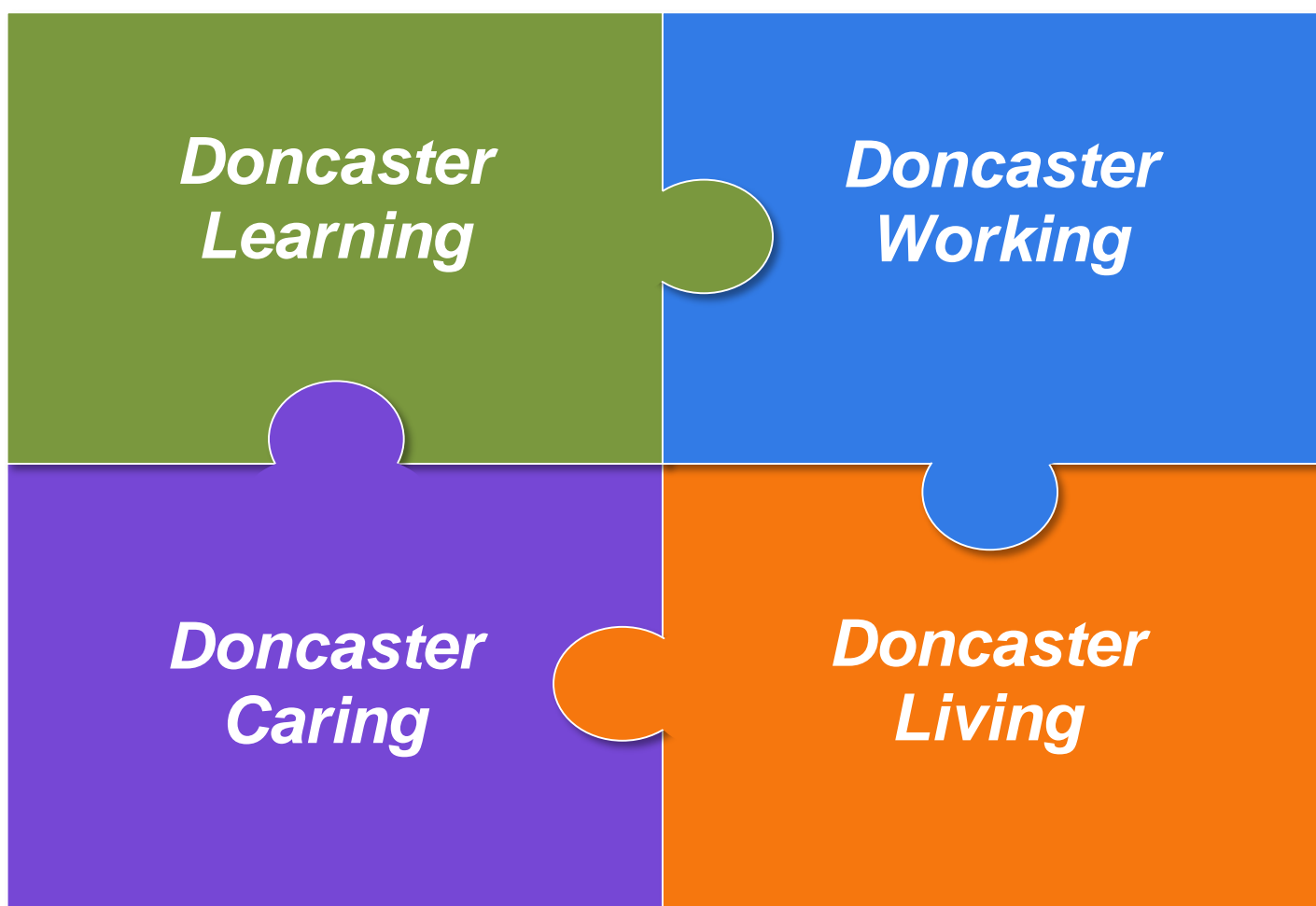


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Doncaster Council

Corporate Plan

2017-18



The next stage in our improvement journey

Doncaster – moving forward

Foreword by: Ros Jones, Mayor of Doncaster & Jo Miller, Chief Executive

Great things happen when people come together with a **shared ambition** to improve people's lives. In Doncaster we see this happen all the time and in recent years we've gone from strength to strength.

The past year alone has seen events and developments which reflect unprecedented levels of **enthusiasm and optimism** for the future. We took to the global stage as we welcomed the **Tour de Yorkshire** and showcased everything that is great about Doncaster. It was a true Team Doncaster collaboration with volunteers, businesses and residents working together to ensure the event was a big success.

The same commitment can be found in our recent regeneration projects. The new **Great Yorkshire Way** was delivered in partnership by the Council and the private sector and is helping major new developments to flourish, including the £500million inland port (iPort). The **National College for High Speed Rail** will open this year to train the next generation of rail engineers and was made possible by everyone who championed the campaign to get it here. These transformational projects, combined with the efforts of individuals and small groups are what really make Doncaster a great place to live. Just look at the **My Doncaster** campaign (#thisismydoncaster) which is now in full swing with local people working together to take pride in our borough, for example by improving the local environment.

The launch of the '**Doncaster Story**' in 2016 showed what a powerful story we have to tell. We need to tell it more often to raise local aspirations and boost the borough's appeal as a great place to live, learn, work and visit. We have a growing, **£5 billion economy**, record levels of residents in employment (over 140,000) and many new jobs in the pipeline. We are making progress in achieving **inclusive growth** - which means local people are able to benefit from the new, quality job opportunities being created.

Our purpose as a council is to ensure that **all people in Doncaster thrive**. To achieve this we are changing what we do, and how we do it, whilst delivering significant budget savings. We need to reduce the demand for services and deliver efficiency savings. Services are being re-designed and more of them are being delivered in partnership. This includes the integration of **health and social care services** to keep people healthy, safe and enable them to be independent in their own homes for longer. By delivering services in more innovative ways we have managed to **minimise the impact of budget cuts** on residents. More Council services are now available on-line, encouraging residents to be more self-sufficient.

We are **developing community assets, playing to people's strengths** and putting resources nearer to communities to ensure individuals get the right support, in the right place at the right time. By tackling issues early on we can often delay or prevent bigger problems occurring in the future, for example through our **Stronger Families Programme**.

We are only part way through our improvement journey, but are a **more effective team**, working closer with communities and businesses to shape Doncaster's future and improve the lives of local people. Three years ago the Council was in Government intervention; **we are now one of the most improved councils in the country**.

We can look forward with confidence, but not complacency. **Quality of life still varies** significantly across the borough and we must therefore place a greater emphasis on tackling inequalities and promoting social mobility, for example using Doncaster's **new Opportunity Area status** to help local children get the best start in life, no matter what their background. We will implement recommendations from the **Education and Skills Commission** to ensure all children and young people have a **quality education** and the skills to secure quality jobs. Proposals for an Institute of Technology and a University Technical College are part of our drive to provide **new technical routes into work**.

We must now take our **transformation to the next level**, using all of our resources, talents and determination to deliver the best outcomes for the residents of Doncaster.

We are equal to the task.

Overview

Our **Council Purpose** is to ensure Doncaster and its people thrive, whilst ensuring value for money is at the heart of everything we do.

This Corporate Plan explains what we will do to achieve this by **setting the direction for the Council over the next year**. It is the Council's contribution to the Borough Strategy.

It **integrates** the latest plans and delivery programmes that are already shaping how we work – for example the response to the Education and Skills Commission ('One Doncaster' report), Doncaster Urban Centre Masterplan, Early Help Strategy and Place Plan (including the Adult Health and Well Being Transformation Programme).

On the 15 September 2016 Full Council agreed a **strategic framework** which places the Corporate Plan within a cycle of continuous improvement:

Strategic Process	Stage	Improvement Cycle
State of the Borough Assessment	ANALYSE	
Updating and resourcing the Corporate Plan	PLAN	
Updating delivery Programmes, Service Plans and staff Performance and Development Reviews	DO	
Corporate performance monitoring and updating strategic risks	REVIEW	

The Next Stage in our Improvement Journey

The Foreword sets out the significant progress the Council has already made in modernising its services and changing the way it works.

The next stage in our improvement journey will require a greater focus on the things that matter most for Doncaster and the **actions that will have the greatest impact**. At the same time we must continue to deliver high quality services day in, day out – like those set out in **pages 6-9** and **page 11**.

Government grant reductions, rising demand and inflation will see an estimated **£24m Council budget gap for 2017/18**, which represents 5% of our total budget. This gap is set to reach **£67m a year in 2020/21**. This is on top of the £109million shortfall we have already bridged through major efficiency savings and the modernisation of Council services. The way local government is funded is also expected to change, with a move towards 100% business rate retention at a local level and the eventual phasing out of the Revenue Support Grant (the central government grant given to local authorities).

Despite the considerable funding reductions, **a robust and balanced budget** for £484m will be put in place for 2017/18. As well as funding high quality services for residents, the Council will **continue to invest in the future of the borough** with £112m of capital spending estimated for 2017/18. Residents across Doncaster will benefit from improvements to schools, public leisure centres, cultural amenities and roads. Hundreds of new primary school places will be provided, new affordable housing delivered and over a 1,000 housing adaptations for the disabled will be completed.

An ambitious new **Urban Centre Masterplan** will start to be delivered, including investment in our markets, improving the attractiveness of the town centre and transforming the gateway to Doncaster by redeveloping the rail station forecourt. Other investment includes the **Unity project** to help revitalise Hatfield, Stainforth and Dunscroft with new homes, shops, leisure amenities and job opportunities.

The further development of the **Great Yorkshire Way** will enhance Doncaster’s road connections, benefiting residents, attracting visitors and encouraging companies to invest in Doncaster and create jobs and prosperity.

Whilst facing the reality of significant spending cuts we must also keep a clear sense of direction and a longer term perspective about the great place we want Doncaster to be. **Long-standing challenges require long term solutions.**

With limited resources, we need to shift our focus to the **highest priority, urgent and transformational** shared programmes of activity. **New, less costly ways of working together are needed and residents will need to do more for themselves and each other.** Ways of working which already guide the work of many Council staff and Members will now need to run through all that we do, in particular:

- Improving the quality and effectiveness of **support for the most vulnerable.**
- Achieving **inclusive growth** – so local people benefit from new, quality job opportunities.
- A major shift to **prevention and early intervention** to reduce the demand on services and costs.
- Harnessing **community strengths, collaboration and assets** to build community resilience.
- A **whole person, whole life focus** – which means engaging residents throughout their life on their needs and aspirations - to better focus and co-ordinate our work with partners to support them.

The Council and its partners in Team Doncaster are clear that the next few years present a massive opportunity for Doncaster. Four **inter-related priority themes** frame and connect the collective effort to ensure quality of life improvements are shared by all residents and communities:

Priority Theme	The impact we want to see
Doncaster Working	Residents benefit from a thriving and resilient economy
Doncaster Caring	Residents live safe, healthy, active and independent lives
Doncaster Living	Doncaster is a modern, thriving and safe place to live, work and visit
Doncaster Learning	Residents have the knowledge and skills for life, creativity and employment

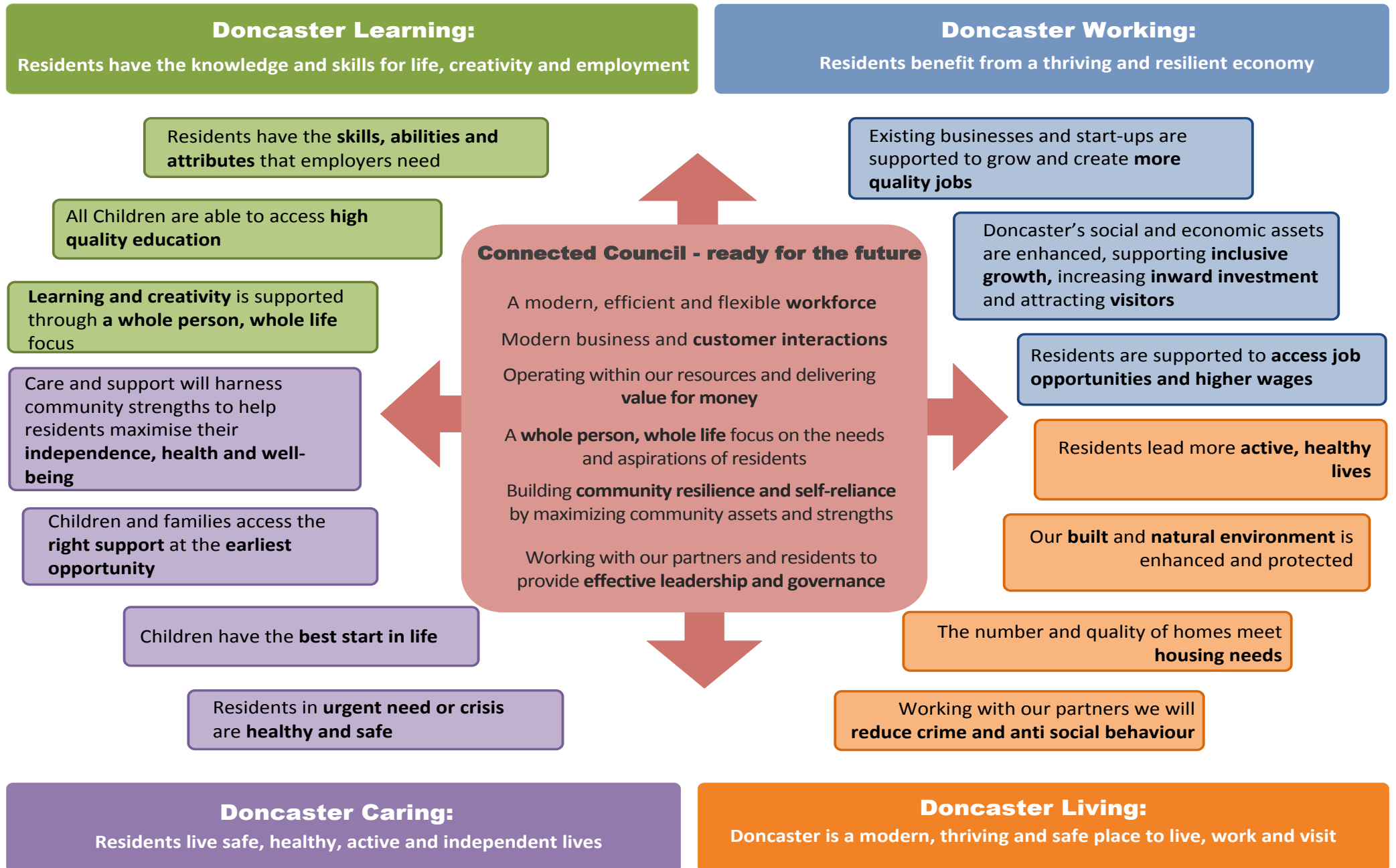
Each of these are explored in more detail on **pages 6-9**, together with:

- What we will focus on - **Objectives**
- How we will deliver our objectives - **Programmes**
- How we will measure progress - **Indicators**

The **chart on page 5** provides a summary of the objectives for each of the priority themes, and the things we must focus on to ensure we are a **connected Council** that is **ready for the future.**

This Corporate Plan is **not a fixed statement** of all that needs to be done. Over the next year, the Council and its partners in Team Doncaster will plan in more detail the actions that will make the most difference to quality of life across the borough.

Corporate Plan 2017/18 - Outcomes & Objectives



Doncaster Learning

Residents have the knowledge and skills for life, creativity and employment

Why

The 'One Doncaster' report produced by the independent Commission on Education and Skills in Doncaster recognises the focus and effort required to improve education, skills and learning for all and the need to improve on our previous best. There are many different opportunities to join up, innovate and think differently about learning and skills that can make a real impact on resident's aspirations, well-being and the growth of our local economy.

Our ambition

Doncaster's education and skills system will be geared towards skills for life, creativity and employment alongside academic achievement. This will start in the early years and be an inclusive 'all age offer'. Our ambition in 2017-18 will include using our new Opportunity Areas status to help local children get the best start in life, no matter what their background and supporting people to access opportunities, for example at the National College for High Speed Rail (NCHSR) opening in September 2017. We will also progress our proposals for an Institute of Technology and a University Technical College to provide additional technical routes into well paid, skilled jobs.

With this...

We will reset the bar for attainment and aspiration, so all of Doncaster's young people expect to work and pursue fulfilling jobs, careers and lives. We will have the skills for economic growth.

Without this...

Our young people and those of working age, will be at risk of underachieving, with consequences for them, their families, the local economy and for public services.

Objectives - what is important to us

All children are able to access high quality education
Learning and creativity is supported through a whole person, whole life focus
Residents have the skills, abilities and attributes that employers need

Programmes - where we need to focus

- We will support learning for anyone at any age
- We will introduce a Sir Professor Tim Brighouse Challenge to support school improvement across the borough
- We will ensure that people in Doncaster have the skills, training and careers advice to access opportunities created through inclusive economic growth

Key Services we deliver & commission already

- Special education needs and disabilities (SEND) Team
- Adult Community and Family Learning (ACFL)
- Education and Standards Team

The Partners who can help us

Partners Include: Residents; Schools; Multi Academy Trusts (MATs); Doncaster College; Partners in Learning (PIL); large training providers; Doncaster Chamber; Sheffield City Region; Voluntary, Community and Faith (VCF) Sector groups; Trade Unions.

Indicators - to tell us if we are making progress

- More people aged 19 get a Level 3 qualification
- More young people do well in their GCSEs
- More children are 'school ready' at age 5
- More people in Doncaster have a level 3 qualification
- More Children in Care do well in school
- The gap between different groups of young people and how well they do at school compared to the Doncaster and national averages narrows.
- The gap between different groups of young people and how 'ready' they are for school at age 5 compared to the Doncaster and national averages narrows.

Doncaster Working

Residents benefit from a thriving and resilient economy

Why

Doncaster has a £5billion economy which is growing year on year, as measured by overall economic output and businesses and we are in the top 10 in the UK for private sector jobs growth. Significant investments are being made in the local economy and Doncaster is forecast to create at least 12,000 additional jobs by 2024, almost 40% of which are expected to be at NVQ level 4 and above. We need to maximise the assets and opportunities we have, whilst improving the skills of residents, to support quality economic growth that benefits Doncaster residents.

Our ambition

Our economic growth will be even more inclusive. The local economy will continue to grow through inward investment, the growth of existing firms and excellent partnership working between the public and private sector. Doncaster residents will directly benefit by accessing the necessary skills, job opportunities increasing their incomes. Businesses will benefit from improved access to skills, markets, supply chains and the support to innovate and grow. Many of Doncaster's businesses already benefit from connections to customers, materials and services which extend in all directions across the UK and internationally. Our ambition in 2017-18 includes the further development of Doncaster's infrastructure, such as linking up the Great Yorkshire Way direct to the airport to unlock further economic development. We will continue to increase apprenticeships and we will deliver a work and health programme with our partners across the city region to support people back to the labour market. This is part of our drive to grow our economy and create new quality jobs by strengthening and extending our economic ties.

With this...

We will go faster in breaking the cycle of unemployment, low incomes and poverty that has held back generations and driven demand for public services. We will continue to develop a more productive and resilient economy.

Without this...

We will miss our economic opportunity, risk social polarisation and the loss of hope in our citizens and communities.

Objectives - what is important to us

Existing businesses and new start-ups are supported to grow and create more quality jobs

Residents are supported to access job opportunities and higher wages

Doncaster's social and economic assets are enhanced, supporting inclusive growth, increasing inward investment and attracting visitors

Programmes - where we need to focus

- Supporting local enterprise
- We will support people to connect to jobs and economic opportunities across the Borough
- We will attract external investment into the Borough

Key Services we deliver & commission already

- Planning
- Skills & Enterprise
- Business Doncaster

Key Partners that can help us

Partners include: Residents; Doncaster Chamber; Job Centre Plus; Doncaster College; Local businesses; Sheffield City Region; Voluntary, Community and Faith (VCF) Sector groups; Trade Unions; local training providers.

Indicators – to tell us if we are making progress

- More people are in work
- Less people claim out of work benefits
- Wage rates increase
- The total number of businesses increase
- More people are working in highly skilled jobs
- We are more productive as an local economy
- The gap between different groups and the rate of people that claim out of work benefits compared to the Doncaster and national averages narrows.

Doncaster Caring

Residents live safe, healthy, active and independent lives

Why

Transformation to improve social care in Doncaster is a necessity - doing nothing is not an option. Even without the significant financial pressures, changes must be made from the view of delivering good services to improve residents' lives and support their independence. Working in partnership we will need a reshaped local social care market, alternative ways of delivery services and integrated health and social care services. We need to help those with complex lives appropriately, and at the earliest opportunity, to support better outcomes for them and achieve better efficiency across the Council and partners.

Our ambition

Doncaster's adults and children's health and social care services, and how we support our most at risk and vulnerable people will be focused on prevention, early intervention and enabling people to be safe, healthy and independent at home and in their communities. Our ambition for 2017-18 will include a move towards self-help and community led support which harnesses the strengths and caring ability of our residents, carers, and communities. We also want to build upon work to co-ordinate services for people with complex lives across the Council and our partners.

With this...

Our vulnerable, at risk, older and ill citizens will enjoy better lives, and be healthy and independent for longer.

Without this...

Our health and social care system will only be able to offer limited access and quality of care and support.

Objectives - what is important to us

Care and support will harness community strengths to help residents maximise their independence, health and well-being

Children and families access the right services and support at the earliest opportunity to improve their quality of life

Children have the best start in life to achieve their full potential

People in urgent need or crisis are healthy and safe

Programmes - where we need to focus

- We will modernise our Adult Social Care Service.
- We will ensure services for children are good and we will support families at the earliest opportunity.
- We will help to support the implementation of the primary care strategy.
- We will support vulnerable people to be safe, particularly when in urgent need or crisis.

Key Services we deliver & commission already

- Adult Social Care.
- Area Community Teams.
- Community Safety – Domestic Abuse Support.
- Children's social care services via the Children's trust.

Key Partners that can help us

Partners Include: Residents; Clinical Commissioning Group (CCG); Doncaster and Bassetlaw Hospital Trust; Healthcare providers; Doncaster Children's Trust, Voluntary; Community and Faith (VCF) Sector groups; Rotherham, Doncaster and South Humber Mental Health Trust (RDaSH); South Yorkshire Police; South Yorkshire Fire and Rescue; GPs; Pharmacists; Citizens Advice.

Indicators - to tell us if we are making progress

- Less people in residential care
- Fewer Delayed Transfers of Care from Hospital
- Fewer referrals to Children's Services that are repeat referrals within 12 months
- More residents are satisfied with their care.
- More people access care through a Direct Payment
- More young people supported through our early help services
- Less victims of domestic abuse who come back and need support more than once in a year.

Doncaster Living

Doncaster is a thriving, resilient and inclusive place to live, work and visit

Why

The Doncaster Working, Learning and Caring sections of this Corporate Plan show that we already have many of the characteristics required to make Doncaster a great place to live, learn, work and visit. We need to make the most of what we have and deliver further improvements, including providing all residents with access to the good quality housing, leisure, retail and cultural opportunities that support better health and well-being. When combined with our significant green space, heritage, space for economic development and excellent transport connections we already have a significant amount to be proud of. However, we are ambitious to do more to improve quality of life.

Our ambition

Doncaster will be a vibrant place of choice to live and work. Existing and prospective Doncaster residents will have access to a full range of housing options, including affordable housing. The social, cultural and retail offer will be at modern city standard. There will be better quality opportunities to take part in leisure activities and green spaces across the Borough will support healthy and fulfilling lifestyles. Improved transport links across Doncaster will enable access to opportunities for all residents and they will be safe in their communities and homes. Our ambition for 2017-18 will include the re-shaping of services across the partnership to improve our town centres and villages. We will also submit a bid to Sport England to be a pilot area for increased physical activity.

With this...

Doncaster will be a modern, attractive and thriving city which enables Doncaster residents to enjoy a better quality of life. There will be more visitors, increasing the money spent in the local economy.

Without this...

Other areas will reap the benefits of our growth and Doncaster will not fulfil its potential to be a modern thriving place.

Objectives - what is important to us

- Doncaster's built and natural environment is enhanced and protected.
- Working with our partners we will reduce crime and Anti-Social Behaviour
- Support residents to lead more active, healthy lives
- The number and quality of homes in Doncaster meet housing needs

Programmes - where we need to focus

- We will improve our town centres and the offer they provide to residents
- We will support people to make healthy choices and increase their physical activity levels
- We will help to co-ordinate a raft of activity to make sure housing in Doncaster meets people's needs

Key Services we deliver & commission already

- Town Centre Team
- Business Doncaster
- Environment Services – Enforcement/Regulation, Waste, Highways and Streetscene
- Public Health commissioned services
- Communities – Leisure & Culture/Community Safety
- Local Investment Team
- Planning

Key Partners that can help us

Partners Include: Residents; Clinical Commissioning Group (CCG); Doncaster and Bassetlaw Hospital Trust; Doncaster Children's Trust; Voluntary, Community and Faith Sector; St. Leger Homes; Doncaster Chamber; South Yorkshire Police; South Yorkshire Fire & Rescue; Doncaster Culture and Leisure Trust; GPs; CAST; Sport England.

Indicators - to tell us if we are making progress

- More homes are built and available to people, including more affordable homes.
- Increasing healthy life expectancy
- More people are physically active and less people do little or no physical exercise
- Air quality is good
- Vulnerable groups have access to housing that meets their needs
- More people are of healthy weight
- More people visit our town centres

Connected Council - ready for the future

The things we must do as an organisation to deliver improvements

Why

To ensure Doncaster and its residents thrive, the Council needs to be ready for the future demands placed upon it. Increasingly the Council needs to develop wider and more effective connections to communities and partners if we are to deliver our shared ambitions with less resources. We also need to manage the demand on services through a shift towards early intervention and prevention and support residents and communities to do more for themselves and each other. We also need to look ahead to the changing needs of residents and take advantage of new opportunities.

Our Ambition

The Foreword outlines the positive impact the Council is having on quality of life, working with its partners in Team Doncaster. The services we deliver directly has reduced but we have the potential to make an even greater impact, by continuing to modernise services and by being a more **connected Council** which, for example:

- Develops Doncaster's connections to opportunities locally, regionally, nationally and globally
- Supports residents to connect to social and economic opportunities
- Works with our residents to support their needs and aspirations at the earliest opportunity
- Works with our partners to join-up services and actions to improve quality of life

With this...

The Council will be able to effectively lead the collective effort to improve quality of life, now and in the future.

Without this...

The Council will not achieve its purpose - to ensure Doncaster and its people thrive.

Objectives - what is important to us

A modern, efficient and flexible workforce

Modern business and customer interactions

Operating within our resources and delivering value for money

A whole person, whole life focus on the needs and aspirations of residents

Building community resilience and self-reliance by maximising community assets and strengths

Working with our partners and residents to provide effective leadership and governance

Where we need to focus

- Workforce development
- Increasing the service available on-line
- Good governance in all that we do
- Maximising our resources
- Tackling inequalities and recognising diversity
- Integrated locality working – to where possible co-ordinate services and support closer to communities
- Increasing our capacity to innovate
- Effective joint commissioning of local services
- Increasing community capacity and resilience

Key Services we deliver & commission already

- HR & OD; Legal & Democratic Services; Strategy, Research, Performance & Programme Management; ICT development and support; Budgeting and finance support; Benefits, Council Tax and Business Rates; Strategic Communications; Customer Services.

The Partners who can help us

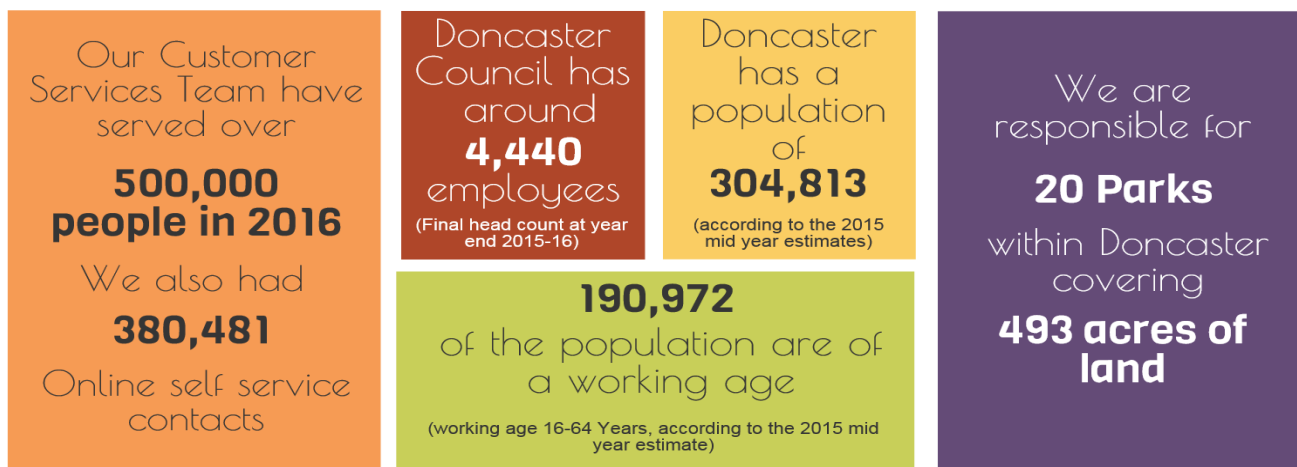
Partners Include: Residents; Team Doncaster; public, private and Voluntary, Community and Faith (VCF) sector organisations; and Central Government; Town and Parish Councils; Council Staff; Trade Unions.

Indicators – to tell us if we are making progress

- Where possible we will increase what we buy from local companies
- Improvements to staff's health and well-being – including reduced sickness levels
- More of our services will be available digitally and more people will access them
- Applications for council tax support and housing benefit are processed on time
- We will deliver against our savings plans in 2017-18
- All staff will have an annual, quality Performance Development Review (PDR)

Delivering High Quality Services

We must continue to deliver high quality services for a large and diverse borough by making the best use of the skills and resources available:



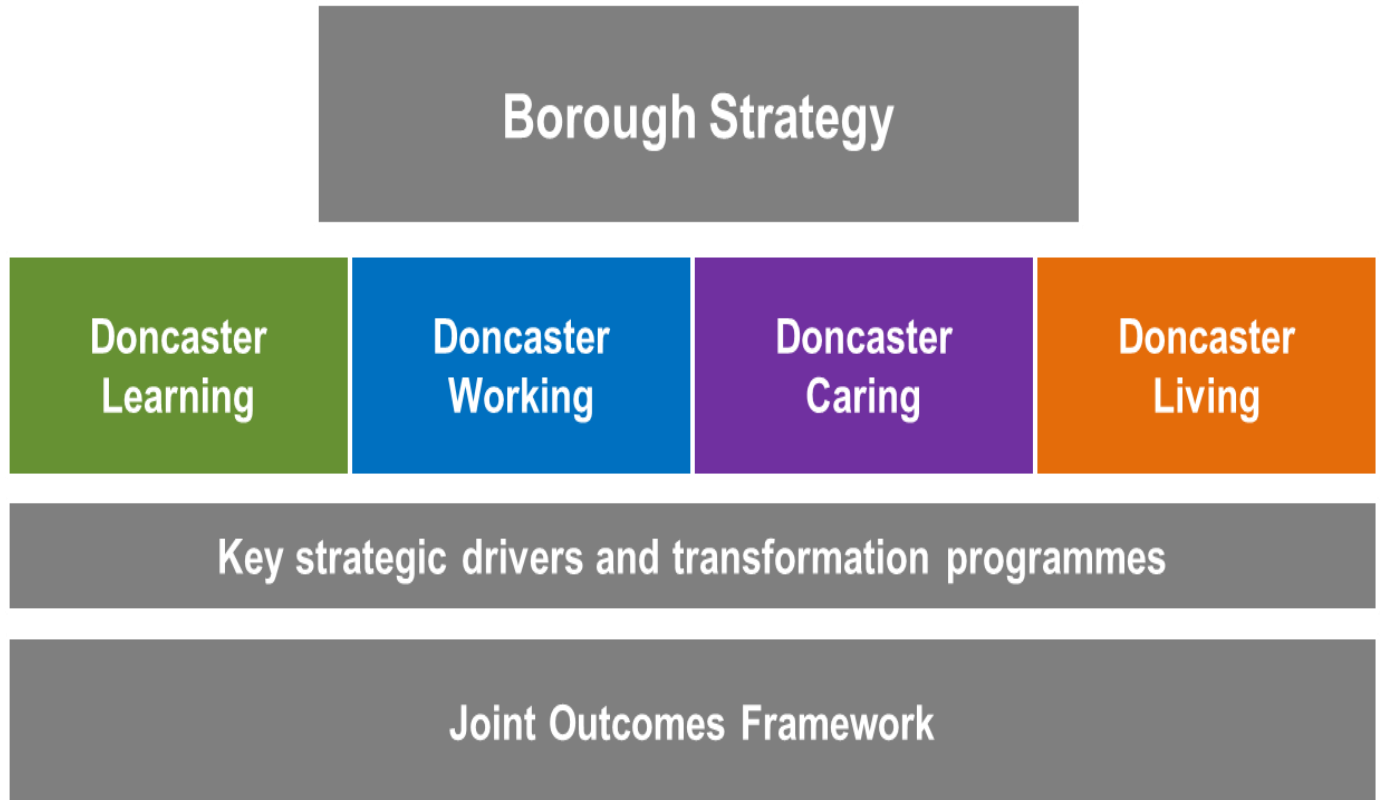
Doncaster



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Team Doncaster Context

The chart below shows how the Corporate Plan, along with other partner organisational plans, contributes to the overall Team Doncaster priorities in the Borough Strategy. This alignment is key to demonstrate how as a partnership we are working together to improve people's quality of life.



Includes Key Performance & Financial Indicators

