Foster carers should be encouraging children and young people to develop a custom of saving money for their future life needs. Therefore in future foster carers will be expected to save £5 per week per child from the fostering allowance to be placed in a savings account. The payment can be added to the child's Share Foundation: Junior ISA <https://sharefound.org> if the child has been looked after for 12 months or more, or it can be set up as a separate Junior ISA. When children leave their foster carer, for whatever reason and regardless of the length of stay, their savings must transfer with them. The child/young person's social worker will support the foster carers, together with the Supervising Social Worker, to assist the child/young person to open a bank account in the name of the child/young person wherever possible.
- g) TSD payments – foster carers currently receive a training allowance payment of £25 per week per household, following completion of the Training Support & Development Standards (TSDS). With the proposed changes to the additional skills payments it is proposed to withdraw this specific training allowance payment.
- h) Travel costs – It is proposed to return to the previous policy for travel costs, where the carer must meet the first 50 miles travel per child from the allowance payments. Examples of travel costs which the foster

carer would be expected to absorb within the fostering allowances would include (new section to 2.5):

- i) Normal trips for medical appointments;
- ii) Transport to and from school where the school is less than three miles from the foster home for secondary school;
- iii) Transport to and from school and nursery where the school is less than two miles from the foster home for primary age and below children;
- iv) Attendance at reviews, case conference and other meetings in relation to the child/ren placed;
- v) Taking and collecting a child from social activities.

Examples of travel which may be supplement by the Fostering Service are:

- vi) Travel to and from school nursery. Foster carers may claim mileage in excess of the first six miles of each return trip for secondary age children and mileage in excess of four miles for primary aged children;
- vii) Family time and transitions i.e., moving children to their permanent placement;
- viii) The cost of travel to and from hospital where the child has frequent appointments with a hospital consultant or specialist, including parking costs.
- ix) The cost of travel to and from the venue for training events including parking fees.

Where public transport is used, the same criteria applies in relation to what is eligible to be claimed.

- i) Birthdays, Christmas and festival costs are significant and foster carers should take care to celebrate festivals appropriate to the children in their care. An additional payment of one week's age related fostering allowance is proposed for both birthday/name days and Christmas/festival which are to be spent on the child. Birthday payments will be made the month before the child's birthday and Christmas/festival payment will be paid with the first payment in December.
- j) Holiday Allowance - An additional payment of two weeks age related fostering allowance is proposed, to be made for each child placed with foster carers at the start of the school summer holidays. The payment relates to the financial year April – March. The holiday allowance is paid to allow foster carers to take a child on holiday or to be used for holiday activities. It is an expectation of the Fostering Service that every child will have at least one holiday a year with their foster carers.
- k) Spectacles and contact lenses – It is proposed to introduce a reimbursement for foster carers for the cost of spectacles for children up to the value of £100 and the monthly cost of contact lenses for young people.
- l) Equipment and furniture provision - It is expected that foster carers will provide a furnished, carpeted and curtained bedroom suitable for a

child/young person placed with them. The intention of the equipment and furniture budget is to support newly approved carers with initial set up costs for essential furniture and equipment. A set up payment for a newly approved foster is proposed up to £350.

- m) Out of Hours foster placements - Foster carers who offer beds to the Emergency Social Services Team will receive a one-off payment of £60 in addition to the pro rata skills-based payment and child's allowance.
- n) Payments to Foster Carers subject to Allegations, Complaints or Concerns - When foster carers are subject to allegations, complaints or concerns where children have been removed from their care, they will receive a payment of £200 per week for up to 12 weeks. Fostering allowances will cease from the time the children are removed from the foster carers care. Foster carers are advised to budget their skills fee to allow for such eventualities.

28. The overall additional costs of the above changes is estimated at £0.842m, with the breakdown per element below:

	£'000
Skills payment	862
Travel costs	-20
Training	-115
Holiday allowance	138
Allegations payments for foster carers	-6
Equipment purchases	-17
Parent & child assessment foster care placement 12 weeks	32
Emergency/same day placement scheme for 28 days includes retainer	64
Total gross cost	938
Transfer budget from external placements	-96
Net cost – additional ongoing funding required	842

29. Approach to implementation will be through information sessions with all foster carers to ensure they understand the expectations of them at every skill level. This will take place over the summer with a proposed implementation date of 1st September 2022. This will allow financial systems to be amended, the Financial Handbook to be presented through a workshop to all stakeholders, all forms associated with payments to be updated and issued to all foster carers by 31st August 2022.

30. At this time there are no proposals to review payments for Special Guardianship or Child Arrangement Order payments.

OPTIONS CONSIDERED

31. Do Nothing – current budget remains in place, demand continues to increase which results in higher numbers of children and young people in care and greater pressure on finding placements. The need for high cost independent out of borough placements will increase.

32. Support the financial investment as set out above and changes to the foster care payments.

REASONS FOR RECOMMENDED OPTION

33.No further or immediate investment will perpetuate the increase in demand and complexity and continue to destabilise the workforce and be to the detriment of morale. Quality of services will continue to decline which is not in the best interest of children and families. By agreeing to the immediate investment it will signal to the workforce that the Council value their skills and expertise and want to create a working environment that is conducive to learning and development and high quality interventions with families.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

34. These are detailed in the table below: -

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> Better access to good fulfilling work Doncaster businesses are supported to flourish Inward Investment 	<p>By supporting children and young people as close as possible to their homes and communities, they will have a better chance at thriving in work and life.</p> <p>Stability in home life encourages and supports better engagement in learning which in turn improves their life chances.</p> <p>Through investing in services, families will receive the right service at the right time.</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> The town centres are the beating heart of Doncaster More people can live in a good quality, affordable home Healthy and Vibrant Communities through Physical Activity and Sport Everyone takes responsibility for keeping Doncaster Clean Building on our cultural, artistic and sporting heritage 	
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> Every child has life-changing learning experiences within and beyond school Many more great teachers work in Doncaster Schools that are good or better Learning in Doncaster prepares young people for the world of work 	
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> Children have the best start in life Vulnerable families and individuals have support from someone they trust Older people can live well and independently in their own homes 	

	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	
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RISKS AND ASSUMPTIONS

35. There is a risk that even if this investment is approved that the Council will not be able to fully recruit to level set out above. This is due to a national shortage of Social Care practitioners.
36. There is a risk that through the transfer of Trust employees to the Council a period of turbulence is experienced in the recruitment and retention of staff.

LEGAL IMPLICATIONS [Officer Initials: NC Date: 16/6/22]

37. The proposals contained within this report will contribute to the Council's compliance with a range of statutory duties relating to child safeguarding and looked after children, including duties under the Children Acts 1989 and 2004, the Children and Families Act 2014 and associated Regulations.
38. With regard to the specific proposals in relation to foster carer fees, the Local authority has a primary duty under s22 (3) of the Children Act 1989 to safeguard and promote the welfare of looked after children. The Authority also has a duty to ensure that, so far as possible that its looked after children are placed near their home and that their education or training are not disrupted. It also has to meet the National Minimum Standards for Fostering Services set by the Government and comply with the Fostering Services (England) Regulations 2011. To meet these requirements each foster carer should receive an allowance for the child which must be sufficient to cover the full cost of caring for each child placed with them and be reviewed annually.
39. With regard to the proposals for additional officers, section 112 of the Local Government Act 1972 allows a local authority to appoint such officers as are necessary for the proper discharge of its functions, on such reasonable terms and conditions as it thinks fit. Salary grade should be determined by job evaluation. It is advisable to set up any temporary contracts for a fixed term.
40. It is important that sight is not lost of the Council's recruitment, retention, and vacancy management policies, which should be followed.

FINANCIAL IMPLICATIONS [Officer Initials: AB Date 15/06/22]

41. As detailed in the body of the report the overall cost of one-off non-recurrent investment needed to stabilise the workforce capacity and drive improvement is

£4.03m; of which £3.27m of the investment is for two years and £0.76m is for one year. Where funding has been agreed for a one-year period, the benefits will be assessed and future need identified. The costs of the investment need to be managed within the overall funding envelope.

42. The one-off non-recurrent investment of £4.03m will be funded from the remaining balance of the Council's Covid-19 Earmarked Reserve £3.37m and £0.66m from Council-Wide centrally held budget (contingency).
43. The proposed changes to fostering carer payments will require ongoing recurrent funding of £0.84m as detailed in the body of the report and summarised in the table in paragraph 27. The required recurrent funding of £0.84m will be permanently funded from Council-Wide centrally held budget (contingency).
44. The proposed changes to the fostering carer payments will help to deliver a £2.29m savings target for fostering over the next three financial years, 2022/23 – 2024/25, from reducing the number of Independent Fostering Agency placements (IFA's) and increasing the number of In House Fostering placements.

HUMAN RESOURCES IMPLICATIONS [Officer Initials: KW Date: 16/06/22]

45. There are significant HR implications for the council arising from the report. As there is a proposed transfer of undertakings on 1st September 2022 all employees who were employed in the transferring services immediately before the transfer will automatically transfer from DCST (the transferor) to the council (the transferee) and the council will take over the rights and obligations arising from those contracts of employment. DCST will need to ensure that any appointments are reflected in updated due diligence information to the council. DCST will need to work with the council as to the timing of recruitment and terms on which posts are advertised and recruited to. All posts advertised from 1st July must be advertised on council terms and conditions and any recruitment of staff commencing after transfer must be offered and engaged by the council on its terms and conditions of employment.

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 15/06/22]

46. There are no anticipated technology implications in relation to this report. However, any technology requirements to support the identified improvements would require further consultation with Digital & ICT.

HEALTH IMPLICATIONS [Officer Initials: CW Date: 15/06/22]

47. Children who suffer adverse experiences are at increased risk of poor health outcomes in later life. It is well documented that looked after children in particular are more likely to suffer poor health and wellbeing outcomes than their peers. Several aspects of the proposed spend are likely to lead to better outcomes for children known to social care in general, but in particular those who require removal from the family home. Adoption can provide children with a stable home environment and trusted adults in their life, both of which are key to child development and to mitigating the effects of childhood trauma.
48. Other proposals to increase the therapeutic and psychological service offer for

families should be beneficial in addressing issues at a family level and provide children and families tools to navigate and build resilience to adversity.

49. Additional targeted investment focused on working with girls who have had children removed before the age of 18 should be linked closely with public health commissioned services to support the wider health and wellbeing of these vulnerable young women.

EQUALITY IMPLICATIONS [Officer Initials FT Date 15/06/22]

50. In taking this decision, elected members are reminded of their obligations under section 149 Equality Act 2010. This section contains the Public Sector Equality Duty (PSED) which obliges public authorities, when exercising their functions, to have 'due regard' to the need to: -

- a) Eliminate discrimination, harassment and victimisation and other conduct which the Act prohibits;
- b) advance equality of opportunity between people who share relevant protected characteristics and those who do not; and
- c) Foster good relations between people who share relevant protected characteristics and those who do not.

51. Protected characteristics are age, gender, disability, race, sex, sexual orientation, gender reassignment, religion or belief and pregnancy and maternity. Only the first aim of the PSED set out in paragraph (a) above applies to a further protected characteristic of marriage and civil partnership. Having due regard to advancing equality involves: -

- a) Removing or minimising disadvantages suffered by people due to their protected characteristic;
- b) taking steps to meet the needs of people from protected groups where they are different to the needs of other people; and
- c) Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

52. Elected members must consciously consider and have due regard to the three aims of the general equality duty when dealing with the recommendations contained within this report. The Council uses a simple due regard process to ensure due regard is considered and to support a transparent, effective process that is accountable to users and residents. Amongst others, the "due regard" will be informed by: -

- a) **Establishing the key equality issues across Doncaster (Equality Analysis)** – Our Equality, Diversity and Inclusion (EDI) Framework sets out in one place our EDI objectives and arrangements for embedding equality into everything we do. It outlines our commitment to EDI, and links directly to our strategic ambitions. Our budget proposals seek to limit the impact of budget cuts on the most vulnerable; and
- b) **Prioritisation and Planning** – Our key strategic budget themes specifically prioritise the needs of the most disadvantaged in our communities.

53. Equality implications have been carefully considered for the proposed changes to the foster carer payment arrangements and the Due Regard Statement is detailed at Appendix 3.

54. The impact on individual payments will be positive for all carers. Foster carers

accept that those on Level 3 caring for 16+ young people are the only group who will receive a minimal increase, recognising that the current payment is competitive. Informal discussion with foster carers confirms the view of the Focus Group with no challenge made to Level 3 16+ payments.

CONSULTATION

55. Foster carers have been informing the management team that they do not feel valued and upon further exploration, this has been based on the financial reward they receive under their contract for services as self-employed persons. Foster carers have been explicit in some of their demands such as the return of the four weeks additional child's allowance a year broken down into two weeks for summer holidays, one week for Christmas and one week for birthdays. In addition foster carers want to be appropriately rewarded for their skills, experience and knowledge and wish to be proud to be a Level 1, 2 or 3 carer, rather than children be deemed to be a certain level which is not respectful to the child.
56. Discussions have taken place with foster carers about the proposed removal of the TSD payments of £25pw, they understand it is a requirement to undertake TSD in order to be a foster carer and the reward is to be able to move up to the next skill level. Foster carers understood that we wish to use these funds towards reinstating the four weeks additional children's allowances. Foster carers understand this and are accepting of this proposal.
57. In discussions with the Doncaster Foster Care Association, agreement has been reached regarding our proposal to move foster carers down a skill level if they do not undertake the required training and engagement with the Fostering Service. Foster carers tell us they want to be recognised for their commitment and they want the same rules applied to all, they acknowledge that this is what our proposals will do. A level 3 carer will receive the same payment whether they are caring for a premature baby receiving oxygen or a 16 year old who is missing from placement, this has been warmly embraced by the fostering community.

Focus Group Engagement

58. A focus group of nine foster carers was held on 14th June 2022 consisting of potential foster carers in assessment, newly approved foster carers under 1 year and carers at level 1, 2 and 3 to enable good feedback to be gathered on the payment changes. The group consisted of women aged between 26-64 years, the majority identified as white British and black British foster carers were also represented. Seven of the foster carers were either married/co-habiting with two foster carers being single. Areas discussed:
- a) Child allowance - age related
 - b) Skill fees -not age related: Level 1 newly approved foster carers, Level 2 foster carers who have achieved TSD workbook; Level 3 experience carers usually five years +.
 - c) No change to payment at top of level 3.
 - d) Progression route explained to move up the levels determined by foster carer evidence / portfolio of evidence to support that level of experience with interview with Team Manager & Service Manager for Level 2 and Service Manager & Assistant Director for Level 3. This will enable progression but also ensure carers are supported to progress through a fit for purpose training programme.
 - e) The additional benefits for carers include: 2 weeks allowance in the summer for holiday, 1 weeks for birthday /name days (age related), 1

week for Christmas/festivals. These additional allowances are for the child, to be spent on the child, to ensure that every child has a holiday with their foster carers every year, that they have presents of value on their name days/birthdays and at their cultural festivals during the year.

- f) Discussed other proposals including: Glasses / contact lenses allowance, Specialists schemes, Emergency/same day placement 28 day scheme, Parent and child assessment foster placements, Children with disabilities/complex needs and 7% increase already applied in 2022/23 for inflation responding to the increasing prices.
- g) Expectations were made clear to the focus group including:
 - i) Expectation that every foster carer has a Professional Development Plans to support and promote their development and this is linked to the levels.
 - ii) Training has been moved to the Panel Advisor who has capacity to develop a training programme which includes mandatory training for each level, including refresher training every year
 - iii) All approved foster carers in the household have to undertake mandatory and refresher training to remain at their skill level
 - iv) If standards are not met carer will be moved back down levels

59. Foster Carers Views and Feedback received as part of the consultation include:

- a) Foster carers were engaged and asked lots of questions; their feedback is
- b) Feel training not been good but knows this is being sorted
- c) Training is not challenging enough more tick box exercises
- d) Want more advanced training such as 1001 critical days – delivered by NHS
- e) Sounds good; the splitting of children's money and carer skills fee is great and this change is positive although now need to pay tax
- f) Foster carers would welcome a workshop covering tax and National Insurance
- g) Really good about spectacle allowances
- h) Training – needs to be more flexible... evening for example
- i) As a level 2 looking after a baby the payment from £16pw is a huge leap; so very pleased
- j) Expectations regarding carers commitment to training and also being ambassadors for the Council's fostering service, feel this is appropriate and feel this level of expectation is right
- k) Really pleased – will support foster cares more and make then stay
- l) Love level 2 – will make such a difference
- m) Like emergency scheme – develop 28 day emergency scheme
- n) Felt too good to be true – waiting for the catch!
- o) Happy to do more if they feel valued
- p) Like the fairness / previous experience could be variable

60. This report has significant implications in terms of the following: -

Procurement		Crime & Disorder	
Human Resources	X	Human Rights & Equalities	
Buildings, Land & Occupiers		Environment & Sustainability	
I.C.T.		Capital Programme	

BACKGROUND PAPERS

Revenue budget 2022/23 to 2024/25, Council 28th February, 2022

[Revenue budget 2022-23.pdf \(moderngov.co.uk\)](#)

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

ACPS – Area Child Protection Teams

DCST – Doncaster Children’s Services Trust

EDI - Equality, Diversity and Inclusion

IFT – Inspiring Futures Team

LGA – Local Government Association

MTFS – Medium-term Financial Strategy

PSED – Public Sector Equality Duty

TSD – Training Support & Development

UASC – Unaccompanied Asylum-Seeking Children

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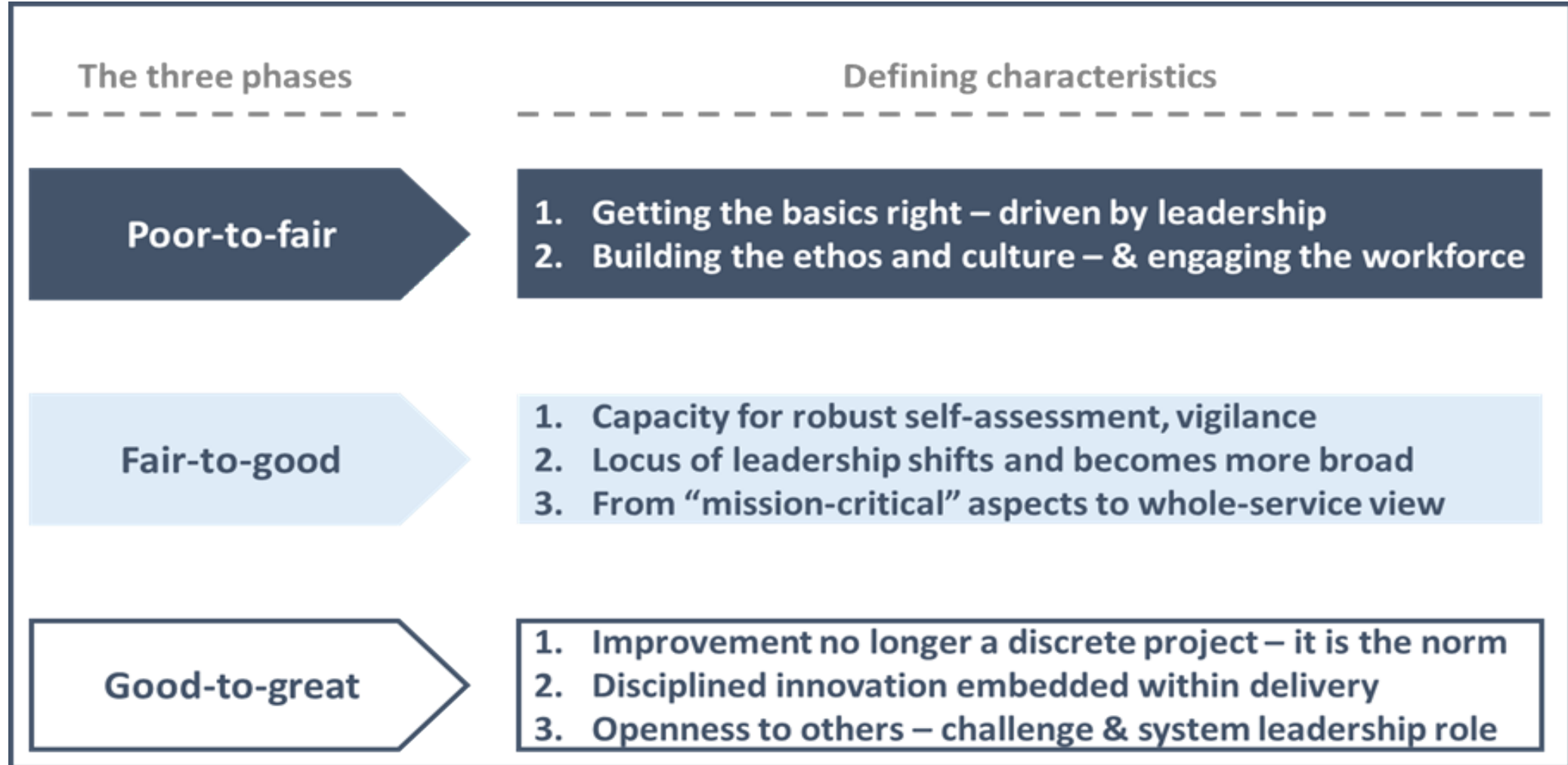
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Appendix 1

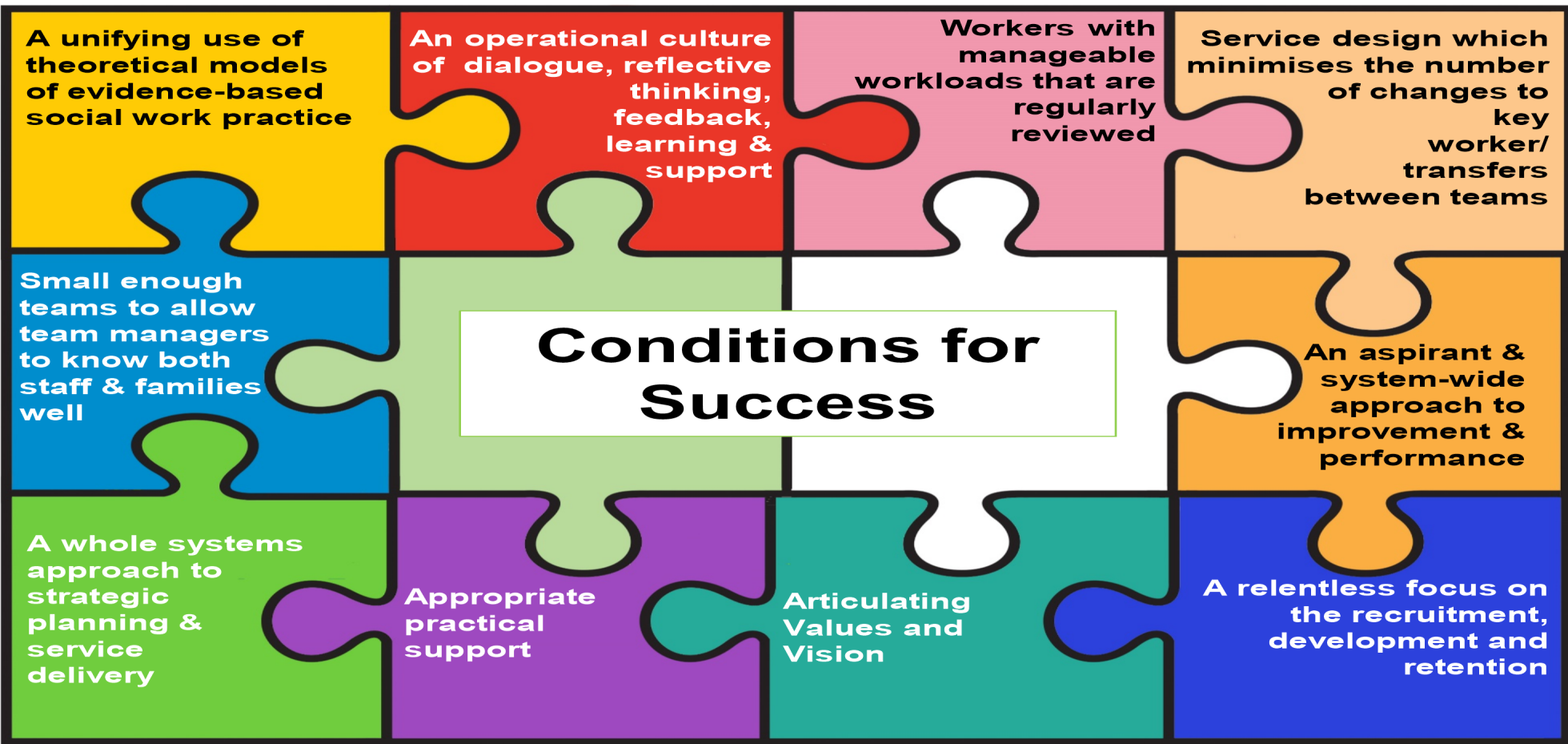
Enablers for continuous improvement



Characteristics of the improvement journey



Practice conditions for success



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Appendix 2

2.1 Introduction

Being a foster carer affects your finances in many ways and not just through the basic fostering allowances. Fostering Network has a range of excellent reference books on financial matters [The Fostering Network Publications - Overview \(fosteringresources.co.uk\)](http://fosteringresources.co.uk).

All carers who are members of the Fostering Network should receive copies of the Signposts in Fostering brochures as part of their introductory pack. The Fostering Service pays for membership of Fostering Network for all its appointed foster carers.

Children and young people who need to be looked after have special needs and some of these require specific financial or social resolution to support their ability to live in a family setting. This handbook clarifies our expectations of what the allowances are to cover as well as setting out the payment for skills and expectations relating to this. We acknowledge that the actual distribution of expenditure will vary somewhat from one placement to another and from one set of carers to another to reflect individual situations and needs.

Note: this financial handbook replaces all previous policies, papers and agreements

2.2 Payments to Foster Carers

Payments will normally be made directly into the carer's Bank or Building Society Account.

At the time of approval, carers will be asked to complete a form to confirm their choice of payment method and to authorise payments into their Bank or Building Society Account.

Payments are made on a fortnightly basis one week in arrears and one week in advance.

2.3 Foster Care Allowance

Fostering allowances, sometimes referred to as the child's allowances, is a weekly allowance paid for all children looked after in foster families whether they be mainstream or connected persons foster carers as well as Regulation 24 temporarily approved fosters, and are age related. The fostering allowances paid by the Fostering Services are set out below:

Age	Weekly Total	Daily Total
0-4	£155.15	£22.16
5-10	£171.20	£24.46
11-15	£195.81	£27.97
16+	£228.98	£32.71

The foster care allowance paid to carers is made up of an allowance for the care of a child and a fee for the tasks/skills you need to have or to support the development of these skills. The components are expressed in weekly terms but are not all weekly expectations. The fostering allowance and skills fees should be declared on your annual tax returns, for which the Payments Team provides a fortnightly statement and also an end of tax year statement. Extra allowances or reimbursements will also appear on this statement. You should keep a record and receipts for any unusual expenditure such as specialist equipment as this may also be tax deductible.

The following table is guidance provided by Fostering Network as to the breakdown of the allowance and how it should be spent, all figures are percentages of the full allowance.

Age	Food	Clothing	Transport	Personal	Household
0-4	34%	22%	8%	6%	30%
5-10	32%	26%	7%	8%	27%
11-15	32%	26%	11%	10%	21%
16+	30%	26%	9%	17%	18%

2.4 Breakdown of Foster Care Allowance

The allowance is to cover the cost of: -

2.4.1 Clothing and Footwear

Children should come to you with adequate clothing. They may not be 'fully clothed'. It may take some weeks to build up their clothing stock, however, if they are without significant items such as school uniform or a 'basic level of clothing' we will provide an initial clothing grant as follows:

0-11 year old (primary school)	- £150
11-17 year olds (secondary school)	- £250

Applications for the initial clothing grant can only be paid during the first 6 weeks that a child/young person becomes looked after. Applications for the initial clothing grant should be made via your Supervising Social Worker. If agreement has not been made by a Team Manager, then the carer will not be automatically reimbursed.

Payment for school clothing is only made when a child or young person is changing or starting a new school. All other replacement costs are expected to be made through the clothing element contained within the fostering allowance. The same applies to sports equipment and sports clothing. The school uniform grant is as follows:

0-11 year old (primary school)	- £150
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11-17 year olds (secondary school) - £250

Applications for the school clothing grant should be made via your Supervising Social Worker. If agreement has not been made by a Team Manager, then the carer will not be automatically reimbursed.

You will be expected to keep a child or young person clothed to a high standard with quality clothing, and the percentage of the fostering allowance to be used for clothing, in the table above reflects the need to cover for exceptional wear and tear and growth spurts, which can occur. Not all children will need this level of expenditure, others, exceptionally, may need more.

2.4.2 Food

A healthy and varied diet is an essential component of good care and a high percentage of the fostering allowance is allocated per week to provide quality fresh food and to assist you to provide for any other dietary needs a child or young person may have.

2.4.3 Household Costs

A percentage of the fostering allowance is to cover a proportion of the cost of your gas, water, electricity, telephone and council tax.

2.4.4 Pocket Money and Leisure

Children may place extra demands in terms of the need for outings, hobbies and activities that will aid their development within a family, and a proportion of the foster allowance should be used to pay for these and for the membership of a hobby or leisure club, and/or contribute towards the cost of a social activity at least once a week.

It is an expectation that foster carers will provide children with pocket money. Children may supplement pocket money by undertaking age-appropriate chores around the home. Foster carers with young children should use the pocket money allowance to cover the cost of these activities, comics, sweets etc. An amount saved from pocket money should be allocated towards encouraging savings (see savings below). Foster carers should exercise their own judgement on suitable amounts for age related pocket money appropriate to the child's needs.

2.4.5 Savings (new section)

Foster carers should be encouraging children and young people to develop a custom of saving money for their future life needs. Foster carers are expected to save £5 per week per child from the fostering allowance to be placed in a savings account. The payment can be added to the child's Share Foundation: Junior ISA <https://sharefound.org> if the child has been looked after for 12 months or more, or it can be set up as a separate Junior ISA. When children leave their foster carer, for whatever reason and regardless of the length of stay, their savings must transfer

with them.

The child/young person's social worker will support the foster carers, together with the Supervising Social Worker, to assist the child/young person to open a bank account in the name of the child/young person wherever possible.

2.4.6 Travel (returning to original policy)

You will have day-to-day travel in connection with your placement and a proportion of the fostering allowance is given to cover an average weekly mileage of 50 miles per child.

Examples of travel costs which the foster carer would be expected to absorb within the fostering allowances would include (new section to 2.5):

- Normal trips for medical appointments;
- Transport to and from school where the school is less than three miles from the foster home for secondary school;
- Transport to and from school and nursery where the school is less than two miles from the foster home for primary age and below children;
- Attendance at reviews, case conference and other meetings in relation to the child/ren placed;
- Taking and collecting a child from social activities.

Examples of travel which may be supplement by the Fostering Service are:

- Travel to and from school nursery. Foster carers may claim mileage in excess of the first six miles of each return trip for secondary age children and mileage in excess of four miles for primary aged children;
- Family time and transitions i.e., moving children to their permanent placement;
- The cost of travel to and from hospital where the child has frequent appointments with a hospital consultant or specialist, including parking costs.
- The cost of travel to and from the venue for training events including parking fees.

Where public transport is used, the same criteria applies in relation to what is eligible to be claimed. Car travel is currently paid at the rate of 40p per mile.

All claims made as outlined below must be authorised by a Team Manager.

Additional mileage which has been agreed must be claimed using a weekly mileage sheet and submitted to your Supervising Social Worker. **Mileage must be claimed within 8 weeks of accruing it.**

2.4.7 Personal Care and Equipment

A proportion of the fostering allowance is for the purchase of toiletries and items necessary to promote the development of self-esteem and good grooming.

2.4.8 Insurance/Exceptional Wear and Tear/Repairs/Replacements

The Fostering Service has insured carers for most eventualities except damage to your car. A proportion of the fostering allowance is to be used towards your own insurance costs, towards exceptional wear and tear, repairs and replacements, which occur e.g. replacement mattresses, washing machines, bed linen etc., and any excess on insurance claims.

2.4.9 Educational Support

A proportion of the fostering allowance is to be used towards educational materials, library and educational visits and support of the educational placement.

2.4.10 Hosting Meetings, Reviews and Contact

There will be a number of meetings held at your home and foster carers are expected to allocate some of the fostering allowance to provide basic hospitality i.e. a hot or cold drink.

2.4.11 School organised Holidays and Trips

Foster carers are expected to budget a weekly amount of the fostering allowance to cover the cost of school holiday and trips for the child or young person placed with you and where these are under £50 per holiday/trip it is expected that this is paid out of the fostering allowance.

The Fostering Service will consider meeting the cost of educational field trips and residential courses that are an integral and necessary part of the child's school curriculum. These requests must be referred to a Fostering Team Manager.

The Fostering Service is not able to meet the cost of school organised holidays such as ski-ing holidays which these will need to be discussed with the child's social worker.

2.4.12 Birthday and Festival Costs (new section – removed previously)

Birthdays, Christmas and festival costs are significant and foster carers should take care to celebrate festivals appropriate to the children in their care. An additional payment of one week's age related fostering allowance will be made to foster carers for both birthday/name days and Christmas/festival which are to be spent on the child. Birthday payments will be made the month before the child's birthday and Christmas/festival payment will be paid with the first payment in December.

2.4.13 Holiday Allowance (new section – removed previously)

An additional payment of two weeks age related fostering allowance will be made for each child placed with foster carers at the start of the school summer holidays. The payment relates to the financial year April – March. The holiday allowance is paid to allow foster carers to take a child on holiday or to be used for holiday activities. It is an expectation of the Fostering Service that every child will have at least one holiday a year with their foster carers.

Foster carers are not authorised to remove children from school for holidays

If foster carers are undertaking overseas travel then it is expected that adequate travel insurance must be obtained and a copy of the policy provided for the child's social worker. Appropriate consent is required for all trips where children will be taken out of the country.

2.4.14 Passports

The Fostering Service will cover the cost of a passport for each child placed with foster carers. Foster carers will be reimbursed using the usual process and must submit a claim form within **8 weeks** of paying for the passport.

2.4.15 Spectacles and contact lenses (new)

The Fostering Service will reimburse foster carers for the cost of spectacles for children up to the value of £100 and the monthly cost of contact lenses for young people.

2.4.16 Equipment and furniture provision (new)

It is expected that foster carers will provide a furnished, carpeted and curtained bedroom suitable for a child/young person placed with them. The intention of the equipment and furniture budget is to support newly approved carers with initial set up costs for essential furniture and equipment.

A set up grant for a newly approved foster is available up to £350.

When a child moves to an adoptive placement or to an alternative fostering placement then foster carers must ensure that clothing and other personal belongings are placed in suitcases or holdalls, bin bags are not acceptable and any foster carers found to use this practice will be subject to an early Foster Carer Annual Review. Foster carers must set money aside each week from the fostering allowance in order to purchase suitable luggage for children placed in their care.

2.4.17 Day Care

Foster carers undertaking day care (this does not apply to Mockingbird Hub Carers) will be paid at £3.50 per hour and is to be claimed on a weekly basis within **8 weeks** of the day care taking place.

2.4.18 Out of Hours foster placements (new)

Foster carers who offer beds to the Emergency Social Services Team will receive a one-off payment of £60 in addition to the pro rata skills-based payment and child's allowance.

2.4.19 Training for foster carers

Failure to attend nominated training that has been agreed with a foster carer may lead to the foster carers being charged for the place unless there is a justifiable reason for failing to attend. A charge of £50 will be deducted from the foster carers skill fee.

2.4.20 Child's admission to hospital

Foster carers will receive the full child's allowance and skills fee. The allowance paid is to reimburse carers for visiting, taking gifts and meeting the child/young person's personal needs. The frequency of hospital visits will be discussed with you and are most likely to result in daily visits.

Foster carers will also continue to receive the skill fee where the plan is for the child to return to the foster home upon discharge from hospital. If a child dies in hospital or in the foster home, which is due to their health needs and diagnosis, then the Fostering Service will continue to pay the skills-based payment for a further four weeks.

2.4.21 Payments to Foster Carers subject to Allegations, Complaints or Concerns (new)

When foster carers are subject to allegations, complaints or concerns where children have been removed from their care, they will receive a payment of £200 per week for up to 12 weeks. Fostering allowances will cease from the time the children are removed from the foster carers care. Foster carers are advised to budget their skills fee to allow for such eventualities.

2.4.22 Respite payments to foster carers

Foster carers are entitled to 14 days break a year. Standard 21.5 of the National Minimum Standards for Fostering Services (2011) states that "Foster carers are provided with breaks from caring as appropriate. These are planned to take into account the needs of any children placed".

Foster carers must inform their Supervising Social Worker at the earliest opportunity that they wish to take a break. The needs of the children must be taken into account as it is accepted that children under the age of 5 years and bridging placements for children with a Care Plan of Adoption should not move placement.

The Placements Team will, prior to any child being matched with a foster carer,

ascertain if the foster carer has any planned holidays/breaks which the proposed child would not be able to attend. If this is the case, then the child will not be placed with the foster carer.

Foster carers who do have children with complex needs will have priority to spaces within Mockingbird Hubs as they become available, as the support to both foster carers and children from the Hub Carer will promote placement stability.

Foster carers can choose to have their entitled break in a two week holiday or as weekends. If additional respite care is agreed at the Children in Care Review Meeting, then the substantive foster carer will receive payment for the first 14 nights only. The substitute foster carer will receive payment for the time the child is placed and with the expectation that the child's allowance is used on a pro rata basis as outlined in this chapter Respite carers will not be expected to buy clothing for any child placed with them on a weekend or two week holiday, this remains the responsibility of the substantive carer.

2.5 Payment for Skills fees

2.5.1 Skill Based Payments Scheme (changes proposed)

Doncaster Fostering Service is committed to ensuring we have highly trained and skilled foster carers. Remuneration for carers is linked to their proven skills, experience and their training/qualifications. The scheme recognises that fostering is an increasingly professional task and is therefore designed to encourage and reward continued professional development. Connected persons foster carers are able to participate in the Skills Based Payment Scheme up to Level 2 subject to meeting the full criteria.

The skill-based payment is paid when there are children in placement or when the specific circumstances set out in the guidance below.

Doncaster Fostering Service have previously sought to develop a specialist fostering scheme which has not developed. Foster carers approved as specialist carers and Mockingbird Hub Carers will have their current skills fee honoured.

There are three levels of Payment for Skills (recommended subject to approval)

Level 1	Skills Payment	Allowance	Total
0-4 years	£100	£155.15	£255.15
5 -10 years	£100	£171.20	£271.20
11 - 15 years	£100	£195.81	£295.81
16+	£100	£228.98	£328.98
Level 2	Skills Payment	Allowance	Total
0-4 years	£150	£155.15	£305.15
5 -10 years	£150	£171.20	£321.20

Doncaster Children's Services Trust* – Foster Carers Financial Handbook

*the information contained in this handbook will not change once the Trust returns to DMBC on 1st September 2022

11 - 15 years	£150	£195.81	£345.81
16+	£150	£228.98	£378.98
Level 3	Skills Payment	Allowance	Total
0-4 years	£267	£155.15	£422.15
5 -10 years	£267	£171.20	£438.20
11 - 15 years	£267	£195.81	£462.81
16+	£267	£228.98	£495.98
Level 4	Skills Payment		Total
Parent & child assessment placement	£300	Dependant upon child's age but likely to be 0-4 £155.15	£455.15
Emergency/same day placement scheme time limited 28 days	£300 when child is placed	Dependant upon child's age but likely to be 11-15 £195.81	£495.81
Emergency/same day placement scheme time limited 28 days Retainer payment when no child is placed but carer to remain on standby	£100		£100

A fourth skill-based payment scheme is currently being developed for two projects and will be ringfenced to a set amount of places.

Parent & Child Assessment Placements: There will be three placements available for this specialist piece of work which is designed to support parents to parent their own children. Foster carers who wish to be considered for this scheme will submit an expression of interest detailing their skills, experience and knowledge which will be assessed by the Team Managers together with a Service Manager. Specialist training will be offered to foster carers on this scheme prior to their first placement. High levels of support will be offered by the Fostering Service with the emphasis on joint working with health and social care colleagues.

Emergency/same day time limited placements limited to 28 days with consideration of up to 42 days in exceptional circumstances: There will be five placements available for this specialist piece of work which is designed to provide children and young people in crisis with warm, nurturing and accepting care for a fixed period of

time. During the time of placement, the team around the child will be meeting weekly to ensure that plans for the child/young person are progressed. It is anticipated that some children will return home within this timeframe with others moving to longer term foster placements with in-house foster carers. This is to enable the child/young person to retain links with their Emergency Carer and feel supported as they settle in their longer term placement.

The following sections set out the detailed criteria, which are used when undertaking skills based assessments. These will be based on evidence provided in the carer's own portfolio and by the fostering team's assessment.

Payment for Skill Scheme Outline

2.5.2

The length of experience of fostering will be measured from the date of the first placement.

As both members of a couple are approved as foster carers and both are required to attend Skills to Foster training, it is expected that both foster carers undertake mandatory training, but the primary carer will attend further training programmes. The fee level will be decided on the skills and training undertaken by the primary carer as long as both carers have undertaken mandatory training and are committed to undertaking refresher training for mandatory courses.

Foster carer reviews, to be attended by all foster carers approved within the same household, may identify areas of training which one or both should attend and it is a requirement to attend such recommended training in order that foster carers retain their current skill level payment. If foster carers do not attend the training recommended from their Annual Review, or as a consequence of any complaint, concern or investigation, then the foster carers will lose their entitlement to remain on their current skill level payment and will be placed at one skill level below their current skill level.

Connected persons foster carers can progress through to Skill Level 2 and mainstream foster carers can progress through to Skill Level 2 & 3 as they acquire the relevant skills, experience and qualifications.

Any carer wishing to move to a higher group should notify their supervising social worker in writing with the evidence to support their application. The foster carer will provide a portfolio of evidence which will be supported by analysis and comment by the Supervising Social Worker. The Team Manager will consider all Level 2 requests. Guidance for foster carers wishing to move up a skill level will be provided by their Supervising Social Worker.

In relation to a request to move to a higher skill level than Level 2, the Fostering Team Manager and the Service Manager Permanence & Sufficiency (or delegated Officer in their absence) will consider the assessment and recommendation by the supervising social worker.

Where an application to progress through the payments scheme is not supported by the supervising social worker or relevant manager, the foster carer has the right to

appeal this decision by stating in writing why they feel they should be awarded the higher skill level payment. This appeal will be considered the Service Manager Permanence & Sufficiency and the Assistant Director Children in Care & Achieving Permanence.

Foster carers who have previously been employed in registered/regulated (OFSTED) child care setting with direct responsibility for the day to day care of children with complex emotional and behavioural needs may accelerate through the skills based payment scheme if all the other relevant criteria for the group are met. This employment needs to have been for a minimum of two years and have ended no more than five years previous to the carer's registration of interest with Doncaster's fostering service.

The relevance of this experience must be reflected in the assessment and in the terms of subsequent approval; e.g. residential experience with teenagers may not be relevant to the task of caring for 0-4 yrs.

Foster carers who have previously been approved by a registered fostering agency and fostered children for a period of two years or more may accelerate through the skills based payment scheme if all the relevant criteria for the level applied for are met. This fostering experience will need to have ended no more than five years previous to the carer's registration of interest with this service.

Foster carers who have previously worked in residential child care with a registered agency for a period of two years or more may accelerate through the skill based payment scheme if all the relevant criteria for the group applied for are met. This work experience will need to have ended no more than five years previous to the carer's registration of interest with this service.

Doncaster's Fostering Service will reserve the right to move a foster carer to a lower group where the foster carer is considered responsible for not continuing to meet the requirements of their group. Examples of this may include non-attendance at training/development events identified through supervision, ceasing to contribute to the fostering services as identified in their skills-based assessment, attending any required refresher courses or paediatric first aid, or concerns about meeting the emotional needs of children looked after.

Failure to complete the TSD standards within the required timescales without reasonable cause will jeopardise continuing approval as a foster carer.

On the rare occasion where this action may be considered, any concerns will be raised and recorded in supervision with the foster carer and subsequently in the foster carers' annual review. This review can be 'brought forward' if appropriate. The foster carer has the right to appeal this decision by representation at foster panel through the foster panel procedures.

2.5.3 Skills Based Payment Scheme – Criteria

Level 1 Carers

Foster carers caring for children not previously known to them who have attended skills to foster training, successfully completed a full assessment, and have been approved through the Foster Care Panel process and who have less than six months experience of fostering.

Family and friends carers who are caring for a specific child who is previously known to them who have attended a skills to foster equivalent course, successfully completed a full assessment and have been approved through the Foster Care Panel process and have less than six months experience of fostering.

All foster carers who do not wish to progress further through the skills-based scheme.

The following are the minimum criteria for Group 1 carers:

- Successful completion of skills to foster training
- Attendance at support groups
- Pre-approval assessment portfolio
- Foster carers who have undertaken any training specified at the point of approval or subsequently through supervision, or annual review, which is identified as necessary by the supervising social worker.
- Foster carers who continue to demonstrate the following minimum skills in relation to the TSD standards:
 - Understand the principles and values essential for fostering children and young people
 - Understand their role as a foster carer
 - Understand health and safety, and healthy care
 - Know how to communicate effectively
 - Understand the development of children and young people
 - Keep children and young people safe from harm
 - Develop themselves as a foster carer

Level 2 Carers

These include:

Foster carers with more than six months recent experience of working with other people's children, either as a foster carer or in another professional capacity, and have completed the skills to foster training.

The following are the minimum criteria for Group 2 carers:

- Foster carers who have demonstrated evidence of competency in each of the basic standards for Group 1 carers.
- On target to complete the TSD Standards workbook and mandatory training within 12 months of approval.
- Support carers and connected carers will be expected to have completed the workbook and mandatory training within 18 months of approval.
- Attendance at Support Groups
- Foster carers who have undertaken any training specified at the point of approval or subsequently through supervision or annual review which is identified as necessary by the supervising social worker.
- Foster carers who have completed mandatory training:
 - a) Safeguarding children
 - b) Safer caring
 - c) Therapeutic Crisis Intervention for family care givers (3 day course)
 - d) Attachment
 - e) Level 3 Emergency Paediatric First Aid
 - f) Educational needs of children looked after
 - g) Valuing and promoting diversity
 - h) Reflective supervision for foster carers
 - i) Foundations for Growth

To remain eligible for Level 2, all foster carers must complete the mandatory training on a three yearly basis, in order to refresh their skills and knowledge in these key subject areas. Any foster carer who does not meet these training requirements will revert to Level 1 payments until all the training is completed.

Level 3 carers

These include:

Foster carers who meet all the relevant criteria for Group 2 carers and who, in addition, have a minimum of two years of fostering or residential experience and who also meet the other criteria for Group 3 carers:

- Foster carers who are able to evidence their skills and capabilities against the TSD standards
- Foster carers who have successfully completed all elements of the mandatory training programme
- Foster carers who attend Support Groups
- Foster carers who have undertaken any training specified at the point of approval or subsequently through supervision, performance appraisal or annual review which is identified as necessary by the supervising social

worker

- Foster carers who have completed satisfactory annual reviews
- Have NVQ Level 3 in Caring for Children and Young People/QCF Level 3 Diploma or equivalent.
- Four courses with AC Education as specified in the foster carers personal development plan.
- Work commitments that do not impact on the needs of the child looked after and the ability to prioritise the fostering task
- To be able to evidence the ability to care for a child or young person with risky or challenging behaviour

Foster carers who have and can provide evidence of the following six key skills in addition to those required for Level 1 and Level 2 carers:

- An ability to help children and families cope with loss and bereavement – this may be because of life threatening illness, separation through adoption, or loss of their family
- An ability to work closely with other professionals in carrying out individual therapeutic programmes, skills development, behaviour modification or educational programmes with children with appropriate supervision and consultation
- An ability to work closely with other professionals, sharing information, exchanging skills, and working under the guidance of, or in collaboration with, other professionals involved with the child
- An ability and willingness to assist with the recruitment of other foster carers
- An ability and willingness to assist with the training of other foster carers
- An ability and willingness to act as a formal mentor to other foster carers

There is no expectation that carers would undertake all these tasks at the same time. They will, however, need to demonstrate their ability to undertake them and be available and willing to do so depending on the demands of individual placements. This approach allows some carers to take on responsibilities for a supportive role in relation to other carers whilst some may choose to further develop their childcare skills.

If the fostering service is not using a particular carer's skills this does not signify that the carer should lose the Level 3 payment. **It is the agency's responsibility to use carer's skills appropriately.**

Specialist Fostering (Level 4) is being developed to include:
Parent & child assessment placements x 3
Emergency/same day 28 day placements x 5

This Level also includes the Mockingbird Project

The training pathway for these new schemes is currently being developed. The financial handbook will be re-issued to all carers once the training pathway has been finalised. It must be noted that foster carers applying for the level 4 scheme must be available on a full time basis due to the nature of the work.

2.6 Tax

N.B. There is a legal requirement that as soon as you receive a fee you must register with your local Tax Office as self-employed regardless of your personal circumstances.

An agreement has been made with the tax office to disregard a proportion of the fee. Fostering Network produce a useful leaflets concerning Income Tax and claiming benefits.

You will receive an annual statement at the end of the financial year and you may find it helpful to seek independent financial advice with regard to your tax position as a foster carer.

2.7 Insurance

As approved foster carers you are covered by Doncaster Metropolitan Borough Council's insurance policy for carers. In general terms the policy covers: -

- a) damage to carer's property caused by a foster child
- b) personal injury to carers caused by a foster child.

The insurance policy does not cover: -

- 1. An excess of £100, currently.
- 2. Damage caused by a child's parents, sibling or others in the course of contact.
- 3. Damage incurred through supportive lodging placements and children/young people who have been previously fostered and may still be visiting the home.
- 4. Loss, including theft, of cash (you are therefore advised not to keep large sums of money in the house and if you occasionally have to, you should ensure it is kept safely).

N.B. It is your responsibility to inform your insurance company that you are fostering, otherwise you may invalidate your buildings and contents insurance.

You are required to provide copies of your buildings and contents insurance on an annual basis, which will be kept on your fostering file.

If you need to make a claim you should, in the first instance, seek to claim from your own insurance. If unsuccessful, you should claim through Doncaster Metropolitan

Borough Council. Ask your Supervising Social Worker for a claim form and they will assist you in completing it.

The Fostering Service may make ex-gratia payments to cover those damage costs that are not covered through its insurance policy.

Membership of Fostering Network gives carers legal insurance cover for issues involving foster care and you should consult your Fostering Network membership pack for fuller details of this scheme.

An important leaflet covering this area is the Fostering Network signpost 'Foster Care and Insurance'.

2.8 Car Insurance

The insurance cover provided by Doncaster Metropolitan Borough Council does not cover damage to cars. Carers are expected to take out fully comprehensive car insurance. A copy of your current car insurance must be passed to your Supervising Social Worker annually.

N.B. Carers are advised that their car insurance is invalidated if they do not have current car tax and MOT for the vehicle.

2.9 Fostering Network Membership

Once you have been appointed as a foster carer you will be invited to become a member of Fostering Network. The Fostering Service will pay your annual subscription fee and provide you with a membership form to complete.

The Fostering Service will also pay for membership to New Family Social for our LGBTQ+ foster carers.

2.10 Overpayments

Overpayments to your fostering allowance occur when the information on a child's movement arrives after the payment cycle has started.

When an overpayment occurs, you will be required to repay the amount overpaid, but there will be negotiations with you regarding how the repayments are to be made.

2.11 Temporary absences

The fostering allowances will continue as per the arrangements for temporary absences provided it is intended that the child is to return to the foster home.

2.12 Contact points for queries

There may be occasions when you have queries about your fostering allowance.

Doncaster Children's Services Trust* – Foster Carers Financial Handbook

*the information contained in this handbook will not change once the Trust returns to DMBC on 1st September 2022

Any queries about payment should be directed to:
DCSTPaymentsTeam@dcstrust.co.uk.

However, it must be understood that the Payments Team dealing with fostering payments can only pay in line with this policy. In extenuating circumstances, where additional payments outside the scope of this policy are requested, this must be agreed by a Service Manager with a clear rationale recorded on the foster carers system file.

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EQUALITY, DIVERSITY AND INCLUSION

DONCASTER METROPLITAN BOROUGH COUNCIL

Due Regard Statement Template

How to show due regard to the equality duty in how we develop our work and in our decision making.

Due Regard Statement

A **Due Regard Statement** (DRS) is the tool for capturing the evidence to demonstrate that due regard has been shown when the council plans and delivers its functions. A Due Regard Statement must be completed for all programmes, projects and changes to service delivery.

- A DRS should be initiated at the beginning of the programme, project or change to inform project planning
- The DRS runs adjacent to the programme, project or change and is reviewed and completed at the relevant points
- Any reports produced need to reference "Due Regard" in the main body of the report and the DRS should be attached as an appendix
- The DRS cannot be fully completed until the programme, project or change is delivered.

<p>1 Name of the 'policy' and briefly describe the activity being considered including aims and expected outcomes. This will help to determine how relevant the 'policy' is to equality.</p>	<p>Foster Carers Financial Policy</p> <p>Foster carers are a valuable resource, increasing the number of in-house foster carers is essential to delivering our Future Placement Strategy and reducing our costs. In order to achieve this ambition the foster carer payment arrangements need to be commensurate and comparable to others. A benchmarking exercise has identified that the current offer is the lowest of the neighbouring local authorities and is not competitive with the Independent Fostering Agencies.</p> <p>The last review of foster carer skills payments was in 2016 when the emphasis was on skills progression with enhanced payments. This proposal removes the enhanced payments and introduces a flat rate of payment for all carers irrespective of the age of child they are fostering.</p> <p>Level 1 - Currently a skills payment is not awarded when a foster carer becomes approved by the Fostering Service irrespective of whether they are connected persons foster carers or mainstream. All other local authorities provide a Level 1 payment. This payment is to reflect that being a foster carer carries with it additional tasks and responsibilities which includes the completion of the Training & Development Standards within 12 months of approval, completion of mandatory training, attendance at children's meetings and their CLA Reviews as well as making themselves available for supervision with their Supervising Social Worker.</p> <p>Level 2 - Currently Level 2 payments are linked to the age of the child which is not felt appropriate as a premature baby who requires oxygen can be argued to be more challenging than an older child. The proposal is to bring this in line with private providers, and most local authorities, and pay a flat fee of £150pw per child. In order to move from Level 1 to Level 2 the foster carer will need to provide a portfolio of evidence which will be</p>
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	<p>appraised by senior managers. Under the new proposals, if a Level 2 carer does not continue to meet the criteria for the skills payment at their Annual Review, they will be given six months to complete the outstanding work and if they fail to do so they will be removed from Level 2 and placed at Level 1.</p> <p>Level 3 - Currently Level 3 payments are linked to the age of the child which is not felt appropriate for the reasons outlined above in Level 2. The fee of £267 per week currently only paid for carers who take 16+ children is competitive. Our proposal is to have this as a flat fee as if a Level 3 foster carer has worked hard to gain the skills, knowledge and experience to gain Level 3 skill payments then this should not be linked to any age of child but to the needs of the child. It is understood that the more challenging children will be placed with Level 3 foster carers. In order to move from Level 2 to Level 3 the foster carer will need to provide a portfolio of evidence which will be appraised by the Service Manager and Assistant Director. Under the new proposals, if a Level 3 carer does not continue to meet the criteria for the skills payment at their Annual Review, they will be given six months to complete the outstanding work and if they fail to do so they will be returned to Level 2 or even Level 1 if the shortcomings are serious enough. By being clearer about the expectations of becoming a Level 3 foster carer, the Service can better manage compliance in this regard.</p> <p>Creation of Level 4 – this level develops specialist foster carers for two schemes:</p> <ul style="list-style-type: none"> - Parent & child assessment placements (3 placements) - Emergency 28 day placement scheme (5 placements) <p>Currently these placements are commissioned from external providers at high cost. The service is confident that it can develop these two schemes which allow career progression for all foster carers. Entry will be via submission of expression of interest from all foster</p>
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	<p>carers who are available on a full time basis and have skills, experience and knowledge to provide excellent care for children and their parents.</p> <p>Payment Structure</p> <p>All foster carers will receive a flat fee which is dependent upon the skill level they have been assessed against. A clear training pathway is being developed and will be published at the end of July 2022. The training pathway will include evening, day time and on-line events and workshops to ensure that those carers who are in full time work can still access training courses needed to progress up to the next skill level. Whilst some training is mandatory, the training programme allows for individual interest with a vast range of on-line courses available to all foster carers. For foster carers who have difficulty in reading and writing or for whom English is not their first language, the on-line courses are undertaken with their Supervising Social Worker present, usually at their home, who will aid their comprehension of the topic. Face to face training courses are held jointly with the staff from the Fostering Service who provide discreet support to carers who need extra help with the course work.</p> <p>All foster carers receive a weekly allowance for the child/ren in their care which is above the Government's recommended minimum allowance, with the skill fee for the foster carer rewarding their commitment to developing their skills and experience. In addition our proposals will provide all foster carers the following payments:</p> <ul style="list-style-type: none"> • Four weeks children's allowance each year broken down to one week for birthdays, one week for Christmas and two weeks for the summer holidays to ensure that all children have a holiday with their foster carer every year • Mileage at the rate of 40ppm will be paid after the first 50 miles per child is deducted from the claim • A start up grant available to newly approved foster carers of £350 to buy equipment, toys, books and bedding prior to children being placed with them
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		<ul style="list-style-type: none"> • An emergency clothing grant of £150 for 0-11 year olds and £250 for 11-17 year olds will be available to all foster carers who have a child placed with them by the Out of Hours Emergency Duty Service • A school clothing grant of £150 for 0-11 year olds and £250 for 11-17 year olds will be available to all foster carers when a child is changing school or starting a new school • Foster carers will be reimbursed for the cost of spectacles for children up to the value of £100 and the monthly cost of contact lenses for young people once the NHS voucher has been spent • A one-off payment of £60 will be made to all foster carers who offer emergency placements including at evenings and weekend • When foster carers are subject to an allegation of abuse which results in the children being removed from their care, they will receive a flat fee of £200 for up to 12 weeks <p>By approving the recommendations for increased funding it is expected that the retention of existing foster carers will be stabilised as well as attractling potential foster carers to the Service.</p>
2	Service area responsible for completing this statement.	Doncaster Children's Services Trust – Fostering Service
3	Summary of the information considered across the protected groups. Service users/residents Doncaster Workforce	<p>The key deomographics of the Trust's Independent Foster Agency provided from the Mosaic Foster Carer Register are:</p> <ul style="list-style-type: none"> • Number – There are currently 134 Primary Foster Carers on the Register • Age – The age range of the current foster carer cohort is between 27 years and 74 years with the average age of 51.5 years and 86 Foster Carers being aged 50 or above (64.2%). • Gender – The Primary Foster Carer cohort is predominantly female 126 carers (94.1%) with only 8 males identified (5.9%)

		<ul style="list-style-type: none"> • Sexual Orientation – This is not formally collected. However, under new arrangements the information will be collated and reported upon. • Ethnicity: 121 Primary Foster Carers identify as White British (90.1%) with a further 6 identifying as White English/Welsh/Scottish/Northern Irish (4.4%). 1 Foster Carer identifies as a White Traveler (Level 1 as newly approved in January 2022), 1 as Black British (Level 2 as approved for two years) and 1 as White and Black Caribbean (Level 3 as approved 5 years+). The remaining 2 Foster Carers are undeclared / not known. • Religion and Belief - This is not formally collected. However, under new arrangements the information will be collated and reported upon. • Marriage/Civil Partnership – This is not formally collected. However, under new arrangements the information will be collated and reported upon.collected <p>We currently don't collect this data by skills level, although there will be the ability to collate and analyse this additional information, following full implementation of the improvement monitoring currently being developed.</p> <p>Ongoing consultation and feedback from Foster Carers through regular supervision meetings have identified that all primary foster carers remain unhappy with some aspects of the current financial offer, citing that there has been no increase in skill fees for many years, nor recognition for rising inflation. There is therefore no gender, age, sexual orientation or ethnicity bias on the finding.</p> <p>Feedback from Foster carers has identified their feeling of not being valued based upon the financial reward they receive under their contract and have suggested a financial proposal based on skills level. All foster carers are in full agreement on the areas discussed and support the proposals.</p>
4	Summary of the consultation/engagement activities	Ongoing feedback from Primary Carers is fed back through Supervising Social Worker Supervisions. Supervisions take place 6 weekly with all Foster Carer families.

		<p>On 14 June 2022 a focus group of 9 Carers was held which consisted of potential foster carers in assessment, newly approved foster carers under 1 year and carers at levels 1-3 to enable quality feedback to be gathered on the proposed financial changes. The Focus Group consisted of women aged between 26 to 64 years with white British and Black British Foster Carers represented. 7 of the 9 Foster Carers were either married / co-habiting with 2 foster carers identifying as single. In terms of feedback, all foster carers provided positive feedback on the financial proposals and the skills based payment levels.</p> <p>The proposals to increase the payment for skills and additional allowances applies to every foster carer irrespective of gender, age and ethnicity. No concerns were raised by foster carers in relation to gender, age and ethnicity and the proposals were warmly welcomed by all foster carers who attended the focus group.</p>						
5	<p>Real Consideration:</p> <p>Summary of what the evidence shows and how has it been used</p>	<p>Benchmarking has been undertaken and is provided in the report.</p> <p>The Trust's current financial offer for Foster Carers is the lowest of the neighbouring local authorities and is not considered competitive with the Independent Fostering Agencies.</p> <p>There is evidence Foster Carers are submitting intentions to leave the Trust which will have a significant financial impact, thus highlighting the need to review and update the current payment arrangements.</p> <p>The proposals also create two new schemes which all mainstream foster carers will be able to apply for as long as one of them is available all day. Interviews will be undertaken by the Service Manager and Team Managers to ensure foster carers understand the expectations of them. Initial discussions with foster carers have resulted in positive feedback with some foster carers stating they would apply for these schemes.</p> <table border="1"> <thead> <tr> <th>Issue</th><th>Resolution</th><th>Satisfaction with response</th></tr> </thead> <tbody> <tr> <td>Portfolio route rather than an informal interview for</td><td>All foster carers under these proposals will prepare their own portfolio</td><td>All foster carers were satisfied</td></tr> </tbody> </table>	Issue	Resolution	Satisfaction with response	Portfolio route rather than an informal interview for	All foster carers under these proposals will prepare their own portfolio	All foster carers were satisfied
Issue	Resolution	Satisfaction with response						
Portfolio route rather than an informal interview for	All foster carers under these proposals will prepare their own portfolio	All foster carers were satisfied						

		progression through the skill levels	and gather their own evidence prior to presenting this to senior managers by way of a formal interview	Foster carers reported they preferred this approach which will evidence good outcomes for children
		Training programme to be available which is challenging and interesting	Training programme is currently being developed and will be published by end of July 2022. The programme will include specialist training courses as well as a three day PACE attachment based training for all foster carers to attend	All foster carers were satisfied
		Mandatory training for all secondary foster carers	Mandatory training for all primary and secondary carers with refresher training being undertaken every year required to remain on their current skill level.	All foster carers were satisfied
		New payment for Level 2 foster carers – what is the catch?	It is expected that more foster carers will be assessed as Level 2 foster carers than any other skill level. There is no catch and the same process for all levels applies, in that the training pathway for each level needs to be undertaken and refreshed	All foster carers were satisfied and stated they 'loved' this Level

		every year to maintain Level 2 status	
	Paying tax and national insurance	All foster carers need to submit an annual return to HRMC and a large percentage of their fostering payments will be exempt from tax. Foster carers are self employed and are advised to take financial advice. Fostering Network provide specialist accountants who will be invited to foster carers support groups to explain their services and undertake a Q&A session	All foster carers were satisfied

The proposed changes to the Financial policy are based on all Foster carers having equal access to skill payment progression which is based purely on skills, experience and knowledge attained and the training will be available to all approved foster carers. A training record is kept and all foster carers have an individual Personal Development Plan which is reviewed annually by an Independent Fostering Reviewing Officer. Analysis is undertaken to ensure that everyone has equal access to opportunity and any findings will be addressed as part of the supervision meetings with foster carers as well as the Annual Report of the Fostering Service which is presented to the Corporate Parenting Board and also submitted to Ofsted.

Ethnicity: The proposed changes to foster care payment arrangements apply to all foster carers irrespective of ethnicity. No foster carers raised ethnicity as an issue during the consultation.

		<p>Gender: The proposed changes to foster care payment arrangements apply to all foster carers irrespective of gender. No foster carers raised gender as an issue during the consultation.</p> <p>Age: The proposed changes to foster care payment arrangements apply to all foster carers irrespective of age. No foster carers raised age as an issue during the consultation.</p>
6	Decision Making	<p>Senior representatives from DCST have met regularly with the Doncaster Foster Care Association (an independent organisation that represents the interests of Doncaster foster carers) who are in favour of the proposals.</p> <p>The focus group undertaken on 14th June 2022 resulted in all foster carers welcoming the proposals.</p> <p>The final decision in regard to the financial review of foster carers payments will be taken by Cabinet, DMBC.</p>
7	Monitoring and Review	<p>Additional monitoring information will be maintained in the future which will enable more effective monitoring at both individual and supervisory level. It is expected that this information will be regularly reviewed by the Service Manager Permanence & Sufficiency and Assistant Director of Children in Care & Permanence on a regular basis as well as through the Parenting Board on an exception basis. The Annual Report of the Fostering Service which is required to be submitted to Ofsted will provide an overview of the movement between the skill levels.</p> <p>The foster carer review process will consider whether the foster carer should remain at their level, progress to the next level or revert to a lower level. It is not expected that many foster carers will revert to lower levels but some may choose to do so. Expectations at level three will be high and some carers may decide to revert to level 2 and take less challenging placements. Foster carers who continue to meet expectations within their level will remain on that level.</p>

8	Sign off and approval for publication	<ul style="list-style-type: none">• By signing this statement off as complete I am confirming that I have examined sufficient information across all the protected groups and used that information to show due regard to the three aims of the general duty. This has informed the development of the activity.• I acknowledge that this statement accompanies a cabinet paper and will be published as part of the cabinet report publication process.• I acknowledge that the any Statement accompanying the cabinet report will also published on the Council website <p>Signed: <u>Rebekah Pearson</u> Dated: <u>20/06/22</u></p> <p>Interim Head of Service Corporate Parenting</p>
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Doncaster Council

Date: 6th July 2022

To the Chair and Members of Cabinet

Refresh of the Get Doncaster Moving (GDM) Physical Activity and Sport Strategy

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

EXECUTIVE SUMMARY

1. This report provides an overview and background for adoption of the refreshed Get Doncaster Moving (GDM) physical activity and sport strategy.
2. A review of the GDM strategy recommended a requirement to refresh the strategy to ensure that Doncaster's approach is relevant, fit for the future and aligned to current evidence to achieve 'healthy and vibrant communities through physical activity and sport'.
3. Following this review this report is being submitted to provide Doncaster with a vision until at least 2030 in line with the Doncaster Delivering Together Borough Strategy

EXEMPT REPORT

4. No

RECOMMENDATIONS

5. Recommendations are for Cabinet:
 - a. To recognise the important role that physical activity plays in tackling public health issues and improving the wellbeing of our population.
 - b. To adopt the refreshed GDM Strategy as the overarching document to support residents to be physically active, and ensure Team Doncaster partners provide all possible support to achieve the vision.

- c. To note the GDM Advisory Board and subgroups to oversee the delivery of the GDM Strategy.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. The importance of keeping active has been highlighted throughout the COVID pandemic, with local and national messaging on the importance of 'exercise' and physical activity for our mental and physical wellbeing, to reduce infection risk factors and support recovery. The evidence is overwhelming that moving our bodies, being active or taking part in sport has the ability to change people's lives.
7. Despite this, Doncaster has some of the highest physical inactivity levels in the country. Almost a third of adults in Doncaster do fewer than 30 minutes of moderate activity each week. For some people in Doncaster it is much harder to build physical activity into their daily lives than it is for others, and this is often due to factors outside their control.
8. We have asked people in Doncaster what physical activity and sport means to them. We found that it means different things to different people, some of the things we heard were:
 - a. Moving as part of everyday life – at home, school, work, in the community
 - b. Access to safe and enjoyable parks and open spaces
 - c. Access to fun, affordable and local organised activities
 - d. Socialising with friends, family and community
 - e. Safe spaces to walk and cycle
 - f. Playing out, and play for all ages
9. Doncaster's policies, places, spaces and people all need to work coherently as a 'whole system' to make physical activity an easier choice for all residents. This is a long term collective commitment to Doncaster's residents. The refreshed GDM Strategy has been designed to lead a coordinated approach that supports our whole population to change and sustain physical activity behaviour in a way that works with Doncaster Residents.

BACKGROUND

10. Over the last 5 years Doncaster has been working resolutely on addressing physical inactivity through Get Doncaster Moving (GDM), our 10 year strategy to increase levels of physical activity and sport across the Borough. The Strategy was first approved by Cabinet on the 23/01/18 via the 'Physical Activity and Sport Strategy & Sport England Local Delivery Pilot' paper.
11. Highlights of successes have included:
 - a. **Local Delivery Pilot (LDP) Investment** - Doncaster was selected, and continues to be, one of 12 places involved in the high profile, national LDP

programme funded by Sport England, which has secured over £8 million in investment for Doncaster so far.

b. Partnership and Collaboration

- i. Increase in the number of organisations across Doncaster working together to address inactivity
- ii. Strength of relationships between partners continues to grow stronger and newer relationships are based more on knowledge exchange and collective problem solving
- iii. Increased focus on community engagement and research to inform practice.

c. Insight and evidence

- i. We worked with experts in Behaviour Change to use COM-B to help us understand how physical activity behaviour is different in each of Doncaster's communities.
- ii. Appreciative Inquiry (AI), led by Well Doncaster, has ensured that our work is led by communities.

d. Active Communities - in partnership with Well Doncaster:

- i. Recruitment of 5 Community Connectors, hosted by Community Anchor Organisations, who support residents to access opportunities close to where they live.
- ii. Over 100 Active Communities Grants awarded to individuals and groups to increase support, access and opportunity for inactive people.

e. Doncaster Future Parks – capital and revenue investment secured for 15 Parks across the Borough:

- i. Community engagement on the first phase of sites has begun.
- ii. Green Space Network Coordinator has been appointed to support the huge network of people involved in maintaining and developing green space in Doncaster.

f. Leisure Facilities - in partnership with DCLT, work has continued to deliver investment into our leisure facility stock.

- i. Completion of the new Cycle track at The Dome
- ii. Works completed at Armthorpe and Hatfield
- iii. Phase one of the work at Askern is complete - decarbonising the building from coal fired boilers to air source heat pumps.
- iv. As this strategy is produced, we have commenced phase two of Askern refurbishment and are designing our investment in to Thorne, Edlington and Rossington sites.

g. Communications Campaigns

- i. 3 rounds of localised campaigns, featuring our local heroes, telling their stories about how they move where they live.

- ii. Partnership with Doncaster Mumbler has delivered a series of adventure trails in a number of parks.
 - h. **Dance**
 - i. Doncaster's first Dance Strategy
 - ii. A growing network of 'Dance On' activities across the Borough, in Partnership with darts.
 - i. **Walking**
 - i. Progress and impact from Doncaster Walking Strategy and action plans.
 - ii. 55 new Walk Leaders trained, to support existing and new community walking groups.
 - j. **Cycling**
 - i. Progress and impact from Doncaster Cycling Strategy and action plans.
 - k. **Children and Young People**
 - i. Set-up Doncaster PE & Active Schools Network, engaging with over 30 primary school teachers in development opportunities for their schools.
 - ii. Creating Active Schools Framework piloted in 5 schools and second cohort of 9 schools to take part in the next academic year
 - l. **Sport**
 - i. Delivery of a number of major and international Sport events, including The Tour de Yorkshire, UCI Road World Championships, England Red Roses and preparation for the Rugby League World Cup taking place in 2022
 - ii. Partnership with Leeds Beckett University to measure the social impact of the major Sport events that have taken place.
 - iii. Delivery of the Sport Participation Programme, supporting over 70 Sports Clubs with funding, qualifications, equipment and club development planning.
- 12. When the strategy was written in 2018, it was one of the first in the country to recognise a need to take a 'whole systems' approach. At the time, this was a new way of working, and there was a recognition that we needed to learn more about what this meant and how we would work.
- 13. Since then, a huge amount of delivery has taken place, progress has been made and we have learnt from new ways of working and our 'whole systems' approach, via the Sport England LDP. There has also been a significant amount of change since the strategy was written. Doncaster continues to feel the impact from the COVID pandemic, and in response we have a new Borough Strategy and a new national Sport England Strategy that positions movement, physical activity and sport to support local and national recovery.

14. To continue our long term collective vision, Doncaster needs a refreshed strategy to include movement, physical activity and Sport in one single strategic framework; that builds on 5 years of learning and aligns with both Doncaster Delivering Together (DDT) and Sport England strategies.
15. The strategy is aligned with the DDT 2030 timescales, and aims to:
 - a. Provide a vision and clarity for action on what is a complex issue.
 - b. Provide an advocacy document which will influence agendas and decision makers at community, Locality, Borough, sub-regional and national levels.
 - c. Outline six principles and ways of working to encourage more collaboration as residents, communities and organisations work together towards the same priorities and outcomes.
 - d. Focus resources, identify common purpose, and add value for thriving people, places and planet.
16. Priority actions have been identified through the strategy development process. They are linked to the policy themes and backbone support that we know is important to achieve the GDM vision. A number of headline priorities are already clear at Borough level. We will embed and integrate these themes and priorities into the four Locality Plans to be responsive to local solutions in a sustainable way. Therefore, more detailed action plans at a locality level will be developed to accompany this strategy.
17. As with the previous strategy, The GDM Advisory Board and subgroups will continue to oversee the delivery of the refreshed strategy. How we collectively work together is just as important as what we do. Through adopting the strategy we aim to build a strong partnership which all will support the delivery of the strategy aims and objectives and increase levels of physical activity.

OPTIONS CONSIDERED

18. Option 1
 - a. To recognise the important role that physical activity plays in tackling public health issues and improving the wellbeing of our population.
 - b. To adopt the refreshed GDM Strategy as the overarching document to support residents to be physically active, and ensure Team Doncaster partners provide all possible support to achieve the vision.
 - c. To note the GDM Advisory Board and subgroups to oversee the delivery of the GDM Strategy.
19. Option 2
 - a. Do not adopt the refreshed Get Doncaster Moving Strategy. This will:
 - i. Increase inactivity and further increase inequalities in health and wellbeing
 - ii. Encourage silo-working and a disjointed approach
 - iii. Jeopardise future opportunities to attract investment to Doncaster


20. Option 1 is the preferred and recommended option.

REASONS FOR RECOMMENDED OPTION

21. To undertake the recommended option will benefit the residents of Doncaster because it will ensure that Doncaster continues to be committed to making movement, physical activity and sport more accessible; and contributing to Thriving People, Places and Planet.
22. A strategy that is informed by the latest evidence, learning and impact will guide the next phase of Doncaster's Local Delivery Pilot, and continue to make excellent progress as to continue High profile, national programme Doncaster has been making excellent progress amongst the national pilot areas.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

23. Get Doncaster Moving is in a unique position to support all the Doncaster Delivering Together 'Great 8' delivery priorities. Plus, in this mutually beneficial relationship, the Doncaster Delivering Together priorities provide a contribution and drive for the Get Doncaster Moving strategy. Both offer a significant contribution to support the recovery from COVID, reduce inequalities and create a better borough through 'thriving people, places and planet'.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – negative overall	Neutral or No implications
 Tackling Climate Change	X			
Officer Comment [Officer Initials: JB Date: 01/06/2022] Ambition 7 in the GDM Strategy is Active Travel (walking, wheeling and cycling) – Doncaster is a place where people find it easy, safe and enjoyable to make journeys on foot, by bike and on public transport for work, pleasure and everything in between. Increasing the opportunities for people to get around by active travel will provide more pleasant streets, better air quality, lower carbon emissions and reduced congestion. This is therefore likely to reduce greenhouse gas emissions on a large scale. GDM Priority actions that will have a positive contribution: 1.1 Deliver the actions within the Doncaster Future Parks Plan, including 15 bespoke park plans. 1.2 Re-fresh Doncaster's stock of Leisure Facilities, to meet community needs				

1.5 Ensure Active Design is at the forefront of planning proposals so that natural and built assets meet the needs of local communities, wildlife and the environment whilst supporting movement, physical activity and sport.

1.6 Increase the land devoted to greenspace and nature (including developing a 'Great Yorkshire Fen') to support physical activity.

7.2 Take a test and learn approach to temporary and permanent street closures including School Streets and Play Streets.

7.3 Co-produce community led active travel schemes to embed active travel in our everyday lives, in particular short journeys by walking, wheeling and cycling and integrating longer journeys by using the public transport system.



**Developing the skills
to thrive in life and in
work**

X

Officer Comment [Officer Initials: JB | Date: 01/06/2022]

Ambition 2 in the GDM strategy is Active Education – education settings in Doncaster ensure every child and young person is active by embedding multiple physical activity opportunities throughout the school day to support wellbeing, academic achievement and positive behaviour.

The benefits of movement, physical activity and sport for health and wellbeing, individual development, cognitive function and productivity are widely known. GDM Priority actions that will have a positive contribution:

1.3 Use national and local evidence base, including community-centred approaches, when developing new, or making improvements to, children's play spaces.

2.1 Support every primary school pupil to be physically active for more than an hour a day.

2.2 Support schools across Doncaster to embed the Creating Active Schools (CAS) Framework with physical activity at the heart of school ethos, policy and values.

2.3 Engage with schools and offer strategic support, opportunities and training via the Doncaster PE and Active Schools network.

2.4 Implement the Healthy Learning, Healthy Lives programme in early years, schools and colleges including improving diet, nutrition and increasing physical activity.

6.3 Support social mobility by providing opportunities for people to access voluntary work, placements, apprenticeships and employment through engagement in movement, physical activity and sport.



**Making Doncaster the
best
place to do business
and create good jobs**

X

Officer Comment [Officer Initials: JB | Date: 01/06/2022]

Ambition 4 in the GDM Strategy is Workplaces – Doncaster’s employers encourage and support their people to be physically active throughout their day.


The benefits of movement, physical activity and sport for health and wellbeing, individual development, cognitive function and productivity are widely known. We continue to attract investment to Doncaster’s economy, supporting a wide range of organisations to provide sustainable and equitable services that support residents to be active. GDM Priority actions that will have a positive contribution:

3.1 Develop a whole workplace approach for people to be active throughout their day, informed by existing good practice.

6.4 Work across public and private sector organisations, businesses, residents and the voluntary and community sector to provide more equitable, inclusive and enjoyable local opportunities to be active.

Trade-offs:

- The Council must support the provision of physical activity and sport opportunities that are responsive to locality priorities and that involve local people in the leadership and delivery. We can reduce inequalities by supporting provision that is equitable, inclusive, sustainable and value for money. If we do not consider these values when investing, we risk making inequalities worse.

 Building opportunities for healthier, happier and longer lives for all	X			
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Officer Comment [Officer Initials: JB | Date: 01/06/2022]

The GDM Strategy is underpinned by a vigorous, relentless and compassionate approach to tackling health inequalities to create a fair and inclusive Borough. Too many of Doncaster’s residents find it difficult to build activity into their daily lives and this is often due to factors outside their control. The GDM strategy is clear that the social and physical environment that we live in can make it difficult for us to be active, and many actions included in the strategy take action to address this.

Ambition 5 in the GDM Strategy is Health and Care – physical activity will play a major role within health and care systems – through policy, process and practice – so that everyone in Doncaster can enjoy more healthy years of life.

GDM Priority actions that will have a positive contribution:

4.1 To develop new and strengthen existing relationships between health and care colleagues in line with new Locality and sub-regional structures.

4.2 Embed physical activity into health and care clinical pathways – prehabilitation, rehabilitation and treatment. For example, embedding movement and physical

activity opportunities within Doncaster's approach to Ageing Well, particularly Doncaster's Frailty Network.

4.3 Support for the health and care workforce to build strength-based conversations about physical activity in to their practice, and how to signpost to local and accessible opportunities.

4.4 Embed movement, physical activity and sports opportunities within Doncaster's approach to Social Prescribing; with a particular focus on dance, walking, cycling and activity within nature-based or 'green and blue' environments.

4.5 Embed physical activity within Health and Care research, including Adults Health and Wellbeing Action Research and the Born and Bred in (BaBi) Doncaster research cohort and outcomes.


5.1 Develop and deliver an engagement and communications plan to support consistent messaging so that local people have a high exposure to the campaigns and range of opportunities available.

5.2 Create a 'social movement' and a recognisable brand for movement, physical activity and sport across the Borough, with consistent and targeted messaging, campaigns and engagement.

6.1 Support complementary and sustainable community led programmes that are designed by local people in their local area using behaviour change theory, including understanding the connection between capability, opportunity and motivation.

6.4 Work across public and private sector organisations, businesses, residents and the voluntary and community sector to provide more equitable, inclusive and enjoyable local opportunities to be active.

9.2 Invest in 'physical activity in all policies' across the Borough and embed the approach across the Council and partners.

 <p>Creating safer, stronger, greener and cleaner communities where everyone belongs</p>	X			
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Officer Comment [Officer Initials: JB | Date: 01/06/2022]

Ambition 1 in the GDM strategy is Active environments, parks and facilities – everyone in Doncaster can enjoy being active in local places and spaces. The natural and built environment will be safe, accessible and inclusive for local people. We must provide the right environment if we want people to be active. The GDM Strategy is clear that we will take a 'whole of borough' approach, but ensure that resource is proportionate to the level of need. The strategy identifies three 'groups' who are likely to need a greater level of support; inactive people, people on low incomes and families with children.

GDM Priority actions that will have a positive contribution:

1.1 Deliver the actions within the Doncaster Future Parks Plan, including 15 bespoke park plans.

1.2 Re-fresh Doncaster's stock of Leisure Facilities, to meet community needs

1.3 Use national and local evidence base, including community-centred approaches, when developing new, or making improvements to, children's play spaces.

1.4 Influence decision makers to provide accessible and affordable community use of school sports facilities.

1.5 Ensure Active Design is at the forefront of planning proposals so that natural and built assets meet the needs of local communities, wildlife and the environment whilst supporting movement, physical activity and sport.

6.1 Support complementary and sustainable community led programmes that are designed by local people in their local area using behaviour change theory, including understanding the connection between capability, opportunity and motivation.

6.2 Enable and connect investment for local action through Localities commissioning approaches – joining up investments for shared outcomes.


8.2 To work strategically and collaboratively with National Governing Bodies of Sport (NGBs) to align to the GDM vision and ensure investment is targeted and aligned to local, regional and national strategies.

9.1 The Get Doncaster Moving vision and actions will be integrated into the four Locality Plans to contribute to local priorities.

10.1 Learn and develop ways of working with Localities structures for a whole population approach. We expect Localities Silver and Bronze teams to be guided by the Get Doncaster Moving strategy when making decisions.

Trade-offs:

- Doncaster Future Parks and improvements to Children's play spaces are likely to have ongoing maintenance implications.
- To attract investment from NGBs in to local facilities (e.g. Tennis and Football) will require long-term collaboration between various departments within the Council.
- May require additional knowledge, skills and capacity to ensure that Active Design is at the forefront of planning proposals

 Nurturing a child and family-friendly borough	X			
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Officer Comment [Officer Initials: JB | Date: 01/06/2022]

Children, young people and families are a priority focus for the GDM strategy, and the strategy strongly aligns with the priorities set out in both the Children and Young People's plan and the Education and Skills Strategy.

Ambition 2 in the GDM strategy is Active Education – education settings in Doncaster ensure every child and young person is active by embedding multiple physical activity opportunities throughout the school day to support wellbeing, academic achievement and behaviour.

GDM Priority actions that will have a positive contribution:

- 1.1 Deliver the actions within the Doncaster Future Parks Plan, including 15 bespoke park plans.
- 1.3 Use national and local evidence base, including community-centred approaches, when developing new, or making improvements to, children's play spaces.
- 1.4 Influence decision makers to provide accessible and affordable community use of school sports facilities.
- 1.5 Ensure Active Design is at the forefront of planning proposals so that natural and built assets meet the needs of local communities, wildlife and the environment whilst supporting movement, physical activity and sport.
- 2.1 Support every primary school pupil to be physically active for more than an hour a day.
- 2.2 Support schools across Doncaster to embed the Creating Active Schools (CAS) Framework with physical activity at the heart of school ethos, policy and values.
- 2.3 Engage with schools and offer strategic support, opportunities and training via the Doncaster PE and Active Schools network.
- 2.4 Implement the Healthy Learning, Healthy Lives programme in early years, schools and colleges including improving diet, nutrition and increasing physical activity.
- 7.2 Take a test and learn approach to temporary and permanent street closures including School Streets and Play Streets.



**Building Transport
and digital
connections fit for the
future**

X

Officer Comment [Officer Initials: JB | Date: 01/06/2022]

Ambition 7 in the GDM strategy is Active Travel (walking, wheeling and cycling) – Doncaster is a place where people find it easy, safe and enjoyable to make journeys on foot, by bike and on public transport for work, pleasure and everything in between. Increasing the opportunities for people to get around by active travel will provide more pleasant streets, better air quality, lower carbon emissions and reduced congestion.

GDM Priority actions that will have a positive contribution:


- 7.1 Strengthen and grow the Active Travel Alliance, who will be principally responsible for the implementation, governance and monitoring of the associated strategies and plans.
- 7.3 Co-produce community led active travel schemes to embed active travel in our everyday lives, in particular short journeys by walking, wheeling and cycling and integrating longer journeys by using the public transport system.

7.4 Review, refresh and support the delivery of the Get Doncaster Walking strategy.

7.5 Support the delivery of the Get Doncaster Cycling strategy.

Trade-offs:

- Delivery of future Active Travel schemes will require a collaborative approach across Residents, the Council and Team Doncaster partners.

 Promoting the borough and its cultural, sporting, and heritage opportunities	X			
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Officer Comment [Officer Initials: JB | Date: 01/06/2022]

Ambition 8 in the GDM Strategy is Sport, Dance and Culture for all – equitable access to formal and informal sport, dance and cultural activities is the norm across Doncaster at every stage of life. Inclusive, fun and high-quality opportunities at all levels allow talent to flourish. More major sporting and cultural events take place in Doncaster – both large scale and at a grassroots level.

GDM Priority actions that will have a positive contribution:

8.1 Ensure all voluntary sector led sports clubs have the tools they need to develop sustainable and thriving organisations.

8.2 To work strategically and collaboratively with National Governing Bodies of Sport (NGBs) to align to the GDM vision and ensure investment is targeted and aligned to local, regional and national strategies.

8.3 Attract major cultural and sporting events to Doncaster that can promote civic pride and maximise social impact to make communities happier and healthier places, where people want to live.

8.4 Establish Doncaster Dance Alliance, who will be principally responsible for the implementation, the governance and monitoring of the recommendations of Doncaster's Dance Strategy.

9.6 Ensure support for movement, physical activity and sport is considered as part of place-based investment planning at a local, South Yorkshire and national level.

Further Implications	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – negative overall	Neutral or No implications
Fair & Inclusive	X			

Officer Comment [Officer Initials: JB | Date: 13/06/2022]

For some people in Doncaster it is much harder to be active than it is for others. People who are most impacted by health, social, economic and other inequalities are likely to find it harder to be active than people who face the least inequality.

The GDM Strategy is centered around tackling inequalities that impact engagement in movement, physical activity and sport. The Strategy commits to making a significant contribution to all 6 goals of the Doncaster Delivering Together Strategy; and there is a strong alignment with the Fair and Inclusive goal.

The GDM strategy aims to reduce inequalities by:

- Providing a vision and clarity for action on what is a complex issue.
- Providing an advocacy document which will influence agendas and decision makers at community, Locality, Borough, sub-regional and national levels.
- Outlining six principles and ways of working (see section 7) to encourage more collaboration as residents, communities and organisations work together towards the same priorities and outcomes.
- Focusing resources, identify common purpose, and add value for thriving people, places and planet.

Legal				X
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Officer Comment [Officer Initials: SRF | Date: 27/05/2022]

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

Financial				X
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Officer Comment [Officer Initials: EP | Date: 26/05/2022]

There are no direct financial implications arising from this report.

Doncaster previously secured £2.64m funding from Sport England to deliver the first 3 phases of the Local Delivery Pilot (LDP). Additional Sport England funding of £6.925m has been secured for phases 4 & 5 to deliver key proposals and was approved by cabinet on 11/08/20.

Additional funding may need identifying to deliver the Get Doncaster Moving (GDM) strategy long term, and further reports may be necessary, subject to financial procedure rules.

Human Resources				X
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Officer Comment [Officer Initials: EL | Date: 27/05/2022]

There are no direct HR implications in relation to this report.

Technology				X
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Officer Comment [Officer Initials: PW | Date: 27/05/2022]

There are no specific technology implications in relation to this report. However, any requirements for new, enhanced or replacement technology to support the delivery of the Get Doncaster Moving (GDM) Physical Activity and Sport Strategy will need to be considered and prioritised by the Technology Governance Board (TGB).

RISKS AND ASSUMPTIONS

24. Successful delivery of the strategy is reliant on many partners coming together and working in synergy to deliver the outcomes. There is always a risk that bringing such

a wide group together could result in a disparity in opinion with competing priorities working against each other.

25. We expect Localities Silver and Bronze groups to be guided by the Get Doncaster Moving strategy when making decisions.

26. To alleviate the risk and deliver a system that works for all, sufficient resource is available in the backbone function described within the strategy

CONSULTATION

27. The strategy has been developed using a range of primary and secondary sources of evidence, including:

- a. Resident insight gathered through Doncaster Talks, Well Doncaster Appreciative Inquiry and the GDM Resident Panel,
- b. The GDM Strategy Review
- c. Meetings with a range of colleagues, stakeholders and strategic leads across a number of organisations who will be involved in the delivery of the strategy.

28. The strategy was written in conjunction with Yorkshire Sport Foundation, Sport England and has been endorsed by the Get Doncaster Moving Advisory Board.

BACKGROUND PAPERS

2. GDM Strategy Review
3. GDM Refreshed Strategy 2022

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

4. GDM – Get Doncaster Moving
5. LDP - Local Delivery Pilot

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DRAFT

Get Doncaster Moving for thriving people, places and planet: A vision for healthy, vibrant communities through movement, physical activity and sport

1. Introduction

Foreword

In the four years since we launched our first Get Doncaster Moving strategy, we have seen the world change in ways none of us could have anticipated. The covid-19 pandemic upturned all of our lives and as the dust begins to settle, we can begin to take stock of the long lasting impact this has had on our collective mental and physical health and wellbeing.

‘What does Get Doncaster Moving mean to you’ quotes placed throughout the document – see appendix A (p.19).

We know that some of Doncaster’s communities have very low levels of residents participating in physical activity, sport or regular movement. We also know that these same communities often face other challenges such as economic deprivation. These challenges have only been exacerbated by the pandemic, giving us all an even more pressing and urgent need for change to happen.

Using the learning we have gathered from our work to date, and crucially, by listening to our partners, network and residents, we have updated the Get Doncaster Moving strategy to ensure that we are collectively prioritising and resourcing the actions which can create the most positive impact and enable more people in Doncaster to live an active life.

Our systems change approach and adopting new ways of working to increase physical activity in Doncaster was a step change for us all back in 2018. It recognised the stubbornness and complexity of the challenge at hand, and that a long term view was needed in order to work towards real and lasting change.

This approach enabled us to access support and funding that has helped Get Doncaster Moving become more than a strategy, but a way of working that has true impact and influence. Get Doncaster Moving became one of Sport England’s 12 Local Delivery Pilots, enabling us to work deeply within our communities, to grow together and to ensure that our actions are resident led. Residents are the experts in their own unique communities, and the challenges and opportunities within them. Equally important is our continued work with decision makers to influence and create opportunities for residents to be more physically active where they live.

We have also seen, and continue to see, increased capital investment into our leisure facilities, and following our hosting of the initial Tour de Yorkshire, have continued to grow our ability to host international sports events.

But despite all of this success, there are deep rooted challenges remaining. Doncaster residents have the right to be able to access opportunities for physical activity, sport or movement where they live, and the barriers stopping more people doing this need to be fully understood and removed. This can

only be achieved together and our updated strategy highlights what we will focus on next, to work towards this important goal.

As we expressed in the initial strategy, *“we hope many others will join our quest to encourage everyone in Doncaster to enjoy the benefits of being physically active in their day to day lives”*. This still stands today and probably more so, as all do our bit to work towards a thriving place, people and planet.

2. An active Doncaster

Why moving matters

The evidence is overwhelming that moving our bodies, being active or taking part in sport has the ability to change people’s lives. Almost daily, further research and evidence is published that highlights the positive effects that movement, physical activity and sport can have on physical and mental wellbeing, individual development, social and community cohesion, economic development and environmental sustainability outcomes. Positioning an active Doncaster at the heart of the Borough priorities means we can focus our resources and investment to contribute to wider outcomes and inequalities. The approach is much more than a set of interventions, its an approach that uses tools and actions to create the environment for the wider ‘system’ to come together to generate Borough wide benefit and impact.



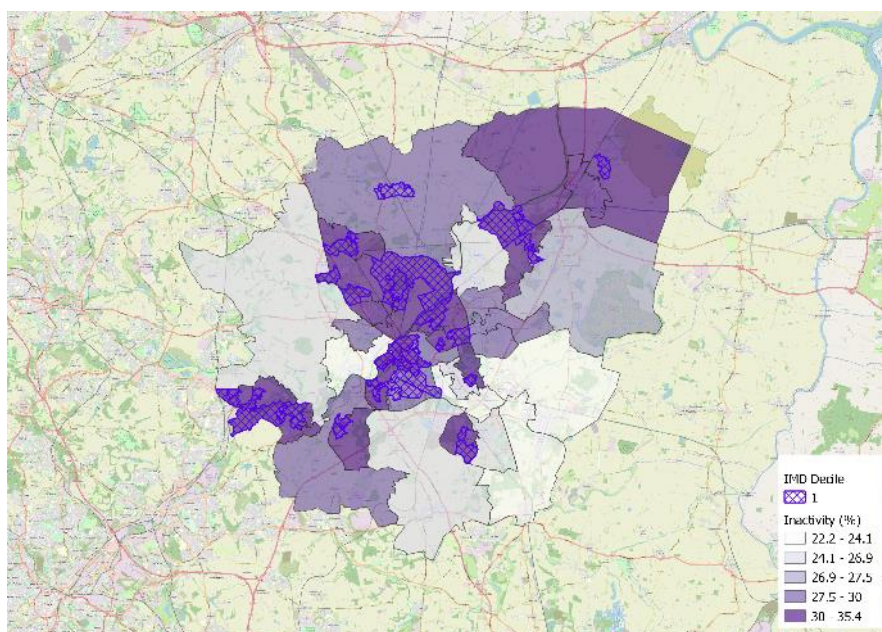
Moving more makes us feel good and many people in Doncaster are already active. More than ever, the importance of keeping active has been highlighted throughout the COVID pandemic with local and national messaging on the importance of ‘exercise’ and keeping active to reduce infection risk factors and support recovery. However, the social and physical environment that we live in can make it difficult for us to be active. Too many of us also find it difficult to build activity into our daily lives and this is often due to factors outside our control.

This is why there is a collective commitment for everyone in Doncaster to be active with a specific focus on supporting inactive people who can benefit the most. All underpinned by a vigorous, relentless approach to equalities and tackling deprivation to create a fair and inclusive borough.

Inactivity and inequalities

For some people in Doncaster it is much harder to be active than it is for others. People who are most impacted by health, social, economic and other inequalities are likely to find it harder to be active than people who face the least inequality. Approximately a third of Doncaster residents do fewer than 30 minutes of moderate activity each week; that is less than 5-minutes per day.

There is an uneven geographical pattern of inactivity across Doncaster. It is no surprise that inactivity is higher in those areas that generally have higher levels of deprivation and inequalities.



The previous Get Doncaster Moving strategy started to focus on specific geographical areas where we wanted to work with communities to provide long term opportunities to be active. We are committed to this approach and have more evidence, opportunities and capacity to develop this further. We will continue to work with those communities that we have supported previously and our whole population approach will be nested into the Localities model.

Specific areas of focus due to evidence of inactivity			
North	South	East	Central
Bentley	Conisbrough	Moorends	Balby
	Denaby	Stainforth	Intake
	Edlington	Thorne	Wheatley
	Mexborough		

*Those in bold text have been added since the previous strategy

All Doncaster's communities are unique when considering inactivity levels. We know from research conducted by The Behavioural Science Consortium (BSC) that there are significant differences in the amount of activity for adults, young people and children between areas. We have used the 'COM-B' model of behaviour change to help us understand more about how attitudes and behaviours vary across different geographical communities. The model suggests that behaviour change is influenced by a person's perceived levels of:

- **Capability** (skills and knowledge) – e.g. the skill of riding a bike
- **Opportunity** (access to resources and social support) – e.g. access to a bike, safe spaces to ride, seeing people ‘like us’ ride bikes and being able to connect to these people for support
- **Motivation** (belief in the benefits and routines) – e.g. wanting to cycle to work because we believe that the benefits and rewards outweigh the alternative (it could be cheaper, quicker, healthier, more enjoyable, better for the environment). Habits and routines form as the behaviour is repeated and benefits are realised.

Our research found that:

- More active people reported having higher levels of Capability, Opportunity and Motivation factors than inactive people, who showed lower levels of all three
- Inactive people have relatively high levels of knowledge about the benefits (Capability) and how to be active (Opportunity)
- Both active and inactive people find it difficult to form habits and routines (Motivation)
- People are likely to respond positively where they recognise local people, places and activities (e.g. "people like me" and "if you see it, you can be it"). We need to understand more about how this can translate into change and action.
- The levels of Capability, Opportunity and Motivation were different across all communities, which reinforces the need to treat all places differently and work with local people for local solutions.

Understanding more about Capability, Opportunity and Motivation helps us to think about how we design activity back into Doncaster life, regardless of whether it's walking to the shops or a trip to the Dome; a kick around with the grandkids or taking part in Parkrun; gardening or volunteering at the Rugby League World Cup.

It doesn't matter whether you call it exercise, sport, physical activity or movement; it all matters and it can all contribute to creating a healthy and vibrant Doncaster. That is why we have added 'movement' to our vision. It is a positive acknowledgement that everything counts. Movement, physical activity and sport can be designed back into our daily lives and embedded in the culture of living in Doncaster.

3. What is the purpose of this strategy?

A short, flexible and easy to understand strategy is required. You have told us that Get Doncaster Moving comes in all shapes and sizes. It has been described as a vision; strategy; concept; network; social movement; and way of working that unites everyone and everything that has a role to play in supporting movement, physical activity and sport.

The intention in this document isn't to describe everything that will happen over the next few years. We know we all need to maintain the ability to react and adapt to the changing world around us. Action will continue in response to the changing needs and wants of Doncaster's residents and communities.

The Get Doncaster Moving strategy provides us with a vision until at least 2030 in line with the Borough strategy. It will take many years for us to achieve our ambitions and address long-standing challenges but we are committed to being visible and accountable for priority actions and outcomes in the short-term. Therefore, we will focus on how we want to work and what we want to achieve over the next 1-3 years up to 2025. Priority actions and the latest data and insight will be analysed on an annual basis to inform our approach.

The content of this strategy reflects the ambitions, ideas and aspirations from many people across the borough and presents a bold vision for what we can collectively achieve.

The strategy aims to:

- Provide a vision and clarity for action on what is a complex issue.
- Provide an advocacy document which will influence agendas and decision makers at community, Locality, Borough, sub-regional and national levels.
- Outline six principles and ways of working (see section 7) to encourage more collaboration as residents, communities and organisations work together towards the same priorities and outcomes.
- Focus resources, identify common purpose, and add value for thriving people, places and planet.

4. Where do we want to be – ‘we are all Get Doncaster Moving’

Imagine a vision of healthy and vibrant communities through movement, physical activity and sport. If we are to make a long term and sustainable change everyone has a role to play in supporting the vision, its everyone’s business. We need Get Doncaster Moving in all policy, process and practice – integrating, enabling and embedding movement, physical activity and sport across multiple sectors and partners. In addition, Team Doncaster and Doncaster Council are committed to working together in partnership with public and private sector organisations, businesses, residents and the voluntary and community sector on the need to improve wellbeing.

Contributing to the Borough strategy

Doncaster Delivering Together (DDT) is a new ten-year Borough strategy for 2020-20230. Doncaster and the world around us is changing. It is time to rethink what this means for Doncaster’s residents and communities, so we can live well together now and in the future.

The strategy has:

- One Mission: Thriving People, Places and Planet
- Six long-term Wellbeing Goals
- Delivery focused on the ‘Great 8’ priorities

As this strategy makes clear, Get Doncaster Moving is already contributing to all Doncaster’s well-being goals – particularly:

Wellbeing Wellbeing Wheel

- 'Healthy & Compassionate' – by promoting physical activity in a way that considers the needs of individuals.
- 'Greener & Cleaner' - by recognising how parks and greenspace support physical activity.
- 'Fair & Inclusive' – by prioritising actions to tackle inequalities.
- 'Prosperous & Connected' – by recognising, for example, that an active workforce can be a more productive and happier one.

Six long-term Goals & One Mission



Get Doncaster Moving is in a unique position to support all the Doncaster Delivering Together 'Great 8' delivery priorities.

Great 8 Priorities



Plus, in this mutually beneficial relationship, the Doncaster Delivering Together priorities provide a contribution and drive for the Get Doncaster Moving strategy. Both offer a significant contribution to support the recovery from COVID, reduce inequalities and create a better borough through 'thriving people, places and planet'.

The Doncaster Localities Model

Doncaster is the largest Metropolitan Borough in England. Our large geography and diverse communities mean it is not appropriate to try to solve everything at Borough level. Therefore, the Borough has been divided into four 'Localities'. The Localities are comprised of groupings of wards in the North, South, East and Central parts of our Borough. They are a helpful compromise, small enough to be more attuned to local issues than a Borough-wide focus would allow, but big enough so that opportunities and challenges can be dealt with more effectively. Each locality will have its own plan, produced alongside local people, setting out priorities for the area. By getting alongside local people, families, businesses and organisations, and through more strongly coordinating the work that different teams and partners do, we'll be in a better position to help enable the local solutions that Doncaster people need to live life on their terms.

It is our intention for the Get Doncaster Moving strategy to be nested within the four Localities Plans to support and coordinate actions with our residents and communities. Not just another strategy in and amongst others but a central pillar for Localities Leads with the expectation that local plans will be guided by the Get Doncaster Moving strategy when making decisions. Working in this way we are aiming to achieve a whole population approach with local people leading the change.

Eight Get Doncaster Moving Policy Themes

There is no single solution to increase physical activity levels and reduce inactivity. The latest evidence from the World Health Organisation (WHO) and the International Society for Physical Activity and Health (ISPAH) suggests eight policy themes and action areas are required to tackle inequalities and create the conditions for an active Doncaster population:

Active environments, parks and facilities – everyone in Doncaster can enjoy being active in local places and spaces. The natural and built environment will be safe, accessible and inclusive for local people. We must provide the right environment if we want people to be active.

Active Education – education settings in Doncaster ensure every child and young person is active by embedding multiple physical activity opportunities throughout the school day to support wellbeing, academic achievement and behaviour.

Workplaces – Doncaster’s employers encourage and support their people to be physically active throughout their day.

Health and Care – physical activity will play a major role within health and care systems – through policy, process and practice – so that everyone in Doncaster can enjoy more healthy years of life.

Communications and engagement – increase the awareness of the importance of being active to connect and inspire people from all backgrounds to be active. Use targeted campaigns and engagement to support individual, community and population-level behaviour change.

Community led programmes – Community life, social connections and having a voice in local decisions are all factors that underpin good health. Respond to the strengths of each local community with local people creating easy and enjoyable opportunities to be active.

Active Travel (walking, wheeling and cycling) – Doncaster is a place where people find it easy, safe and enjoyable to make journeys on foot, by bike and on public transport for work, pleasure and everything in between. Increasing the opportunities for people to get around by active travel will provide more pleasant streets, better air quality, lower carbon emissions and reduced congestion.

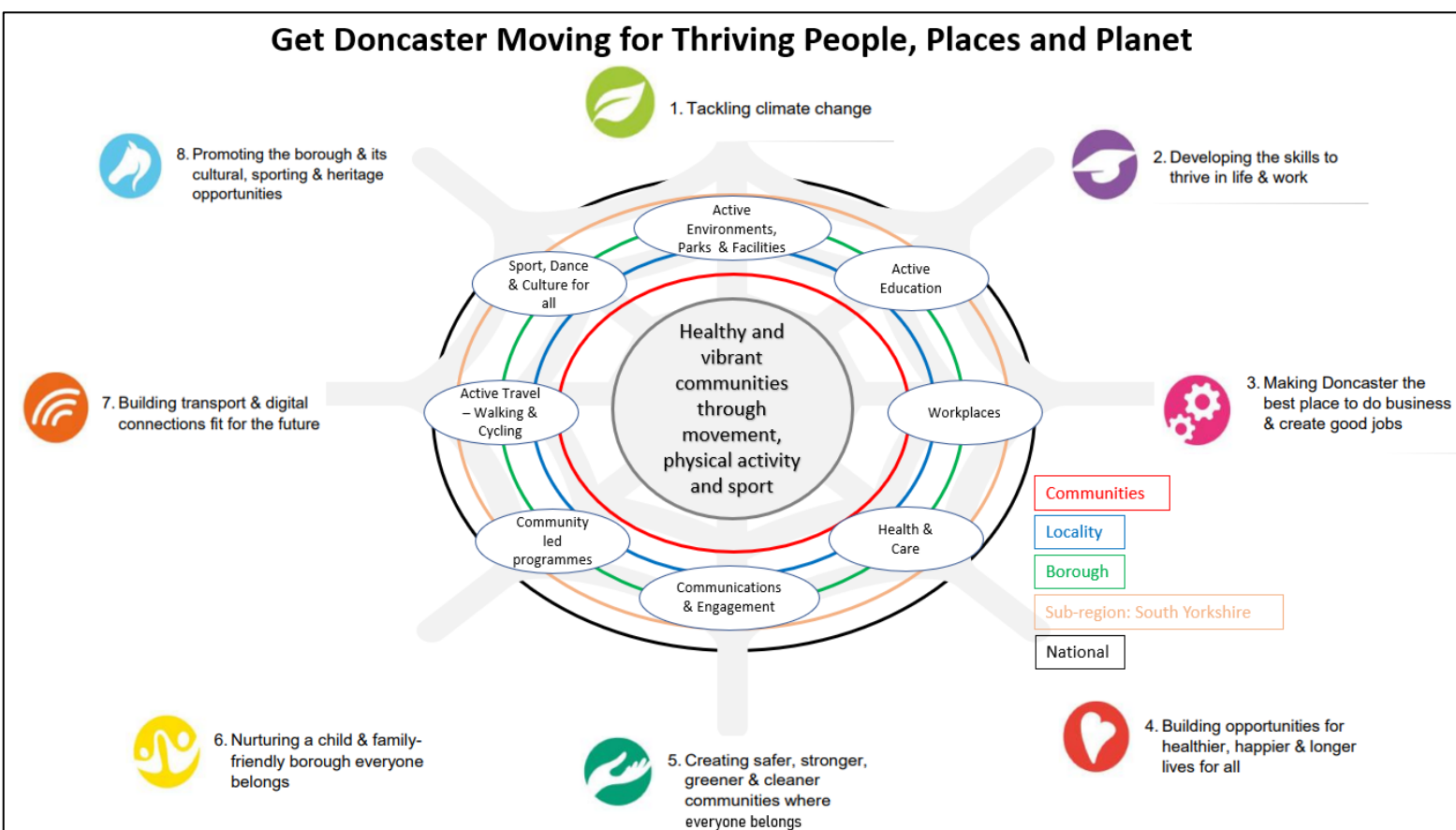
Sport, Dance and Culture for all – equitable access to formal and informal sport, dance and cultural activities is the norm across Doncaster at every stage of life. Inclusive, fun and high-

quality opportunities at all levels allow talent to flourish. More major sporting and cultural events take place in Doncaster – both large scale and at a grassroots level.

None of the themes should be seen in isolation and there is a requirement to focus on the interactions and connections between them to achieve a joined up collaborative approach. This is true at community, Locality and Borough level with many influences both into and out of Doncaster through sub-regional (South Yorkshire) and national organisations, priorities and funding routes. By being united together as a collection of stakeholders, taking a whole society or ‘whole-of-systems’ approach to inactivity, enables each person to see where they fit as part of the bigger picture. Those that may not have previously engaged in the physical activity agenda can see how their work and their role contributes to the collective vision.

It will take long term commitments to be made by the borough’s leaders; people and organisations placing physical activity at the heart of their plans; and individuals embedding movement, activity and sport into their own, and their family’s lives. The reward is a healthy, more vibrant and enjoyable place to live, work, travel and play.

Get Doncaster Moving Vision diagram:

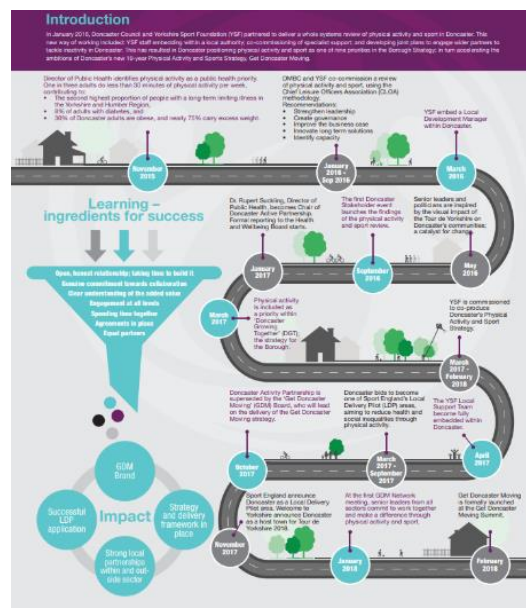


5. The story so far

Get Doncaster Moving has come a long way since 2015 when a group of people came together to engage with wider partners to tackle inactivity in Doncaster.

The key milestones in the journey have been summarised below. It's important to note that the journey has not been linear, but the dates below help us to identify the moments in time that we feel are significant in our journey so far. A more detailed version of the journey is available on the Get Doncaster Moving Website.

See Appendix B for details (pg. 22). Final design will include roadmap diagram, pulling out most important aspects over last 5-6 years.



6. What we have learnt?

The previous Get Doncaster Moving strategy, investment and approach has provided a great deal of learning that can be used as a foundation for the future. There has been a huge amount of change since the last strategy was written. A review of the strategy helped us to consider what we have collectively achieved and the latest evidence to support the next steps.

This involved speaking to many people through network events, resident panels, stakeholder surveys and one-to-one conversations. We benefited from people's input and expertise to understand how efforts to intervene and drive improvement might be made more effective. What we have learnt will continue to shape how we work and our priority actions.

- Listen to and act with people and communities**
 It takes time to build credibility, confidence and trust. The Get Doncaster Moving approach has provided greater visibility, connection and community engagement and this needs to continue. Full integration of this way of working into the Doncaster Localities model and plans is emerging. Ownership at a Locality level is required because people own what they help to create, supported by district wide relationships, resourcing and innovation. We need to maintain our 'active ear' and listen to the ideas and concerns of people through this integrated approach.
- We need to celebrate our collective achievements and continue to share our learning**

It's important to support and showcase the 'community diamonds' that lead work locally. Being visible and celebrating our collective achievements matters because success breeds success, while acknowledging our challenges and things that don't go so well. Get Doncaster Moving can be an example for how to model an approach across the borough for other strategies and ways of working. We are leading the way in understanding how to embed the strategy into Locality plans to achieve a wide range of outcomes.

- **Get Doncaster Moving comes in all shapes and sizes**
Get Doncaster Moving has been described as a vision; strategy; concept; network; social movement; and way of working that unites everyone and everything that has a role to play in supporting movement, physical activity and sport. There are more people and organisations than ever who want to play their part in tackling inactivity.
- **Provide one unified vision** and message for Get Doncaster Moving
Be open and transparent with a collective vision, priorities and actions. One easy to understand common purpose and message for everyone in Doncaster to champion. Doncaster has had a recent increase in resource and capacity from a range of sources to support the overall Get Doncaster Moving strategy. However, confusion between how the different elements come together has previously been apparent. We need to keep things as easy to understand and accessible as possible.
- Live and breathe our **collective principles and ways of working** so more and more people can spread the shared vision and common purpose of Get Doncaster Moving. How we collectively work together is just as important as what we do. We have learnt that we need to communicate continuously and widely so that Get Doncaster Moving can be everybody's business.
- **'Backbone support' crucial to Get Doncaster Moving approach**
Having a dedicated team to align and coordinate the work of the collective is essential to 'connect the dots' and provide a 'helicopter view'. This can provide clarity for roles and responsibilities and ensure investment opportunities are explored. Doncaster Council has a central leadership role in creating connections between resident priorities, policy themes and diverse Government objectives. Get Doncaster Moving is not just the responsibility of Leisure Services or Public Health. We have learnt that a cross directorate, cross sector approach working across organisational boundaries is required and needs resourcing long term. The Local Delivery Pilot investment has started this and it needs to be maintained to provide collective impact.
- The requirement to **operate and connect across community, Locality, Borough and sub-regional levels to support whole-of-systems change**. We want everyone across Doncaster to benefit from active lives and know we need to be agile at a very local level whilst also being able to operate strategically on behalf of the Borough.

["We believe communities across our nation can benefit hugely by using the power of sport and physical activity – that's why we want to support national and local](#)

decisionmakers to do just that to help people and places thrive. Crucially, we need to make sure we do that in collaboration with each place: the people within them and the organisations relevant and trusted by them. No lesson has been learned more from our last strategy than this.”

Sport England, Uniting the Movement

7. How we will work together:

Achieving the Get Doncaster Moving vision of healthy and vibrant communities through movement, physical activity and sport relies as much on the ways we work and the action we take as the areas we will work in. We have identified six principles which will inform how we work.

Principles and ways of working:

- **Be visible and accountable – leadership at every level**
Continue to work closely through Team Doncaster and the Council Executive Leadership Team to challenge inwards and advocate outwards. Take advantage of all opportunities from national and sub-regional levels that will support Doncaster with our vision. A ‘leadership at every level’ approach will be nurtured as leaders can exist anywhere and everywhere. We want people to understand the unique contribution they make to the whole.
- **Community and sustainability at the heart of decision making**
Maintain an ‘active ear’ to listen to people and communities (communities in a geographical sense and also those made up of groups of people with common and shared identities) about what matters to them. Constant community engagement and empowering local people to lead is central to our approach so that we can provide support and resources to where they are most needed. This includes building capacity and capability so that local people are able to work to their strengths and ensure solutions are place-based and sustainable – local people leading change.
- **Collaboration and common purpose**
Collaboration is at the heart of everything we do as we need Get Doncaster Moving to be everyone’s business if we are to achieve our ambitions. Great things happen when we work together to build long lasting trusting relationships around a common purpose. This isn’t always easy. Open and honest conversations are required with the ability to challenge in a trusted and supported environment.
- **Taking a whole-of-systems and evidence led approach**
Get Doncaster Moving in all policy, process and practice – integrating, enabling and embedding movement, physical activity and sport across multiple sectors and partners. We will be innovative and flexible in our approach using the latest evidence to ‘test and learn’ as we go, with long lasting change at community and population level.
- **Inclusivity, reducing inequalities and supporting those most in need of support**
We make no apologies for focusing our efforts on reducing inequalities to make sure movement, physical activity and sport is as fair and inclusive as possible. Equity will be central to everything we do in the effort to achieve equality.

- **Focus on evaluation, learning and impact**

We will continue to develop the understanding of our work and collective impact. We need to develop a direct link from actions to outcomes on the Team Doncaster dashboard to build commitment and visibility. We will be evidence led with action research at the heart of the vision and collaboration across sectors.

Collective Impact and backbone support

Collective Impact is an approach and way of working that brings people together in a structured way to achieve social change. It's what we have been instinctively doing for years and, in our case, the social change we are supporting is tackling inactivity across Doncaster, particularly inequalities associated with inactivity.

To be successful in our vision and long-term commitment we need to make use of the contribution and expertise from all residents, communities, organisations and businesses. There is no one solution and we must work together across multiple sectors, partners and communities to create long-term change.

It takes time, energy, resources and leadership to support our Get Doncaster Moving ambitions. During the previous strategy period we have learnt the importance of a dedicated team to align and coordinate the work of the collective – we refer to this as backbone support. It's about providing some investment to the 'building of the system'. This support, currently provided by the Get Doncaster Moving Core Team, provides excellence in resource mobilisation and implementation; an ability to influence and facilitate stakeholders across the Borough to support others to take action for themselves; advocacy in communications and engagement; capacity to harness opportunities as they arise; sustainability of approach; maintain close strategic links to key decision makers; and provides a focus on good governance.

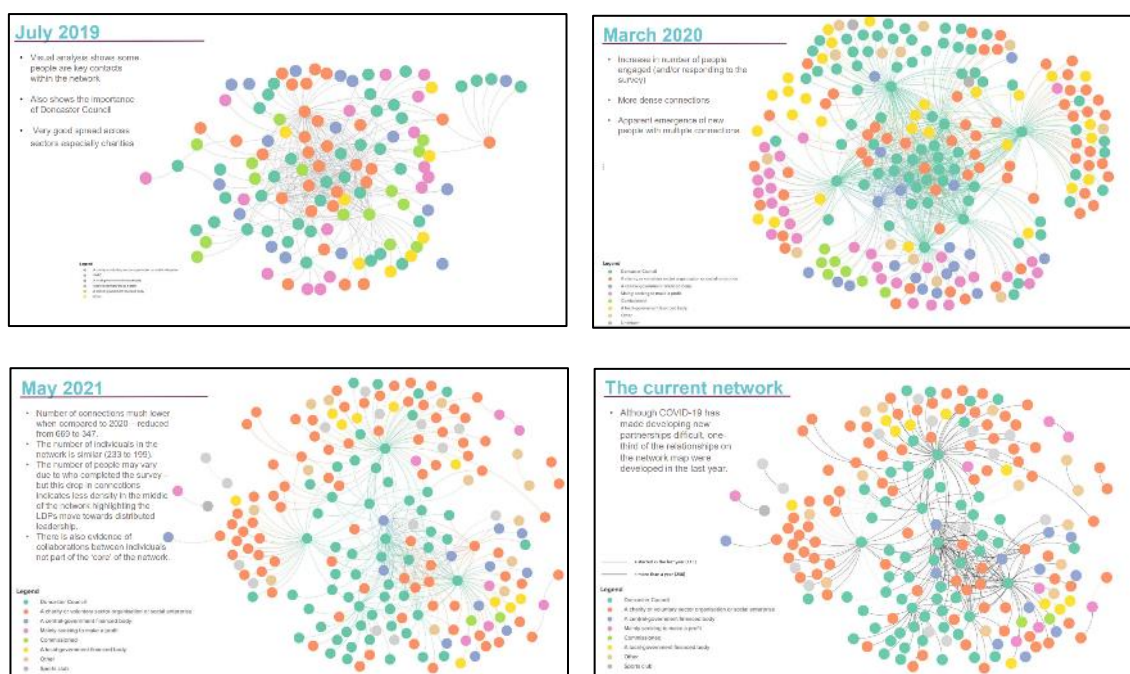
It feels different to how we have worked in the past. The Get Doncaster Moving Core Team resource and capacity is not specifically aligned to any one organisation or directorate and can provide the drive and ambition for the whole Get Doncaster Moving vision in the following ways:

Backbone support functions:

Activity	Outcomes
Guide vision and strategy	People and partners individual work is increasingly aligned with the Get Doncaster Moving vision and common purpose
Support aligned approaches and activities	People and partners collaboratively develop new and innovative approaches to advance the vision
Establish shared monitoring and measurement practices	Shared data, research and insight is used to adapt and refine strategies
Build public and organisational will	More community members and organisations feel empowered to act and lead on local issues. Growing the network and local people leading change.

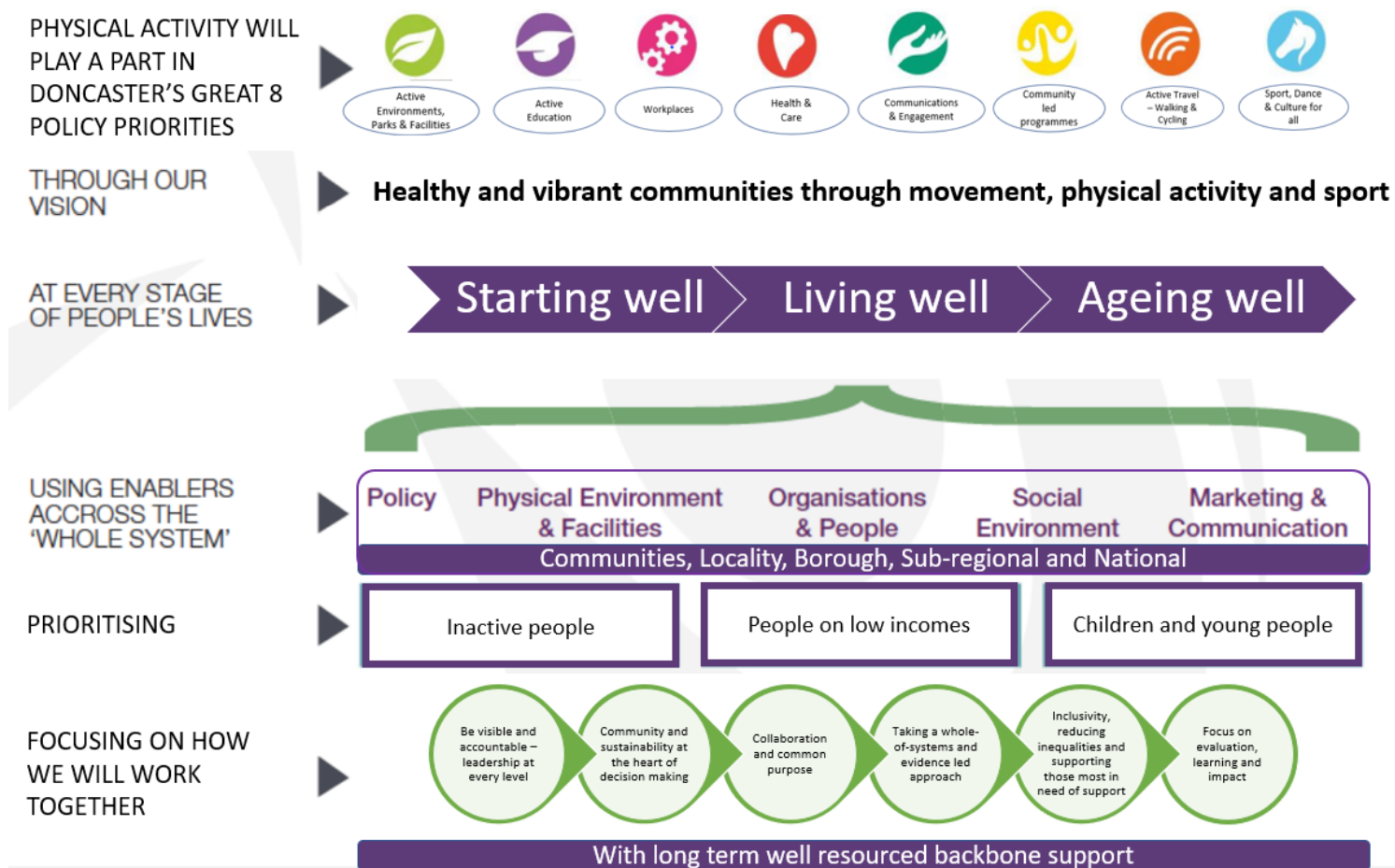
Advance policy	Policy changes increasingly occur in line with the overarching vision and strategy
Mobilise funding and investment	Long term funding and resource is secured to support the vision. Public, private and grant funds are increasingly aligned to support the strategy and priority actions.

A social network analysis conducted on the Get Doncaster Moving network shows that over time the strength of relationships between partners continues to increase. The network continues to grow (although this decreased during the pandemic, as expected) and newer relationships are based more on collective knowledge exchange and problem solving. The core connections support and encourage others to take action themselves. This highlights the move towards distributed leadership and the ability to work in unison to achieve goals. We will continue to work in this way and will support others to do the same through Locality planning.



8. Get Doncaster Moving strategic framework:

This strategic framework will guide the way we work, set out our priorities and provide a reference point for current and future investment. We won't be able to do everything we would like to immediately so a number of priority actions will be identified and reviewed on a regular basis. These are detailed in the following section.



9. Priority actions:

Priority actions have been identified through the strategy development process and extend from existing work with agreed investment. They are linked to the policy themes and backbone support that we know is important to achieve the Get Doncaster Moving vision. The actions do not sit in isolation and a challenge for us all is to maintain the connections and interdependencies between our collective work.

We recognise the value of what we could achieve across the themes and our actions need to be developed in a responsive way. We don't immediately have all the answers - that is part of our continuing work as we listen and learn. The resource, pace, focus and priority across the actions will need to be flexible and will change over time to reflect the huge number of opportunities that are now in place.

A number of headline priorities are already clear at Borough level. We will embed and integrate these themes and priorities into the four Locality Plans to be responsive to local solutions in a sustainable way. We need to learn and develop ways of working with Localities structures. A mutually beneficial relationship will be developed where the Localities Plans will be influenced by Get Doncaster Moving and Get Doncaster Moving will

be influenced by the Localities Plans. Therefore, more detailed action plans at a locality level will be developed to accompany this strategy.

Theme:	Priority Actions:
1. Active environments, parks and facilities Ambition: Everyone in Doncaster can enjoy being active in local places and spaces. The natural and built environment will be safe, accessible and inclusive for local people. We must provide the right environment if we want people to be active.	1.1 Deliver the actions within the Doncaster Future Parks Plan, including 15 bespoke park plans. 1.2 Re-fresh Doncaster's stock of Leisure Facilities, to meet community needs 1.3 Use national and local evidence base, including community-centred approaches, when developing new, or making improvements to, children's play spaces. 1.4 Influence decision makers to provide accessible and affordable community use of school sports facilities. 1.5 Ensure Active Design is at the forefront of planning proposals so that natural and built assets meet the needs of local communities, wildlife and the environment whilst supporting movement, physical activity and sport. 1.6 Increase the land devoted to greenspace and nature (including developing a 'Great Yorkshire Fen') to support physical activity.
2. Active Education Ambition: Education settings in Doncaster ensure every child and young person is active by embedding multiple physical activity opportunities throughout the school day to support wellbeing, academic achievement and behaviour.	2.1 Support every primary school pupil to be physically active for more than an hour a day. 2.2 Support schools across Doncaster to embed the Creating Active Schools (CAS) Framework with physical activity at the heart of school ethos, policy and values. 2.3 Engage with schools and offer strategic support, opportunities and training via the Doncaster PE and Active Schools network. 2.4 Implement the Healthy Learning, Healthy Lives programme in early years, schools and colleges including improving diet, nutrition and increasing physical activity.
3. Workplaces Ambition: Doncaster's employers encourage and support their people to be physically active throughout their working day.	3.1 Develop a whole workplace approach for people to be active throughout their day, informed by existing good practice.
4. Health and Care Ambition: Physical activity will play a major role within health	4.1 To develop new and strengthen existing relationships between health and care colleagues in line with new Locality and sub-regional structures. 4.2 Embed physical activity into health and care clinical pathways – prehabilitation, rehabilitation and treatment. For example,

<p>and care systems – through policy, process and practice – so that everyone in Doncaster can enjoy more healthy years of life.</p>	<p>embedding movement and physical activity opportunities within Doncaster’s approach to Ageing Well, particularly Doncaster’s Frailty Network.</p> <p>4.3 Support for the health and care workforce to build strength-based conversations about physical activity in to their practice, and how to signpost to local and accessible opportunities.</p> <p>4.4 Embed movement, physical activity and sports opportunities within Doncaster’s approach to Social Prescribing; with a particular focus on dance, walking, cycling and activity within nature-based or ‘green and blue’ environments.</p> <p>4.5 Embed physical activity within Health and Care research, including Adults Health and Wellbeing Action Research and the Born and Bred in (BaBi) Doncaster research cohort and outcomes.</p>
<p>5. Communications and engagement</p> <p>Ambition: Increase the awareness of the importance of being active to connect and inspire people from all backgrounds to be active. Use targeted campaigns and engagement to support individual, community and population-level behaviour change.</p>	<p>5.1 Develop and deliver an engagement and communications plan to support consistent messaging so that local people have a high exposure to the campaigns and range of opportunities available.</p> <p>5.2 Create a ‘social movement’ and a recognisable brand for movement, physical activity and sport across the Borough, with consistent and targeted messaging, campaigns and engagement.</p>
<p>6. Community led programmes</p> <p>Ambition: Community life, social connections and having a voice in local decisions are all factors that underpin good health. Build on the strengths of each community locally with local people creating a range of easy and enjoyable opportunities to be active.</p>	<p>6.1 Support complementary and sustainable community led programmes that are designed by local people in their local area using behaviour change theory, including understanding the connection between capability, opportunity and motivation.</p> <p>6.2 Enable and connect investment for local action through Localities commissioning approaches – joining up investments for shared outcomes.</p> <p>6.3 Support social mobility by providing opportunities for people to access voluntary work, placements, apprenticeships and employment through engagement in movement, physical activity and sport.</p> <p>6.4 Work across public and private sector organisations, businesses, residents and the voluntary and community sector to provide more equitable, inclusive and enjoyable local opportunities to be active.</p>
<p>7. Active Travel – walking, wheeling and cycling</p> <p>Ambition:</p>	<p>7.1 Strengthen and grow the Active Travel Alliance, who will be principally responsible for the implementation, governance and monitoring of the associated strategies and plans.</p> <p>7.2 Take a test and learn approach to temporary and permanent street closures including School Streets and Play Streets.</p>

<p>Doncaster is a place where people find it easy, safe and enjoyable to make journeys on foot, by bike and on public transport for work, pleasure and everything in between. Developing more active ways to travel will provide more pleasant streets, better air quality, lower carbon emissions and reduced congestion.</p>	7.3 Co-produce community led active travel schemes to embed active travel in our everyday lives, in particular short journeys by walking, wheeling and cycling and integrating longer journeys by using the public transport system.
	7.4 Review, refresh and support the delivery of the Get Doncaster Walking strategy.
	7.5 Support the delivery of the Get Doncaster Cycling strategy.
<p>8. Sport, Dance and Culture for all</p> <p>Ambition: Equitable access to formal and informal sport, dance and cultural activities is the norm across Doncaster at every stage of life. Inclusive, fun and high-quality opportunities at all levels allow talent to flourish. More major sporting and cultural events take place in Doncaster – both large scale and at a grassroots level.</p>	8.1 Ensure all voluntary sector led sports clubs have the tools they need to develop sustainable and thriving organisations.
	8.2 To work strategically and collaboratively with National Governing Bodies of Sport (NGBs) to align to the GDM vision and ensure investment is targeted and aligned to local, regional and national strategies.
	8.3 Attract major cultural and sporting events to Doncaster that can promote civic pride and maximise social impact to make communities happier and healthier places, where people want to live.
	8.4 Establish Doncaster Dance Alliance, who will be principally responsible for the implementation, the governance and monitoring of the recommendations of Doncaster’s Dance Strategy.
<p>9. GDM backbone support</p>	9.1 The Get Doncaster Moving vision and actions will be integrated into the four Locality Plans to contribute to local priorities.
	9.2 Invest in ‘physical activity in all policies’ across the Borough and embed the approach across the Council and partners.
	9.3 Conduct a governance review for Get Doncaster Moving and link with Team Doncaster – advocacy, engagement and decision making.
	9.4 Ensure a wider and more diverse representation for leadership at every level. For example, leadership development and learning opportunities.
	9.5 Work with Team Doncaster partners to establish a mutually beneficial monitoring process to align with the Borough strategy.
	9.6 Ensure support for movement, physical activity and sport is considered as part of place-based investment planning at a local, South Yorkshire and national level.
	9.7 Develop a way for everyone involved in Get Doncaster Moving to access the latest data, insight and learning to support their individual and collective work.

	9.8 Support the continued development of the Get Doncaster Moving network to build common purpose, innovation, connection and collective impact.																			
10. Localities	10.1 Learn and develop ways of working with Localities structures for a whole population approach. We expect Localities Silver and Bronze teams to be guided by the Get Doncaster Moving strategy when making decisions.																			
	10.2 Continue to focus our efforts in 11 specific geographical communities with the highest rates of inactivity. <table><tr><th>North</th><th>South</th><th>East</th><th>Central</th></tr><tr><td>Bentley</td><td>Conisbrough</td><td>Moorends</td><td>Balby</td></tr><tr><td></td><td>Denaby</td><td>Stainforth</td><td>Intake</td></tr><tr><td></td><td>Edlington</td><td>Thorne</td><td>Wheatley</td></tr><tr><td></td><td>Mexborough</td><td></td><td></td></tr></table>	North	South	East	Central	Bentley	Conisbrough	Moorends	Balby		Denaby	Stainforth	Intake		Edlington	Thorne	Wheatley		Mexborough	
North	South	East	Central																	
Bentley	Conisbrough	Moorends	Balby																	
	Denaby	Stainforth	Intake																	
	Edlington	Thorne	Wheatley																	
	Mexborough																			

10. Understanding our impact:

As we work towards realising the Get Doncaster Moving vision many things will contribute to achieving the changes we desire. We want to see a positive transformation for Doncaster and we need to recognise the time it takes for change to happen.

What we know about evaluating complex systems change is still emerging. Cause and effect is extremely difficult to demonstrate when so many different factors have an impact on whether or not people move more or are being more active, particularly when considering change at a Doncaster population level.

Therefore, we need to understand our impact by capturing statistics and stories – the quantitative and qualitative data and insight that shows the difference we’re making. It will include our collective impact through the projects and programmes we deliver and fund; the relationships we build; the policy we influence; the Get Doncaster Moving network we want to grow; and the stories from ‘community diamonds’ that we can celebrate.

We will support the development of an overall monitoring matrix that can be used to understand our impact, and link directly to the Doncaster Delivering Together 10-year borough strategy. This will be updated on an annual basis.

Monitor and benchmark Doncaster data from national data sources

For example – Sport England Active Lives and Public Health Outcomes Framework

Systems indicators – tracking the progress of ten objectives across Doncaster to measure the 'health' of the physical activity system

For example – influencing strategy and policy, and collaborative working

Track and evaluate progress against GDM strategic priority actions

For example – delivery and impact of Future Parks programme; Creating Active Schools Framework being embedded across Doncaster

Stories, research, process learning and reflective practice

For example – learning from our successes, our challenges, and understanding our impact in communities. Joint research initiatives such as Born and Bred in Doncaster (BaBi)

11. Get involved:

There are lots of ways to get involved and contribute. We are all Get Doncaster Moving and every one of us has a role to play. You can use this document to talk to family, friends and colleagues about Get Doncaster Moving; think about how you contribute to the vision; share your successes and the things that could be better; and get out and about to enjoy moving, being active and taking part in sport across the Borough.

If you want to interact and connect with others as part of Get Doncaster Moving you can use the following details:

Website: www.getdoncastermoving.org

Twitter @doncastermoving

Facebook @getdoncastermoving

Instagram @getdoncastermoving

Email getdoncastermoving@doncaster.gov.uk

Together, let's Get Doncaster Moving!

Appendix A:

A collection of quotes from GDM stakeholder engagement session that can be used throughout the final document.

What does GDM mean to you?

- "Accessible infrastructure - getting the infrastructure in place so that all communities can get involved. For example, being able to access green spaces, cycle routes, etc."
- "Being passionate about getting people active - for mental wellbeing as well as physical benefits. levelling up - equal opportunities."
- "fun and affordable. joint working, collaboration, working with partners. Helping people understand that it's not about becoming an athlete - look at the whole life benefits - about being good role models as well."
- "GDM is a concept - sometimes when we talk about it, people think about classes, sessions etc. But it's about what people can do in their daily lives. It is much broader than putting sessions on, as we know there are loads of barriers to that, and providing sessions doesn't work on its own - needs a holistic approach. About engaging with people to start small steps in to moving."
- "engaging with communities to develop green spaces, getting people moving in ways that are maybe not sport related - sense of ownership from that space."
- "the answer is in the community but working together to create a joined-up approach - so if something is already going on - offering a variety. Connecting the dots and allowing platform to grow."
- "GDM is a chameleon - it can link in to different things based on need. For some people it's a way of thinking, for some people it's taking action. Everyone has different ways of interacting with the ways of working. Good mixture of different things based on need."
- "A platform to bring people together for different reasons."
- "People needed to be physical active during Covid more than any other time – there is literally nothing more important than being physically active – not city status or anything else – Everyone should be talking about GDM, we should put it on a pedestal."

What do you see as your role as part of GDM?

- "Starting with just listening, a couple of spaces just hear about different things, when voices are heard and we can do something about it - enables community cohesion and getting people active."
- "needs to be a bit more of a guide and pathway into benefits of partnership working and working together to help things fall into place."
- "People like me. the more you see people moving around the more 'normal it becomes' we need to build on this."
- "Work collaboratively with our communities and utilise local assets."
- "Identifying really simple opportunities and experiences, soften the language around 'Sport' 'Culture' etc."
- "Who is it for - It for everyone. We need to support each other. The system to talk to each other to make it happen."
- "More cross partnership working. GDM sits within the local authority but it needs to be everyone's business."
- "How an impression is left - community diamonds - find them, upskill them, support them and train them. Understanding what people need training in and support with what they need."
- "Ear of young people-contribute consultation, engagement and data on lived experience of young people."
- "getting the word out – getting it out there is going to be a big challenge but a good one."

Thinking forward to 2030 – what will have happened for us to have been successful?

- “A community that is active, facilities for people to access regardless of their demographic, gender, LSEG in all areas of the borough.”
- “Activity is normalised - you are not special if you cycle/ run/ swim - completely normalised.”
- “utopian vision - PA is just there - we don't need to come and find it. All sports are open to everyone. Seen as part of our normal day to day like, like getting petrol.”
- “utilising everything at our disposal in particularly 'green space'. Allowing people to be active on their terms but ensuring that it is safe.”
- “Activities accessible for everyone, irrespective of their ability to pay - outside gyms/ cycle paths/ suitability of green spaces.”
- “Getting community involved and putting them at the heart of decisions.”
- “compassionate approach - everyone starts somewhere - by 2030 everyone knows that they start somewhere. If people grow up with PA it just becomes part of life. Instilled in all schools and parents are educated as well. Children WANT to do stuff outside.”
- “Leadership of DMC to be strong, brave and bold. That depts. of PHE, Planners etc are singing from the same hymn sheet.”
- “more people volunteering within their community. Challenges in this are our volunteers are older - how do we target different demographics and younger people and be sustainable.”
- “we have created a world class walking and cycling system by working collaboratively and holding decision makers accountable.”
- “communications through the network needs to grow.”
- “in 2030 PA is FUN and affordable, local and social.”
- “Physical activity will be in underlying part of our day-to-day lives – embedded in normal lives, working lives, in the community, knowing where to go and who to talk to.”
- “Cultural change locally – being active, in the workplace, in education, so it is as at the forefront of people's thinking.”
- “Activity embedded in culture of living in Doncaster e.g. places in Europe where it's accepted as part of everyday life.”

How do we need to work to achieve our collective ambition?

- “Making sure that people who make decisions are on board with what comes out of this. Using profile to get decision makers on board - so they can appreciate that this needs to be done and don't forget about it, engrained in everything we do.”
- “Not about us telling communities what they need but about having an active ear - creating community ownership, support guide and facilitate but not run it - bringing this into GDM. Some areas do not have enough opportunities for physical activity.”
- “we can all sometimes assume that people know what we know - need to grow relationships/comms mechanisms to share information regularly. But simple and efficient!”
- “Look at what communities have got and not what they haven't got. we need to try and find these assets 'local diamonds' in the area to look and try and solve local problems.”
- “Organisations need time and space to process collaboration.”
- “'Local diamonds ' have links within the community, they have trust, they have links.”
- “Collaboratively - decision makers and bottom up development - community and decision makers in the same room being comfortable and normal. This will help to break the disconnect and help people feel that what they are saying is being heard.”
- “build on the vision of a '20-minute neighbourhood'.”
- “Be led by the community, work in unison to achieve goals.”

- “Capacity-building – bringing smaller organisations (local groups who know the challenges faced in the community) into contact with larger national organisations – building those relationships.”
- “Doncaster is made up of so many different groups and organisations – this is a strength, drawing on that and celebrating – it will only be stronger if people work together.”
- “Not just the core team in the council – it’s the wider network – how do we bring people in?”
- “Network events four times a year – were really good at getting people talking and making new connections – everyone found them useful – people always wanted more time to talk – if we can facilitate that then hopefully that embeds the approach and carries on when the funding is gone.”
- “Sustainability of this needs to be considered and ensured throughout programme delivery – demonstrating impact of programme.”
- “Working with the 'masses' as well as focused work on groups who find it harder to be active. People need to see people being active. Critical mass.”
- “GDM protects the community – if community is healthier as a whole – any pandemic will have less impact on people and on services e.g. hospital.”

Appendix B: The story so far

Date	Description
November 2015	Doncaster Council's Director of Public Health identifies physical activity as a Public Health priority. 'Well Denaby', an ABCD approach to public health, care and welfare starts as one of ten pilots involved in a national program, known as Well North.
April 2016	Doncaster is inspired by the visual impact of the Tour de Yorkshire in Doncaster's communities; a catalyst for change.
September 2016	DMBC and YSF co-commission a review of physical activity and sport, using the Chief Leisure Officer's Association (CLOA) methodology. The recommendations highlight that Doncaster needs to <ul style="list-style-type: none"> • Strengthen leadership • Create governance • Improve the business case • Innovate long term solutions • Identify capacity
March 2017	Physical activity is included as a priority within 'Doncaster Growing Together' (DGT) Borough strategy.
October 2017	The 'Get Doncaster Moving' (GDM) Programme Board is established.
November 2017	Sport England announce Doncaster as a Local Delivery Pilot area. Welcome to Yorkshire announce Doncaster as a host town for Tour de Yorkshire 2018
March 2018	Get Doncaster Moving and the 10-year strategy is formally launched at the Get Doncaster Moving Summit.
April 2018	Sport England make first investment award to Doncaster for the LDP's development period. This includes staffing capacity, systems mapping and community insight research.
May 2018	Doncaster hosts the first stage of the Tour de Yorkshire elite men's race and the women's Tour de Yorkshire. Leeds Beckett University undertake their first social impact assessment of the event to understand the social impacts of large-scale sports events.
June 2018	Doncaster's first ever Walking Strategy is approved by the council Cabinet, with the vision for Doncaster to be a place where walking is an integral part of everyday life
July 2018	The 'Systems Mapping' work with Dr. Nick Cavill and Prof. Harry Rutter helps us to bring stakeholders together to produce a map of the local physical activity system.
August 2018	Sheffield Hallam University (SHU) complete a desktop evidence review that focuses on the role of community involvement and development to reduce barriers to participation in physical activity.
October 2018	The first roles funded by the LDP join the team; Local Delivery Pilot Manager and Data Analyst in place. Doncaster Council-funded roles join shortly after (Walking and Cycling Officer, Active Travel Auditor and Sport Participation Officer)

November 2018	<p>Castle Park hosts Yorkshire's first ever senior England women's international (attendance 3,876)</p> <p>Yorkshire Sport Foundation are awarded funding from Sport England to deliver 'Active Dearne'.</p>
March 2019	Our three phases of Behaviour Change research conclude with the Behavioural Science Consortium; who surveyed 1,200 households, trained over 30 residents to undertake over 100 interviews and hosted a series of community workshops. This extensive research underpins our behaviour change approach today.
May 2019	Doncaster hosts the start of the Tour De Yorkshire from the Town Centre.
June 2019	<p>The Early years Toolkit is developed, to support Early Years Practitioners to embed physical activity in to their settings and provision.</p> <p>A Clean Air Day School Road Closure takes place at West Road Primary School.</p>
July 2019	Sport England make second investment award to Doncaster, and the Well Doncaster Officers are recruited.
August 2019	<p>The programme evaluation Baseline Partner survey, SNA results & methodology is agreed with or evaluation partner, CFE Ltd.</p> <p>Cusworth Parkrun is funded by the LDP and commences with an average of 130 runners per week with 70 volunteers.</p>
September 2019	<p>Doncaster hosts a start of the UCI Road World Championships from the new Cycle Circuit at The Dome.</p> <p>The Get Doncaster Dancing Strategy is approved by Doncaster Council's cabinet.</p>
November 2019	Parts of Doncaster are hit by severe flooding. The team supported the immediate response and recovery work.
December 2019	Doncaster's Cycling Strategy is adopted by Doncaster Council's Cabinet.
January 2020	The Active Communities Grants scheme is launched, providing opportunities for local people, groups and organisations to apply for funding of up to £500.
February 2020	Castle Park hosts the England Red Roses vs Ireland Six Nations game. Leeds Beckett University undertook stadia-based research as part of the major events research project.
March 2020	<p>The first National Lockdown due to Covid-19 is introduced, and members of the GDM Team join the Public Health response, including Contact Tracing, Welfare Calls and Public Health enquiries.</p> <p>DCLT close all leisure facilities and they are repurposed from March-July to deliver community hubs.</p>
April 2020	"Staying Strong at Home" and "PE Parent" resources are distributed to households in the most deprived communities to support residents with tips to help people be active, healthy and happy at home.
May 2020	Staying Strong at Home and PE Parent developed and disseminated (CFE) The SSAH booklet was distributed to households and provided

	<p>residents with tips to help people be active, healthy and happy at home.</p> <p>Team supported sport and physical activity partners to access the Mayor's emergency response fund.</p>
June 2020	<p>Rugby League World Cup announces Doncaster as a host to National Team Samoa during the 2021 tournament.</p> <p>Hatfield Outdoor Centre opens after COVID-19 adaptations take place. This included an outdoor pool, camping amenities and water assault course, delivering significant uplift in usage.</p> <p>Successful bid for Emergency Active Travel Funding, enabling further investment in Active Travel schemes.</p>
July 2019	DCLT reopen gyms and pools under COVID-19 restrictions.
August 2020	Cabinet approves the receipt of funding for phases 4 & 5 of the Local Delivery Pilot, featuring Future Parks, Dance, Active Travel and Active Communities.
October 2020	Doncaster Future Parks Manager appointed
November 2020	Further £1.3m funding secured for Active Travel via the Transforming Cities Fund.
January 2021	<p>Doncaster Council awarded £1.7m of Public decarbonisation scheme funding to replace ageing coal boiler and heating system at Askern Leisure centre with air source heat pump, thermal insulation to reduce the carbon foot print of the building.</p> <p>Successful with a £25K Football Foundation application to acquire new football goal posts for all DMBC owned and maintained football pitches</p>
March 2021	<p>Led by Club Doncaster Foundation, Doncaster applies to the Football Foundation Active Through Football initiative. The EOI was unsuccessful but lessons learnt and consortium set up to deliver future opportunities.</p> <p>GDM Network Events relaunch, with a virtual event chaired by Cllr Nigel Ball. Attended by over 80 network partners, who reviewed the 12 months of Covid response and shared ideas for collaborative working.</p> <p>First GDM campaign launched, with a focus on walking where you live and the first adventure trails are delivered in partnership with Doncaster Mumbler, as group walks and other outdoor activities are allowed to resume.</p>
April 2021	<p>Outdoor sports allowed to return as part of the Government lockdown roadmap.</p> <p>Conisbrough Forward become the 50th recipient of an Active Communities Grant, supporting them to inspire people to take on more varied, longer and guided walks.</p>

	Doncaster's pilot Creating Active Schools Framework program commences with 5 local Primary Schools.
May 2021	<p>Grant awards support 5 community organisations to recruit and employ part time Community Connectors in Bentley, Balby, Wheatley and Intake, Stainforth and Edlington.</p> <p>Dance On partnership, funded by the LDP, starts with darts.</p> <p>Armthorpe Leisure centre reopens after £1.2m refurbishment</p>
July 2021	Well Doncaster team lead the Appreciative Inquiry in priority communities (top 20 most deprived communities). Insight highlights priorities in communities including physical activity, active travel and green space.
August 2021	Second round of campaign work focusing on walking and cycling goes live, and our partnership with Doncaster Mumbler delivers summer holiday adventure walking trails across Doncaster's Parks.
September 2021	<p>Well Doncaster host Dragon's Den funding opportunity. Winning organisations included Yorkshire Bike Shack to relocate and create a 'bike shack' at Woodfield Park, Balby and Scawthorpe Community Centre to set up a new Boxing Club.</p> <p>Active Travel Behavioural Insight research starts with the LGA.</p>
October 2021	<p>Walk leader training developed and delivered. By November, 5 training sessions were delivered and 26 walk leaders trained.</p> <p>'Play Street' Pilot takes place in Intake</p>
November 2021	<p>Well Doncaster support a partnership between Active Fusion, Street Games & Flourish Enterprise to pilot a Street Games <i>NextGen</i> project in Balby.</p> <p>GDM Team start to test the <i>Game Plan</i> practitioner's handbook working with Leeds Beckett University to measure the social impact of Rugby League World Cup 2021.</p> <p>First meeting of Doncaster PE & Active Schools Network, attended by over 30 primary school teachers.</p> <p>Doncaster Green Space Network Co-ordinator starts.</p> <p>School Street Closure takes place at Hawthorn Primary School, to mark the COP 26 event.</p>
December 2021	<p>YSF complete a Review of the GDM strategy and the LDP Impact report is submitted to Sport England, measuring progressed against intended outcomes.</p> <p>TCV host their first Doncaster Green Space Network meeting.</p>

	Doncaster Active Travel Alliance receive funding from the Department for Transport to deliver a feasibility study on a project to link Active Travel opportunities to Social Prescribing.
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