



Doncaster Council

Report

Date: 28 July 2020

To the Mayor and members of Cabinet

Restart, Recovery and Renewal Plan

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

EXECUTIVE SUMMARY

1. The past eight months has seen unprecedented demands on all public services and voluntary groups in Doncaster with a devastating flooding event in November 2019, the impact of Covid-19 starting in March 2020 and more recently the wildfire at Hatfield Moor.
2. Never have public services, voluntary groups and businesses been more stretched or more needed. The Restart, Recovery and Renewal Plan sets out our focus to support local people, local businesses and local voluntary groups throughout the recovery period up to March 2021. However, many of the actions will extend beyond March 2021 and will be taken forward within a new longer term Borough Strategy and Corporate Plan for 2021-22.

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS

4. It is recommended that the Mayor and Cabinet:
 - a. Consider and approve the Restart, Recovery and Renewal Plan that is set out in full in **Annex A**.

REASON FOR URGENCY

5. It is essential that the Council quickly sets out its strategic direction to provide clarity and certainty to local people, businesses and voluntary groups on how it will seek to respond and recover from the recent events and in particular the Covid-19 pandemic. As the Council and its partners have had to respond and develop plans quickly during a period of

uncertainty it has not been possible to provide the full 28 days' notice of this decision on the Forward Plan.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. The Restart, Recovery and Renewal Plan is focused on how the Council and partners can support local people and businesses throughout the recovery period. The plan sets out how we can enable a recovery that will improve people's lives and mitigate the impacts coronavirus has had on our local economy.

BACKGROUND

7. The past eight months have seen unprecedented events locally, nationally and globally. We have seen levels of flooding that have exceeded all known records and devastated communities within the borough, many of whom are still dealing with the impact it has had on their lives and livelihoods. We know that hundreds of households were evacuated and many more needed some form of support in the subsequent weeks and months.
8. In March 2020, the government initiated a lockdown to help stop the spread of Covid-19 and the Council working closely with partners in Team Doncaster has been instrumental in supporting that effort to protect people's health and support them in these uncertain times. The Mayor launched a ten point response plan to help residents and businesses across the borough. The partnership impact has included:
 - Creating the DN Community Hub which has supported almost 7,000 residents in various ways, including providing almost 2,900 food parcels and collecting 3,200 prescriptions.
 - Contacting more than 14,000 shielding residents – those people who are clinically extremely vulnerable to Covid-19 – to offer support and assistance.
 - Providing over 3,500 residents with council tax holidays and paying out £244,540 in grants to 40 projects voluntary groups who are supporting our communities.
 - Supporting businesses - with £53.6m being paid out to over 4,700 businesses and so far an additional 100 awards have been made to a value of £664,000 to businesses eligible for the discretionary grants scheme.
9. The outcome of the UK/EU negotiations around the Brexit transition period remain of critical importance to Doncaster and the rest of the UK.

STRATEGIC FIT

10. We need to build upon the borough's achievements and start to look to horizons and opportunities beyond the immediate crisis. During the next nine months, work will progress in earnest to 'build-back better' for the longer term – towards a greener, cleaner, more resilient, prosperous and inclusive borough. Alongside the on-going health imperatives, we need to help people back into work with employment and skills support, and support as many

businesses as possible to bounce back.

11. It is proposed to bring this work together in a single, coherent plan, which will focus on the actions that will make a real difference to our communities and businesses for the remainder of the financial period 2020-21. However, many of the actions will extend beyond March 2021 and will be taken forward within a new longer term Borough Strategy and Corporate Plan for 2021-22.
12. The plan, which is shown in full at **Annex A**, has three sections:
 - **Restart** - getting services back up and running and safely opening up our economy
 - **Recovery** - what can we collectively put in place to help families and businesses recover
 - **Renewal** - the actions we can take now to improve well-being in the future.
13. The plan brings together evidence and feedback from national reports, local surveys and impact assessments from across the partnership. The key points are summarised below:
 - Feedback from our Doncaster Talks consultation earlier this year demonstrated that people would like services to open up quickly and safely, especially environmental services.
 - An effective Test and Trace system is essential to be able to open Doncaster up safely and with confidence, whilst ensuring that any local outbreaks are managed effectively.
 - Evidence shows that the numbers of people out of work has risen dramatically especially for young people so we are putting in place a jobs and skills programme.
 - Residents have told us that they have spent more time in their local natural environment and the value they place on it; as part of our responsibility we need to look to the future and address the climate and biodiversity emergency we declared in September 2019.
 - Communities have looked out for each other in this crisis, we want to build on this to become an even more compassionate Doncaster in the future.
 - Several national reports have shown that the pandemic has exposed some of the inequalities that exist in our society and the impacts have affected people differently. Therefore, we will ensure that we focus in on reducing these inequalities at every opportunity.
14. We will focus on what we can achieve, but we will need to continue to make the case for additional resources from government and devolved funding sources. This will support additional investment, for example to deliver key infrastructure projects and to help achieve the ambition of achieving net zero carbon emissions. Any additional resources will allow us to scale up what we put in place and deliver for Doncaster.
15. The delivery of the Restart, Recovery and Renewal Plan, summarised below, will be the key focus of the Council and Team Doncaster. Progress will be reported regularly to ensure we get the right outcomes for people and places throughout this difficult time.

RESTART

1. Develop a Covid-19 Management plan and local Outbreak Engagement Board.
2. Restart services safely and efficiently, keeping people safe and reviewing the standards.
3. Work with all agencies to open up town centres and leisure services safely and appropriately.
4. We will work together across Doncaster partners, communities and people to put positive well-being and mental health at the heart of our recovery strategy.

RECOVERY

5. Deliver our council house build programme.
6. Work with schools and colleges to learn from the experience to ensure educational transformation supports young people to be prepared for the future.
7. Support voluntary action Doncaster and the wider VCF sector to help make Doncaster communities more resilient and sustainable in the future
8. Working closely with the Private Rented Sector, prevent as many people as possible from becoming homeless.
9. Support children and families to reduce the impacts of Covid-19 or flooding.
10. Re-focus our resources to support local Jobs and Skills that support people to gain new skills and employment.
11. Continue to support local businesses to operate who have been impacted by Covid-19 or flooding.
12. Continue to encourage more people to be physically active in partnership with Sport England.

RENEWAL

13. Doncaster is on the Climate Change front line - accelerate our plans to support biodiversity and reduce our impact on the climate.
14. Set out how we want to create an age friendly, fairer and compassionate Doncaster for people with a new settlement with residents.
15. Continue to support and invest in our places and towns. Develop masterplans, Infrastructure and capital projects that improve the borough economy, address climate change and support skills and employment.
16. Develop a more diverse and inclusive borough-wide learning community that helps shape a skills system for the future.
17. Continue to work in partnership with other agencies and anchor institutions to address inequalities

OPTIONS CONSIDERED

16. Two main options were considered for our response to the impacts of Covid-19:
 - a) Continue to deliver using the pre-existing strategic plans, for example our Corporate Plan 2020/21.
 - b) Introduce a Restart, Recovery and Renewal Plan, which reflects the breadth and depth of the partnership support required to support local people and businesses.

REASONS FOR RECOMMENDED OPTION

17. Option 'b' is the recommended option as this will:

- Dovetail with the draft Sheffield City Region Recovery Plan and new government initiatives, for example the Job Retention Scheme
- Set out how the Council, alongside its partners, will ensure it is focused on delivering the priorities that will have the most impact on local people and businesses.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

18.

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>The Restart, Recovery and Renewal Plan will enable the Council to focus on those priorities that enable people to access support related to employment</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>The Restart, Recovery and Renewal Plan will enable the Council to focus on those priorities that enable people to have a better quality of life in the recovery period.</p>
<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>The Restart, Recovery and Renewal Plan will enable the Council to focus on those priorities that enable people to access support related to education, skills and training.</p>

<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>The Restart, Recovery and Renewal Plan will enable the Council to focus on those priorities that enable us to protect people's health and well-being.</p>
<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>The Restart, Recovery and Renewal Plan will enable the Council to focus on those priorities that enable us to deliver and support people.</p>

RISKS AND ASSUMPTIONS

19. A key assumption is that the Council, and partners, will be able to access support from the Sheffield City Region and central government to scale up the level of interventions to match the demand. The detail of government support in some cases is unclear posing a risk, not to the initiation, but the scale at which the Council can act and deliver.

LEGAL IMPLICATIONS [NJD 15/07/20]

20. Section 1 of the Localism Act 2011 allows the Council to do anything which an individual may do.
21. The approval of the Restart, Recovery and Renewal Plan will demonstrate in a transparent manner how the Council will support local people, local businesses and local voluntary groups throughout the recovery period up to March 2021. Further legal advice will be required as the Restart, Recovery and Renewal Plan is put into action.
22. This decision is being taken in accordance with the Council's access to information procedure rule 15, general exemption. The need to provide certainty and direction on how the Council intends to put its recovery plans in place means that it has not been practical to provide the 28 days' notice normally required for a key decision. The chair and members of the Overview and Scrutiny Committee have been informed of the reason for urgency.

FINANCIAL IMPLICATIONS [MS 15/07/20]

23. The government has so far provided £18.7m of grant funding to support the Council's response to the Covid-19 pandemic. It is currently estimated that there will be a shortfall between the grant provided and the additional costs and reductions in income caused by Covid-19. It is anticipated that the government will provide further funding to enable that shortfall to be bridged. Should that not be the case, the Council will look to identify funding to meet the shortfall, which will include reviewing unallocated and earmarked reserves, corporately held contingency budgets, in-year savings and potential savings in future years through a refresh of the Council's medium-term financial strategy.
24. The Restart, Recovery and Renewal Plan activities outlined above and in Annex A will need to be funded from within the available resources (grants, reserves etc). In many cases, the plan activities will not generate additional costs as they utilise and redirect existing staff resources. Where additional budgets are needed there may be the need for additional approval once more detailed, costed plans have been developed. The Council's Chief Financial Officer is confident that the costs of this decision can be managed.

HUMAN RESOURCES IMPLICATIONS [RH 16/07/20]

25. There are no immediate HR implications in relation to the recommended decision. Further HR advice should be sought regarding any HR implications arising from the Restart, Recovery and Renewal Plan.

TECHNOLOGY IMPLICATIONS [PW 15/07/20]

26. There are no specific technology implications in relation to this report. Digital and ICT will continue to provide technology to support the delivery of the Restart, Recovery and Renewal Plan, as needed, together with the Digital Recovery and Renewal Strategy.

HEALTH IMPLICATIONS [SH 15/07/20]

27. Public services have been stretched in response to flooding, Covid-19 and Hatfield fires. We continue to live in the time of Covid-19 and the Restart, Renewal and Recovery Plan recognises that it is necessary to address health inequalities. There is clear evidence that Covid-19 does not affect all population groups equally. PHE have published a rapid review, 'Disparities in the risk and outcomes of Covid-19'. This report confirmed that the impact of Covid-19 has replicated existing health inequalities, and in some cases, increased them. The Restart, Recovery and Renewal Plan draws on the evidence about the unequal impact of Covid-19 on communities with pre-existing disadvantage and clearly sets out actions to reduce inequality. It will be essential to monitor these actions to ensure progress is made.

EQUALITY IMPLICATIONS [AW 09.07.20]

28. The reduction of inequalities is at the heart of the Restart, Recovery and Renewal Plan and understanding how these interventions relate to age,

ethnicity, deprivation, gender or geography will be considered as each is brought forward over the period up to March 2021.

CONSULTATION

29. Consultation on the Restart, Recovery and Renewal Plan is summarised below

- Team Doncaster Gold – 02.07.2020
- Directors – 13.07.2020
- Executive Board – 14.07.2020
- OSMC - 15.07.2020
- Team Doncaster Gold – 16.07.2020

30. We have used information from Doncaster Talks 2019 and 2020 along with a whole range of surveys that have taken place since March 2020. It is also our intention to develop a period of engagement over the summer period to gather views on where we should put our continued focus. This will help us to iterate our recovery planning but also help inform longer term plans of the partnership due to be published later this year.

BACKGROUND PAPERS

31. None.

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Annex A – Restart, Recovery and Renewal Plan - Recovering towards a Greener, Cleaner and more Inclusive Borough

Mayoral Focus	Responsibility	Cabinet Portfolio	Impact Link Impacts Identified by all agencies across South Yorkshire (Local Resilience Forum)	Scale of intervention Required 1=low; 3=High	Evidence	Inequalities
RESTART						
1. Develop a Covid-19 Management plan and local Outbreak Engagement Board that supports and manages outbreaks and Test & Trace arrangements locally. We will manage this through our locality model working closely with communities.	Local Outbreak and Engagement Board / Covid-19 Infection Control Board	Portfolio – Cllr Nigel Ball	Direct health and care impacts of COVID-19 as further outbreaks occur on individuals and families including continuation of people defined by government as needing to be isolated/ shielded	2	Required by Government	<ul style="list-style-type: none"> Impacts of local outbreaks by geography, ethnicity, age and deprivation throughout the pandemic period.
2. Restart services safely and efficiently, keeping people safe and reviewing the standards we hold ourselves by with a clear link to those services that matter most to local people.	All Organisations	Portfolio – Cllr Joe Blackham / Cllr Jane Nightingale	Environment – Impact on waste, street cleansing and environmental services	1	Doncaster Talks 19 Doncaster Talks 20 (Covid-19)	<ul style="list-style-type: none"> Assess access to different services by age and ethnicity.
3. Work with all agencies to open up town centres and leisure services safely and appropriately working to government guidelines and timescales.	Economic Recovery Group / Safer Doncaster	Portfolio – Cllr Bill Mordue	A number of businesses are innovating to help survive lockdown but still face significant cash flow and viability issues. Increase in mental health issues driven by insecurity, uncertainty, isolation, bereavement and fear.	1	Doncaster Talks 19 Doncaster Talks 20 (Covid-19)	
4. We will work together across Doncaster partners, communities and people to put positive well-being and mental health at the heart of our recovery strategy	Health & Care Recovery Group (All Age Mental Health Group)	Portfolio - Cllr Rachel Blake	Increase in mental health issues driven by insecurity, uncertainty, isolation, bereavement and fear.	2	Doncaster Talks 19 Doncaster Talks 20 (Covid-19)	<ul style="list-style-type: none"> Assess access to different services by age and ethnicity

RECOVERY

<p>5. Deliver our council house build programme and lobby government to deliver a housing led recovery to deliver more energy efficient, affordable houses and support local supply chains</p>	<p>Housing Recovery Group</p>	<p>Portfolio Holder – Glyn Jones</p>	<p>Housing: Impact of lockdown on future investment decisions for housing developers.</p>	<p>1</p>	<p>Housing Needs Assessment 2019¹</p>	<ul style="list-style-type: none"> Assess housing needs across different geographies in the Borough.
<p>6. Work with schools and colleges to learn from the experience to ensure educational transformation supports young people to be prepared for future. We will support schools and early year’s settings to allow children and families to safely access these services and support those children that need more support as a result of this pandemic.</p>	<p>Education & Skills Recovery Group</p>	<p>Portfolio Holder – Nuala Fennelly</p>	<p>Opening of Schools and Early years settings in a safe and appropriate way</p>	<p>2</p>	<p>Parental Survey May 2020</p>	<ul style="list-style-type: none"> Assessment of educational outcomes by geography, ethnicity & deprivation
<p>7. Support voluntary action Doncaster and the wider VCF sector to help make Doncaster communities more resilient and sustainable in the future by embedding the Localities working model across the Borough. We will introduce a second round of Ward budgets focused on recovery to support grassroots organisations to target those most in need in local areas.</p>	<p>Community and Locality Group</p>	<p>Portfolio Holder – Cllr Chris McGuinness</p>	<p>Financial resilience of public agencies and the VCF sector</p> <p>Increase in poverty and widening of inequalities for families and the long lasting effect this can have</p>	<p>2</p>		<ul style="list-style-type: none"> Focus of VCF interventions will be intelligence led and focus on supporting those most at risk/ in need Assessment of funds supporting BAME, Age, Gender specific groups.
<p>8. Working closely with the Private Rented Sector, prevent as many people as possible from becoming homeless and support those who are vulnerable to break the cycle of homelessness & rough sleeping.</p>	<p>Housing Recovery Group</p>	<p>Portfolio Holder – Glyn Jones</p>	<p>Impact on demand for homelessness support services following evictions/ repossessions /loss of income.</p>	<p>2</p>	<p>Doncaster Talks 19 Homelessness Review 2019²</p>	<ul style="list-style-type: none"> Assessment by Age.

¹ <https://www.doncaster.gov.uk/services/housing/doncaster-housing-need-study-2019>

² <https://www.doncaster.gov.uk/services/housing/doncaster-homelessness-and-rough-sleeping-strategy-2019-2024>

<p>9. Support children and families to reduce the impacts of Covid-19 or flooding</p> <ul style="list-style-type: none"> - Children and families shape what services look like in the future as Doncaster continues to aspire to be the most child friendly borough in the country - Financial support to minimise effects of financial hardship - Focus on early intervention and prevention - Support vulnerable children and families at the earliest possible stage 	<p>Children and Families Recovery Group / Local Economy Group / Housing Recovery Group</p>	<p>Portfolio Holder – Nuala Fennelly / Bill Mordue</p>	<p>Increase in poverty and widening of inequalities for families and the long lasting effect this can have.</p> <p>Reduced contact with the most vulnerable people and families that are seen by social care and early help services.</p>	<p>3</p>	<p>Doncaster Talks 19 Doncaster Talks 20 (Covid-19)</p>	<ul style="list-style-type: none"> • Assessment of family needs/outcomes by geography, ethnicity, age & deprivation
<p>10. Re-focus our resources to support local Jobs and Skills that support people to gain new skills and employment - we will link to growth opportunities and lobby government to increase the scale of support for people.</p> <ul style="list-style-type: none"> - Link to SCR jobs Programme - Digital Skills 	<p>Economic Recovery/ Education and Skills Group</p>	<p>Portfolio Holder – Nuala Fennelly / Bill Mordue</p>	<p>More people unemployed and detached from opportunities. Need for reskilling and more training working with employers</p>	<p>3</p>	<p>Doncaster Talks 19 Labour Market Reports</p>	<ul style="list-style-type: none"> • Assessment of impact of jobs and re-skilling opportunities by geography, deprivation, ethnicity & age (data indicates young people particularly affected)
<p>11. Continue to support local businesses to operate and influence a more circular economy that supports local supply chains</p> <ul style="list-style-type: none"> - Anchor institutions buying local pledge - Direct, Specialist and Accelerated Growth support (SCR) 	<p>Economic Recovery Group</p>	<p>Portfolio Holder – Bill Mordue</p>	<p>A number of businesses are innovating to help survive lockdown but still face significant cash flow and viability issues.</p>	<p>3</p>	<p>Doncaster Talks 19 Labour Market Reports</p>	<ul style="list-style-type: none"> • Assessment of geography and deprivation of businesses affected.
<p>12. Continue to encourage more people to be physically active in partnership with Sport England</p>	<p>Health & Care Recovery group / Health and Well Being Board</p>	<p>Portfolio Holder – Nigel Ball</p>	<p>Increase in mental health issues driven by insecurity, uncertainty, isolation, bereavement and fear.</p>	<p>2</p>	<p>Get Doncaster Moving Behavioural Insights & Learning³</p>	<ul style="list-style-type: none"> • Assessment of inactivity by geography, age, deprivation and ethnicity

³ <https://getdoncastermoving.org/learning>

RENEWAL

<p>13. Doncaster is on the Climate Change front line - accelerate our plans to support biodiversity and reduce our impact on the climate by responding with an action plan the end of 2020. This will set out how the recommendations from the Doncaster Climate and Biodiversity Commission, will be implemented for example a focus on renewable energy investment and a Housing Retrofit Programme across the borough.</p>	<p>Environment Recovery Group</p>	<p>Portfolio Holder – Cllr Chris McGuinness</p>	<p>Accelerate an Improvement in the Quality of the Environment - Air Quality, reduction in GHG emissions, Climate Change plans</p>	<p>3</p>	<p>Climate Commission Interim Report Committee on Climate Change Report – Net Zero 2050⁴</p> <p>Climate and Biodiversity Commission Interim Report⁵</p>	
<p>14. Set out how we want to create an age friendly, fairer and compassionate Doncaster for people with a new settlement with residents. This will bring about a real collaboration and ownership for improvements across the borough by</p> <ul style="list-style-type: none"> - Developing our localities model - Developing local deals that set out how together we can improve places and people’s quality of life on a community level 	<p>HPD Group / TD Gold</p>	<p>Portfolio Holder – Mayor Ros Jones</p>	<p>Increase in poverty and widening of inequalities for families and the long lasting effect this can have.</p>	<p>2</p>		<ul style="list-style-type: none"> • Assessment of needs by geography and deprivation
<p>15. Continue to support and invest in our places and towns. Develop masterplans, Infrastructure and Capital projects that improve the borough economy, address climate change and support skills and employment. For example:</p>	<p>Economic Recovery Group & Town Deal Boards</p>	<p>Portfolio Holder – Mayor Ros Jones / Cllr Bill Mordue / Joe Blackham</p>	<p>More people unemployed and detached from opportunities. Need for reskilling and more training working with employers</p>	<p>3</p>		<ul style="list-style-type: none"> • Assess the benefits of each investment in terms of training/jobs linked to age ethnicity and geography.

⁴ <https://www.theccc.org.uk/publication/net-zero-the-uks-contribution-to-stopping-global-warming/>

⁵ <https://www.teamdoncaster.org.uk/the-commission>

<ul style="list-style-type: none"> • Agree Town Deals in Doncaster and Stainforth • Continue to lobby government for a new hospital in the Borough 						
<p>16. Develop a more diverse and inclusive borough-wide learning community that helps shape a skills system for the future. Working closely with educators, employers, parents to shape this system together.</p>	Education & Skills Recovery Group	Portfolio Holder – Cllr Nuala Fennelly / Cllr Bill Mordue	More people unemployed and detached from opportunities . Need for reskilling and more training working with employers	3		<ul style="list-style-type: none"> • Assess the benefits of each investment in terms of training/jobs linked to age ethnicity and geography.
<p>17. Continue to work in partnership with other agencies and anchor institutions to address inequalities and behave in a way that benefits the social, economic and environmental aspects of life for people in the borough.</p>	TD Gold / Renewal Programme Board / HPD Group	Portfolio Holder – Mayor Ros Jones	Increase in poverty and widening of inequalities for families and the long lasting effect this can have.	1		