



Doncaster
Council

Doncaster Council
Annual Report

2017

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Foreword

Welcome to Doncaster's 2016–17 Annual Report. This is a new look report for this year. We have combined the progress on the priorities we have made within our Corporate Plan over the last 12 months with the publication of our Equality, Diversity and Inclusion Annual Report into a single document.

So you will see a range of outcomes in these pages with facts and figures on how we're doing against them.

We recognise and value the benefits of diverse and inclusive communities and we strive to improve their quality of life. This is evident throughout the outcomes within this report.

Doncaster is on a journey, and like any journey it has not always been a smooth ride, with twists and turns and a few bumps along the way. However, we know that our borough is a different place to where it was when we started our improvement journey and as a changing council, we're keen to celebrate our achievements and reflect on the progress the council has made and also focus on those areas that remain a challenge.

Doncaster is a great place to live, learn, care and work in and that's down to creating opportunities and the right climate for a host of new things to take shape. We want to see a thriving and resilient economy, the help for our families and communities to thrive and live safe, healthy, active and independent lives, and we deliver modern value-for-money services and work with our partners to provide strong leadership.

We all need to work together and roll up our sleeves to get the priorities done – that's why Doncaster Growing Together – the name of our focus to jointly get things done – is crucial in sharing our vision and how we can all contribute to it. There's more to do and our progress is positive and our eyes are set on a great future for the borough and its people.



Ros Jones
Mayor of Doncaster



Jo Miller
Chief Executive, Doncaster Council

Performance highlights



1,396

Residential care/helped to stay at home longer

The reduction in admissions is having a marked impact on the overall number of people receiving residential care, which is 1,396 at the end of 2016/17 and expected to decrease further in 2017/18.



70%

Good level of development

The percentage of pupils reaching a good level of development in Doncaster is 70% which is higher than the national average, as is those in receipt of free school meals.



70%

Local spend

Doncaster companies and suppliers are now used for 70% of our total spend with third party providers. This is just better than the 69% target, and the highest percentage reported over the last three years.



£90.5m

Investment into Doncaster

There has been £90.5m of new investment in Doncaster this year, exceeding the annual target of £46m.



1,057

000's of new homes built

Since April 2016 a further 1,057 (council and private sector providers) net additional homes have been built.



894

More local jobs

The total new full-time jobs created through Business Doncaster. This exceeds both the original target of 500 and the revised target of 800.



71.8%

11 year high on numbers employed

Doncaster's employment rate has increased steadily since April 2013, growing from 66% to 71.8% by the end of Q3 2016/17. This consistent progress means that Doncaster is currently experiencing an employment rate very close to our 11 year high.



4,140

Apprenticeships

Have been started; The majority of these were at intermediate or advanced level. The council's own apprenticeship programme has been hugely successful, greatly exceeding the mayoral target of 750 apprenticeship starts with a cumulative total of 1,175 new apprentices since 2013, 145 of which were in the last year.



96%

First choice placements

The annual national offer day regarding first choice school preference reported 96% (just over 3,000) reception age children were awarded their first choice preference for reception places for 2017/18 and 92.5% (almost 3,500) were awarded at secondary level. Both are above the national levels of 88% and 84% respectively.

All people in Doncaster benefit from a thriving and resilient economy



- **More people are employed** in Doncaster than four years ago and our employment rate (71.8%) is very close to our eleven year high.
- **More people have highly skilled jobs.** The percentage of residents in such occupations has increased to 32.6%. Doncaster's rate of improvement matches the regional rate, but is lower than the national rate.
- **New multi-million pound investment has almost doubled.** There has been £90.5m of new investment in Doncaster this year. Business Doncaster has been at the forefront of this increased investment.
- **More new businesses call Doncaster their home.** There were 2,135 new businesses registered this year, an increase of 630 from the previous year which equates to the number of businesses increasing line at 13.7%.
- **More shops and retail doing business.** The percentage of retail and retail service units occupied in the core area of the town has increased from 87.9% to 89.9%.
- **Qualifications are improving.** The percentage of the working age population with a qualification at NVQ3 or above is 47.2% (85,500 people). This is the highest number for over 12 years. However, a significant gap remains with both Yorkshire and Humber (52.3%) and England rates (56.7%).
- **Fewer people are claiming out of work benefits.** The percentage has continued to fall since 2014 but remains higher than the Yorkshire and Humber and England rates.
- **Doncaster residents are earning more.** Average weekly full-time earnings in 2016 was £479.10; this is £16.60 higher than five years ago, but remains lower than regional (£486.00) and national (£544.72) comparators.
- **Our economy is growing.** There is a target of 12,000 jobs over the 10 years to 2024, 40% of which are targeted to be at higher skilled/higher wage jobs.
- **Our business base is growing.** Our private sector growth (5.5%) has continued to be significantly higher than Yorkshire and Humber (2.7%) and England (3%).
- **More local jobs.** The total new full-time jobs created through Business Doncaster is 894, significantly exceeding our annual target.
- **Our schools are improving.** The number of pupils accessing good or better education has improved from 67.1% to 70%, but Doncaster remains towards the bottom of the national league tables.
- **More young people reaching their potential.** Based on measures of attainment in eight subjects, Doncaster made the fifth highest improvement in the country in 2015/16, but Doncaster remains 3% points behind the national average of 49.9%. Doncaster was the fifth most improved in the country on 5 A*-C GCSE in English & Maths.
- **More teenagers pursuing a career or training.** The number 16-18-year-olds not doing so is 4% (268 people). This represents a reduction of 4.5% across the year. 4,140 apprenticeships have been started; the majority of which were at intermediate or advanced level. The council's own apprenticeship programme continues to grow and the council's higher level apprenticeship programme has also been developed and launched.
- **Supporting learning.** The Education & Skills Partnership Board has been established. Their role is to govern the implementation of the independent Education and Skills Commission 'One Doncaster' report recommendations for improving Education and Skills. Doncaster was named as a 'Social Mobility Opportunity Area' by the Department of Education, this will result in additional funding to support improved social mobility, some of which will be delivered via the improvement of education and skills.

Outcome 2

People will live safe, healthy, active and independent lives

2

- **Independent, healthy and safe at home.** A major transformation for Health and Social care is underway, with the development of the Doncaster Place Plan. This is linked to our specific plans to transform the Adults, Health and Well-being service within the council. A key part of our plan aims for people to live independently in their own homes for as long as possible.
- **Fewer people in residential homes.** The number of admissions for residential care is significantly lower than in previous years with the overall number receiving residential care at 1,396; which is expected to decrease further in 2017/18.
- **Personal budgets bring choice.** At the same time we have also increased the take up of a Direct Payment with over 730 ongoing direct payments compared with just 502 last year, which is a strong indication of people having more choice and control over their own care and support.
- **The Doncaster Children's Service Trust has reported improving performance since it came into operation in October 2014.** Monitoring review meetings between the council and Trust focus on performance, financial management and quality of work. There are concerns about the financial sustainability of the Children's Trust due to the additional one-off funding required in 2016/17 of £3.5m and the on-going expenditure pressures; further discussions are taking place on the financial plans for 2017/18 onwards. Ofsted monitoring visits have indicated that we are reducing the numbers of children deemed at risk.
- **Keeping warm, staying well.** The percentage of households in fuel poverty has fallen below 9% for the first time in over five years. Some successes include: 192 homeowners and private tenants have received first time gas central heating; 376 St Leger Homes properties have received external wall insulation; three Big Power Switch campaigns have been completed since April, with 373 household switching, saving a combined £85,754.

Outcome 3

People in Doncaster benefit from a high quality built and natural environment

3

- **More new homes.** More homes are being built every year in Doncaster. 1,170 homes were built in 2015/16 – the largest number since 2012. Since April 2016, a further 1,057 additional homes have been built. This means we are exceeding the identified level of annual need at a time when other areas in the region are falling short.
- **More empty properties becoming homes.** At the end of 2016, 112 empty properties had become occupied, meaning the total has reduced by 336 since 2014.
- **More affordable homes.** 161 affordable homes have been built; 114 of which were council houses with the rest being part of private or registered provider developments. We continue to work with private developers to increase overall delivery.
- **Increased recycling.** 48% of domestic waste is now recycled compared to a target of 43%. The percentage of fly-tipping investigated and removed within five days was 85% against a target of 90%. Although off track, performance has improved significantly throughout the year.
- **99.9% of residential, trade and clinical waste collections** are taking place on the scheduled day, as per target.
- **The levels of litter and detritus are decreasing** with 86% of land and highways at the required standards, exceeding our target of 85%.
- **100% of grass cutting works have been completed** as per the scheduled programme. Established plans and procedures are in place which has maintained this level of performance consistently all year.
- **The five year rolling average of all people killed or seriously injured** on Doncaster roads is 118 (from 2015). The indications for 2016 are that the number of fatalities reduced, but due to a reclassification of serious injuries, the overall figure will potentially increase. Further analysis will take place once the final dataset is available.

Outcome 6

Working with our partners we will provide strong leadership and governance

6

- **Working together.** All of our significant partners have completed a partnership assessment. An associated action plan is now in place to ensure effective and consistent arrangements for the oversight of the work of external partnerships.
- **Training focus.** Of the lead officers and members appointed to represent the council on partnership boards, 74.2% have attended Partnership Training, still a gap from the 100% target. This training will be compulsory for members who are appointed to an outside body.

Outcome 4 All families thrive

4

- **Helping families thrive.** More than 3,000 families in need of help have been identified through the Expanded Stronger Families Programme. We're working with 1,849 families to help parents find work, come off benefits and help families make a better life for themselves.
- **Latest published data regarding persistent school absence rates saw further increases at both levels.** Primary is 11.1% and Secondary is 17.5%; both are higher than target levels and are above national averages. Persistent absence for our Children in Care at both levels is also high at 9.8% for Primary levels, and 23.9% Secondary levels, and there is a review currently scheduled for both systems and processes.
- **The percentage of pupils reaching a Good Level of Development (GLD)** in Doncaster is 70% which is higher than the national average, as is those in receipt of free school meals.
- **Our care leavers in suitable accommodation is slightly off track at 82%** and is just 1% point below the national average and 3% points adrift of the regional average, whilst care leavers in employment, training and education rose 4% points to 41.7%, remaining slightly behind regional and national levels.
- **First choice school placements.** 96% (just over 3,000) reception age children were awarded their first choice preference for reception places for 2017/18 and 92.5% (almost 3,500) were awarded at secondary level place. Both are above the national levels of 88% and 84% respectively.
- **Cutting the red tape.** It now takes less than 25 days to process a new housing benefit claim and new Council Tax support application – down from 34 days and 68 days respectively in 2014/15. With application forms available online and paper forms digitally captured, the speed of processing claims has increased. A single customer record through MyDoncaster helps users access their information and service requests in one place.

- **Training on target.** Mandatory training for elected members is currently at 86.6%. This is slightly lower than the 87.7% reported for the same time last year. All mandatory training sessions have been scheduled for the year
- **Digital delivers.** A new more modern partnership website was launched and a new online portal for interaction between the council and schools was launched.
- **Managing performance.** All Team Doncaster Theme Boards have signed up to a performance management framework.

Outcome 5 Council services are modern and value for money

5

- **Get online.** 61% of council services are now accessible 24/7 online and 26% of Doncaster's population have accessed services online. Social workers dealing with vulnerable people are now working in a more modern and efficient way using technology. Registrars services have moved to modern premises and will shortly be online. The council website was assessed as 4 star rated by SOCITM due to improvements over the last year in particular relating to the transactional services available and being easy to use.
- **Remodelling of the organisation is underway** through managed service reviews and improvement programmes that have built capacity to manage change effectively, and ensure our workforce is equipped to deliver on the council's priorities. A Leadership and Management Development Framework in place together with other learning and development opportunities for staff at all levels to ensure they have the right skills to perform their jobs well. New terms and conditions for staff which help us meet financial challenges.
- **Workforce changes for the future:** To equip staff to take responsibility, maximise their contribution by being responsive to change and able to adapt or initiate new ways of working, and strengthen or develop new skills such as commissioning, leadership, community engagement and influencing.
- **Sharing our story.** Engaging with our communities on what we're doing as a council through social and other media channels. Strengthening the council's approach to equalities, diversity and inclusion in the workplace by raising awareness, creative signposting for self-help and supporting various national days i.e. World Mental Health Day, International Women and Men's Days, International Day of Persons with Disabilities.
- **Health record.** Sickness absence for 2016–17 was 9.90 days lost per full-time employee. This is an increase of 0.79 days from last year's figure of 9.11 days. Despite this slight increase overall performance is still comparative with the public sector at 9.80 days and local government at 10.50 days. A comparative corporate target of 8.75 days for 2017/18 has been set.
- **Overspend.** The council overspent by £2.3m; this included £2.8m in Regeneration & Environment and funding of the Children's Trust £1.5m overspend, offset by other underspends.

- **Data matters.** There have been 52 data protection incidents by the council in 16/17. None were serious enough to be recognised as breaches by the Information Commissioner's Office. E-learning modules have been launched and the Data Protection Officer continues to complete investigations and complete mitigating actions with high risk areas and where incidents occur.

Our workforce

The council's services are delivered through people, directly and indirectly, and by far the largest element of investment is connected with the cost of employing and supporting staff. The success of the council, the satisfaction of our customers, our efficiency, overall performance and effectiveness all depend heavily on our workforce's skills, abilities, behaviour and motivation. Because of this, our focus remains on the effective deployment, development and management of our staff to modernise services and change the way it works which meet customer needs.

As we face increasing demands to improve performance, extend our accountabilities and increase efficiency whilst striving for greater value for money and delivering significant savings, our overarching workforce strategy continues to support the organisation to attract, develop, retain and motivate a high quality and diverse workforce; as we need to be more adaptable, agile and capable of moving resources to meet the changing needs of our communities. In this climate it is important that we strive to be an open and inclusive employer, promoting a culture of dignity, respect and collaboration to create greater capacity to respond to change and better ways of working.

Workforce information

Headcount	2016	2017
	4,400	4,295

	2016	2017
Full-time	49%	51%
Part-time	51%	49%

We offer a range of flexible working options and family-friendly policies for staff, including part-time working, job sharing and annualised hours. Some roles are available for a few hours per week and this results in a profile which has a slightly higher number of part-time workers.

Gender	2016	2017
Female	70%	74%
Male	30%	26%

The council, like many public services, attracts more women than men to work for it. This results in a profile where the female workforce is just slightly higher than the economically active national average at 69.2%. The senior leadership roles are made up of 10 roles (58.8%) held by males and seven roles (41.2%) by females.

Age profile	2016	2017
16–24	5.1%	5.3%
25–34	15.4%	15%
35–44	21.5%	20.6%
45–54	34.6%	35.5%
50+	26.4%	25.6%

The age profile continues to show an ageing workforce. The data highlights the age group 16–24 years are under-represented compared to the Doncaster population in the same age range which is 11.4%.

We want to develop future talent and to support people into a challenging and rewarding career with us. As part of this a new apprenticeship framework was introduced to extend opportunities for apprenticeships within the council. This supports a more diverse and skilled workforce, assists in succession and renewal, enhances opportunities for the existing workforce to develop their skills, and promotes the view that apprenticeships are a high-quality option for learners.

Ethnicity profile	2016	2017
BME	4.41%	4.51%

The council's ethnic minority profile is slightly less than the economically active profile for Doncaster which is 7.55%.

Disability profile	2016	2017
Disability	3.42%	2.95%

The council's disability profile is in line with the economically active profile (2.3%) for Doncaster.

The council has been assessed as a Disability Confident Employer which is a scheme that works to challenge attitudes, increase understanding of disability, remove barriers, and ensure that disabled people have the opportunities to fulfil their potential and realise their aspirations.

The council also recognises the importance of the family, which is why we support working parents and carers in ways that help them balance their work and family lives. We offer a range of family friendly policies such as Maternity, Paternity and Adoption Leave, Flexible Working and Career Break Scheme.

In addition, the council has achieved the Gold Standard Employer Award in recognition of our commitment to supporting the armed forces community.

Demographic profile

Doncaster population: 2016

306,397



Estimated Doncaster population: 2026

309,000

4.8%

According to the 2011 census around 4.8% of the residents of Doncaster are from BME communities, nationally this figure is 14%.

21.7%

In Doncaster 21.7% of people reported that they had a long-term disability or health problem, nationally this is around 18%.

2–1.6

Life expectancy is 2 years lower than the national average amongst men and 1.6 years lower amongst women.



71,877

Younger people (0–19) in Doncaster. This number is forecast to remain largely the same and by 2026 could be around 71,700.



51,200

The older population (65+) accounts for 51,200 people across Doncaster. The elderly population will increase markedly over the next 10 years. By 2026 there could be 68,000 people living in Doncaster. A significant increase will be in people aged 90+ there will be an increase in the numbers of people in this age group of more than 45%.



176,763

People of working age (20–64). The numbers of working people in the borough will fall slightly to around 170,200 by 2026.



57.5

Healthy life expectancy is the average number of years people are expected to live in good health. In Doncaster men's healthy life expectancy is 57.5 years and for women it is 59.5 years. For both men and women healthy life expectancy is about five years lower than the national average.



4,223

The 2010 Office of National Statistics received responses that suggested around 1.4% of the population considered themselves as gay, lesbian or bisexual (applied to Doncaster's population this would equate to 4223 residents).



42/326

Doncaster is ranked the 42nd most deprived local authority out of 326 areas nationally and has slightly less than 40% of its population living in the most deprived parts of the country.



65.9%

Most of the population of Doncaster in the 2011 Census stated their religion as Christian at 65.9% compared to 59.3% nationally. A further 24.4% stated they had no religion, 2.9% was made up of other religions and 6.9% did not state their religion.

Financial profile

£510m

The annual gross revenue budget for 2016/17 of the council's general fund, this excludes schools and the Housing Revenue Account. The council overspent by £2.3m.

£2.6m

£2.6m was received in general fund capital receipts – money from selling land, buildings or equipment.

£87.9m

Was spent on building projects such as the National High Speed Rail College, DN7 unity link road, adaptations for the disabled, creation of school places and the school condition programme.

£604.7m

This is the council's net worth as at 31st March 2017. which has increased by £24.7m from £580.0m.

£68m

We have £68.0m of usable reserves made up of general fund balances (£14.8m), earmarked reserves less school balances (£42.0m) and usable capital receipts (£11.2m). Usable reserves represent 13.3% of the annual gross revenue budget of the council's general fund (£510.0m). Although this figure seems large, after we take out money that has already been allocated or required for projects, we have around £10.1m left to run the business which would support the council for less than two weeks.

1.2

We're managing our finances effectively by ensuring that our short term assets cover our short term liabilities. This is measured using ratios and ideally the ratio between assets and liabilities should be greater than 1.0. Doncaster Council's has risen from 0.8 in 2014/15 to 1.2 in 2016/17.

Looking ahead

Doncaster is a different place to where it was four years ago – our skyline is changing and the borough is on the up. We're still ambitious for our place and there's more to do. Ambition aside, you expect us as a partnership to continue to get right the basics that councils do, such as street cleaning, bin collecting, schools and education and of course we'll keep doing that.

Along with partners we've done much more to improve Doncaster and will continue to do so. Bringing new jobs to the area and capitalising on opportunities to put Doncaster on the map will be a focus. We've already hosted a successful Tour de Yorkshire stage in 2015 and we're due to again in 2018. We want to ensure that Doncaster is a place where people feel proud to live, learn, care and work and we've got great plans to do so as part of Doncaster Growing Together.

We're creating a youth offer with young people at the heart, celebrating their successes, giving them the best life chances and opportunities, encouraging them to be resilient, confident and happy and creating a sense of local pride and community.

Businesses have made their home here and new education and training opportunities are now on the horizon. This all sits alongside things like making sure you feel safe in your community, that the parks and green spaces are clean and accessible and we're proud of the borough – Doncaster Growing Together will galvanise local people and communities into action. But we have ambitions, and a vision that far exceeds what we have already achieved. The next four years will be crucial to the long term success of Doncaster – and it is the responsibility of all of us, as public services, businesses, charities and residents – to make this success a reality.



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