

**To the Chair and Members of Council**

## **State of the Borough Assessment**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Ros Jones, Mayor of Doncaster	All	No

### **EXECUTIVE SUMMARY**

1. The first Team Doncaster State of the Borough (SOTB) assessment is attached as Annex 1. It provides an overview of quality of life in Doncaster, how it is changing and how it compares to other places. It has four themes which are consistent with 'Doncaster Growing Together' (DGT) along with some underpinning population/demographic information:
  - Population Information
  - Doncaster Learning
  - Doncaster Working
  - Doncaster Living
  - Doncaster Caring
2. The overall purpose of the SOTB is to enhance Team Doncaster's ability to define and deliver priorities based on an understanding of residents' needs. The SOTB can be used to understand the context and formation of Doncaster Growing Together. A notable cross-cutting theme running throughout the document is Team Doncaster's focus on inclusive growth – where the benefits of a thriving economy are shared by all.
3. The SOTB assessment allows for an understanding of positive progress in improving quality of life, as well as the identification of areas of challenge. In addition to data, the SOTB provides case studies which highlight some of the improvements already being delivered, for example by services working in partnership to unlock and capitalise on community capabilities and capacities.

### **EXEMPT REPORT**

4. This report is not exempt.

### **RECOMMENDATIONS**

5. It is recommended that Council:
  - a) Review and discuss the State of the Borough assessment.
  - b) Use the assessment to inform priorities to improve quality of life in Doncaster (accept the State of the Borough Assessment, in line with its constitutional role to inform the policy and budget setting process).

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

6. The State of the Borough assessment is part of the annual 'define & deliver' cycle which is focused on defining and delivering improved outcomes for residents.

## BACKGROUND

7. On the 15 September 2016 Full Council agreed a core **annual 'define & deliver' cycle** which links together the following annual processes:

Annual Process	Main Objective	Commissioning Cycle Stage
State of the Borough assessment	A single 'picture' of how the Borough is changing and the needs of residents	<b>ANALYSE</b>
Policy & Budget Setting & Strategic Risks Review	Agreeing and funding priorities for the next year as the basis for service planning, informed by an update of the Strategic Risk Register	<b>PLAN</b>
Service Planning & PDRs	Translating the Council's priorities into action and accountability	<b>DO</b>
Corporate Performance Monitoring	Reviewing whether residents are better off as a result of the Council's work	<b>REVIEW</b>

8. The processes link together to produce a continuous cycle of effective, evidence based action and improvement.



## STATE OF THE BOROUGH ASSESSMENT

9. This year's SOTB mainly captures data already in the public domain and draws upon many existing needs assessments. It is based on a range of quality of life key indicators which measure overall outcomes at a 'whole population/whole borough level'. The outcomes, objectives and indicators in the SOTB are taken from the DGT outcomes framework. The purpose of the SOTB is to not describe all things across the Borough in detail and it is recognised that it may prompt questions and discussions beyond the remit and scope of the document itself. For each of the indicators included there will of course be contributing factors and measures that will lie beneath them (e.g. the impact of higher than average smoking and obesity rates on healthy life expectancy or mortality).
10. The inclusion of case studies is from the wealth of community stories already held by

Team Doncaster. They provide insights into the lived experiences of residents and communities. The case studies identify where and how impacts can be made through working in partnership between agencies and organisations, but also crucially when community strengths are being developed and capitalised upon.

11. The assessment allows for both the recognition of the successes and positives across the Borough as well as recognising the challenges and areas of ongoing focus.
12. Producing the first SOTB assessment is a learning process and the quality of it will improve year on year by providing new insights into the lived experiences of residents and communities.
13. The collective efforts of Team Doncaster partners are required to impact on the DGT outcomes – through on-going service delivery and cross-partner intervention Programmes which are accompanied by delivery-level performance measures and individual organisational accountabilities.
14. All Members and the public are encouraged to examine and debate the material within the 2017 SOTB. There are notable points of focus which the assessment draws attention to:

Learning: More Doncaster 5 year olds are experiencing a good level of development as a foundation for a fulfilling life, however further progress is needed with GCSE attainment to close the gap with comparators and persistent absence in secondary schools is relatively high.

Working: Over the past year Doncaster's employment rate has hit an 11 year high and Doncaster is in the UK top 10 for growth in private sector jobs. However, wage rates have only increased marginally and remain significantly lower than the national average.

Living: Life expectancy is increasing but remains lower than comparators. Good progress has been made in increasing the houses available in the Borough but reducing the number of homeless people in priority need remains a challenge.

Caring: The rate of permanent admissions to residential care has reduced and the number still at home 91 days following a period of reablement has increased. The number of Delayed Transfers of Care from hospital are relatively low and reducing. The number of Children in Need has reduced since a peak in 2012, bringing Doncaster in line with comparators.

15. Looking ahead, Overview and Scrutiny have recognised that there is a significant opportunity to contribute to the SOTB for 2018 and subsequent years by providing new insights into the lived experiences of residents. This could involve fieldwork and direct engagement with residents to produce case studies to supplement the data and analysis in the assessment.

## **OPTIONS CONSIDERED**

16. The other main option is for the SOTB to only combine existing data and analysis – i.e. not seek to provide new insights.

## REASONS FOR RECOMMENDED OPTION

17. A SOTB assessment which provides new insights into the lived experiences of residents will enhance Team Doncaster's ability to determine priorities based on an understanding of residents' needs.

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

18.

Outcomes	Implications
<p>All people in Doncaster benefit from a thriving &amp; resilient economy.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Be a strong voice for our veterans</i></li> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	<p>The State of the Borough assessment will improve the Council's focus on delivering its priority outcomes.</p>
<p>People live safe, healthy, active &amp; independent lives.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
<p>All families thrive.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	
<p>Council services are modern and value for money</p>	
<p>Working with our partners we will provide strong leadership and governance.</p>	

## RISKS AND ASSUMPTIONS

19. There key risk associated with the Assessment is that it:

- Fails to provide a broadly agreed, objective and accurate 'picture' of how the Borough is changing and the quality of life of residents – as the basis for developing effective policy and interventions to improve quality of life.

20. This risk will be mitigated by:

- Engaging with Team Doncaster partners in the development of the assessment
- Ensuring the indicators in the assessment are consistent with those chosen as the basis for the Team Doncaster outcomes framework
- Ensuring the Council's Data Quality Strategy is followed during the development of the assessment
- Providing Full Council and the Team Doncaster Partnership Board with a dedicated opportunity to consider each year's assessment.

21. A key assumption is that all Council Directorates and Team Doncaster partners contribute data, analysis and new insights to ensure the assessment is a quality, informative document.

## **LEGAL IMPLICATIONS**

22. Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do. Section 111 of the Local Government Act 1972 gives the Council the power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. The Council's Constitution enables a meeting of Full Council to hold an annual State of the Borough debate if it chooses to.

## **FINANCIAL IMPLICATIONS**

23. The State of the Borough Assessment will help to inform the Doncaster Growing Together Plan. This in turn informs the Council budget plan for 2018/19 to 2020/21, which will be approved by Council in March 2018.

## **HUMAN RESOURCES IMPLICATIONS**

24. There are no apparent HR implications as far as this report is concerned.

## **TECHNOLOGY IMPLICATIONS**

25. The Council's on-going progress towards becoming a modern digital authority as detailed in the ICT Strategy, Digital and Customer Service Strategies provide essential enablers in contributing to the success of the core annual cycle. These deliverables include:
- Enabling business intelligence to be more effectively captured and disseminated to allow more effective decision making in supporting those individuals and families that need the most help.
  - Providing a Single Customer Record and joined up service delivery enabling the Council to have an informed picture of need and become more proactive in providing services.
  - Improving the Council's ability to direct, performance manage and track all services.
26. It is the responsibility of the whole organisation to deliver transformation, utilising technology as the enabler; service functions must drive the delivery through effective identification and gathering of business requirements.
27. It is anticipated that the deliverables in this report will be closely linked with the Business Intelligence, Open Data and GIS Projects. The effective gathering of business requirements to define the technology requirements will allow business intelligence to be utilised as an effective tool to support the deliverables detailed in this report.

## **EQUALITY IMPLICATIONS**

28. By more effectively linking together the assessment of need to service delivery, an improved core annual 'define & deliver' cycle will support the Council in embedding equality considerations into its day to day work. Improvements to the individual processes that form part of the cycle may require a due regard statement to be completed and reported as and when appropriate.

## **CONSULTATION**

29. Engagement on the scope and format of the assessment has been undertaken with:
- Directors: 30 May and 7 August 2017
  - Executive Board: 22 August 2017
  - Team Doncaster: 13 June and 1 August 2017
  - OSMC and O&S Panels: June 2017
  - OSMC: 1 September 2017

## **BACKGROUND PAPERS**

30. None.

## **REPORT AUTHOR & CONTRIBUTORS**

Andy Pattinson, Senior Strategy & Performance Manager  
[andy.pattinson@doncaster.gov.uk](mailto:andy.pattinson@doncaster.gov.uk)

Jon Gleek, Head of Research, Evaluation and Intelligence  
[Jon.gleek@doncaster.gov.uk](mailto:Jon.gleek@doncaster.gov.uk)

Allan Wiltshire, Head of Policy & Partnerships  
[Allan.wiltshire@doncaster.gov.uk](mailto:Allan.wiltshire@doncaster.gov.uk)

**Simon Wiles**  
**Director Finance & Corporate Services**