



## Agenda

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To all Members of the

# OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Notice is given that a Meeting of the above Committee is to be held as follows:

**Venue:** Council Chamber, Floor 2, Civic Office, Waterdale, Doncaster

**Date:** Thursday, 10th February, 2022

**Time:** 10.00 am

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**PLEASE NOTE:** Due to current restrictions arising from the Covid-19 pandemic, there will be limited capacity in the public gallery for observers of the meeting. If you would like to attend to observe in person, please contact the Governance Team on Tel: 01302 734941 or 735682 no later than 12 noon on Tuesday 8th February, 2022. Please note that the pre-booked places will be allocated on a 'first come, first served' basis and once pre-booked capacity has been reached there will be no further public admittance to the meeting. If you do not notify the Governance Team in advance, you may still be able to attend the meeting on the day if there are spaces available, however, this cannot be guaranteed. You are therefore advised to contact us in advance if you wish to attend. For anyone attending the meeting masks are to be worn (unless medically exempt) when moving around the civic office and Council Chamber but can be removed once seated.

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Damian Allen  
Chief Executive

Issued on: Wednesday, 2<sup>nd</sup> February 2022

**Governance Officers for this meeting**

Christine Rothwell/Caroline Martin  
Tel. 01302 735682/01302 734941

**Doncaster Metropolitan Borough Council**  
[www.doncaster.gov.uk](http://www.doncaster.gov.uk)

## **Items for Discussion:**

1. Apologies for absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Declarations of Interest, if any.
4. Minutes from the Meeting of the Overview and Scrutiny Management Committee held on 2nd December 2021 (*Pages 1 - 12*)
5. Public Statements.  
[A period not exceeding 20 minutes for statements from up to 5 members of the public on matters within the Committee's remit, proposing action(s) which may be considered or contribute towards the future development of the Committee's work programme].

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

6. Overview and Scrutiny Consideration of the Mayor's Budget Proposals 2022/23 - 2025/26 (*Pages 13 - 20*)
7. Corporate Plan 2022-23 (*Pages 21 - 54*)
8. Overview and Scrutiny Work Plan and the Council's Forward Plan of Key Decisions (*Pages 55 - 68*)

## **MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE**

Chair –Councillor Jane Kidd  
Vice-Chair –Councillor John Healy

Councillors Daniel Barwell, Bev Chapman, Leanne Hempshall, Richard A Jones, Majid Khan and Sarah Smith

### **Education Co-optees\***

Antoinette Drinkhill  
Bernadette Nesbit

### **Invitees:**

Paul O'Brien(GMB)

\*Education Co-optees are invited to attend the meeting and vote on any Education functions which are the responsibility of the Authority's Executive. They may also participate in but not vote on other issues relating to Children and Young People.

# Public Document Pack Agenda Item 4

## DONCASTER METROPOLITAN BOROUGH COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 2ND DECEMBER, 2021

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER, CIVIC OFFICE, DONCASTER on THURSDAY, 2ND DECEMBER, 2021 at 10.00 AM

#### PRESENT:

Chair - Councillor Jane Kidd

Councillors Leanne Hempshall, Richard A Jones, Majid Khan and Sarah Smith

Co-optees – Bernadette Nesbit (Diocese of Hallam Roman Catholic Church) (Agenda Item 7 only).

#### ALSO IN ATTENDANCE:

Debbie Hogg, Director of Corporate Resources

Phil Holmes, Director of Adults Health and Wellbeing

Riana Nelson, Director of Learning, Opportunities and Skills (DCS)

Dan Swaine, Director of Economy and Environment

Rupert Suckling, Director of Public Health

Rob Moore, Director of Corporate Resources and Company Secretary, DCST

Clive Chambers, Head of Quality, Performance and Standards (DCST)

Andrew Sercombe, Governance Services Manager

#### APOLOGIES:

Apologies for absence were received from Councillors John Healy, Daniel Barwell, Bev Chapman and Antoinette Drinkhill (Co-optee) and Paul O'Brien (GMB)

|    |   | <u>ACTION</u> |
|----|---|---------------|
| 26 | <u>DECLARATIONS OF INTEREST, IF ANY.</u>  |               |
|    | No declarations were reported at the meeting.   |               |
| 27 | <u>MINUTES FROM THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 9TH SEPTEMBER AND 4TH NOVEMBER 2021</u> |               |
|    | RESOLVED that the minutes of the meetings held on 9 September and   |               |

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|    | 4 November approved as a correct record and signed by the Chair.   |  |
| 28 | <u>PUBLIC STATEMENTS.</u>  |  |
|    | There were no public statements made at the meeting.   |  |
| 29 | <u>ST LEGER HOMES OF DONCASTER LTD (SLHD) PERFORMANCE AND DELIVERY UPDATE 2021/2022 QUARTER 2 (Q2)</u>   |  |
|    | <p>The Committee welcomed Dave Richmond, to the meeting and raised the following questions:-</p> <ul style="list-style-type: none"> <li>• Members asked what improvements were expected t in relation to reducing the number of voids and the re-letting of properties in a timely manner. They also asked which of the strategies undertaken were likely to have the most immediate impact. In response, it was reported that there was not one solution for improvements but a number of mechanisms for tackling existing problems in terms of voids to enable those improvements to be made. A number of examples were shared with members including improvements on the turnaround time for void properties. It was acknowledged that in terms of turnaround, an improvement in reducing the number of voids may have a detrimental impact on other associated indicators. However, further gradual improvements on performance in this area were expected in the future.</li> <li>• With regard to void rent loss, it had been stated that Doncaster compared well with similar authorities, it was asked what effective measures were being taken to achieve this.. In responding, it was reported that St Leger were not where they wanted to be in terms of voids. However, the service keep a close eye on the industry and benchmark regularly with neighbouring authorities. It was acknowledged that these issues are not just isolated to Doncaster, everyone was experiencing similar problems. There was significant pressure on staff in trying to hone down and address the causation factors.. It was stated that Doncaster’s target was set at 20 days which is ambitious and the service would try its best to achieve that target.</li> <li>• In relation to processes for effectively reducing voids, Members were advised that the two key issues; were turnaround and re-letting . In response to this, it was stated that the lettings team were now back in the office and working closer with the voids team. This closer working arrangement had improved liaison and co-ordination and it was expected to bring about a greater improvement. It was also noted that the Chief Executive had regular fortnightly meetings with managers to monitor the situation.</li> </ul> |  |

- A question was raised with regard to the increasing trend of properties being handed back in a poor state of repair and whether re-chargeable repairs were adequately enforced. The Committee heard that often the state of the property is not known until the time at which the tenant vacates and this may be the point at which significant repairs are required. The Committee was informed that verification visits were to be introduced on a scheduled basis, rather than in response to a request which would provide early information on the current state of repair and in some cases enable less costly repairs to be undertaken early. Furthermore, this pro-active approach would also provide an opportunity to check on the welfare of tenants and potentially identify early intervention or additional support enabling some to maintain their tenancy before they reached crisis point.

The Committee recognised that scheduling visits across 20,000 properties was challenging and would require prioritisation. However, it wished to record its support for this initiative and requested further consideration be given to how SLHD and its partners could assist this process by feeding back relevant information during other visits to properties for example when carrying out routine repairs and annual gas testing checks..

- Further discussion took place with regard to the back log of repairs. It was reported that there were still some ongoing issues that were Covid related such as supply chain issues resulting in delay in receiving materials. Whilst the team had ordered supplies in advance there was no guarantee supplies would be available on schedule. In terms of quality assurance, it was asked whether there were known percentages of the properties that the team would have to return to in terms of repairs. It was advised that this data was not available but if repairs are identified they are e added to the scheduling service.

A question was raised with regard to support for tenants particularly those that were recovering from addiction and whether they are supported by St Leger staff to maintain their tenancies. Members were advised that there was a range of support and assistance from other agencies and services such as Complex Lives Team. However, St Leger has its own in-house support team where tenants are supported on issues such as rent management for up to six months. However, there were case-loads that extended to 2 years. It was advised that the staff covered a range of issues including mental health problems.

In addition, it was reported that a lot of work had been undertaken to bring agencies together to provide a wrap- around support service shared across a number of agencies, the

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|    | <p>Council and SLHD. It was acknowledged that there needed to be a more joined up approach and as well as linking the Complex Lives Alliance, the service needed to bring together community advice agencies and provide services such as a digital offer to ensure people are aware about what they need to do at an early stage. Officers acknowledged there was still further work to do in this area.</p> <p><b><u>RESOLVED</u></b> that:-</p> <ol style="list-style-type: none"> <li>(1) the progress of SLHD performance outcomes and the contributions it makes to supporting Doncaster Council's strategic priorities be noted;</li> <li>(2) the appropriate Panel be asked to look at the process for recharging of repairs for those properties that have been left in a poor state by tenants; and</li> <li>(3) the Committee support the process for the re-introduction of verification visits and requested further consideration be given to how SLHD and its partners could assist this process by feeding back relevant information during other visits to properties.</li> </ol>   |  |
| 30 | <p><b><u>2021/2022 QUARTER 2 FINANCE AND PERFORMANCE IMPROVEMENT REPORT</u></b></p>  |  |
|    | <p><b><u>Connected Council and Overview</u></b></p> <p>The Committee received the 2021/2022 Quarter 2 Finance and Performance Improvement report introduced by the Director of Corporate Resources. The report presented a new format which was structured around the Borough Strategy. It was reported that the overall position remained very challenging as the authority were still in response and recovery mode in light of the ongoing Covid pandemic. It was also important to recognise that the Council had been successful in receiving £64m in funding.</p> <p>In terms of performance, service standards had been met and staff had gone the extra mile this was reflected in the significant improvements from quarter one. With regard to overspends, it was reported that it was helpful to recognise that this was being managed carefully. Overall, it was noted that the report presented a good position.</p> <p>Following the brief introduction, members asked a number of questions as follows:-</p> <ul style="list-style-type: none"> <li>• In terms of savings targets, were officers confident these could</li> </ul> |  |

be met and would a balanced budget be met particularly with rising social care costs. In response, it was stated that the report identified that in relation to savings the Council was £2.7m off track, but it was important to note that through funding for Covid, the Council had mitigated the overall overspend.. Members were advised that delivering savings was only one part of the management of the Council's finances and overall this was being managed successfully under challenging circumstances.

- With regard to staff sickness, it was asked how many staff were suffering from longer term issues resulting from Covid, and were they being supported adequately in the workplace. In response, Members were advised that there were not many people that were identifying as suffering with long covid. It was recognised that the sickness target was ambitious as the Council was delivering, business as usual whilst responding and recovering from the pandemic. This created a challenging environment for staff. It was noted that the Council was in a better position than last year and staff were being supported. Regular supervision was being provided by Occupational Health and there were regular bulletins posted on staff wellbeing.
- Clarification was provided with regard to Homelessness placement claims and the reasons for them taking longer to process. It was reported that this issue had also been reviewed by the Council's Internal Audit Team in order to optimise the system. It was advised that the Council only action the payment when the provision is in place and the invoice is received, which leads to a delay and the costs can vary depending on the nature of the provision.

### **Doncaster Learning and Caring**

Members asked a number of questions as follows:-

- In terms of overspend, it was asked what strategy was in place to reduce these. In response, Members were advised that overspends were a particular focus for the service and this was being looked at on a weekly basis. Overspend with regard to children with disabilities was due to the children being placed in out of area placements. There had been delays with the introduction of the Future Placement Strategy due to the lack of properties available within the current housing market. However, this was now back on track and 3 homes had been secured for children in the new year. It was noted that further work was required in terms of recruiting more foster carers and this was ongoing. Details were also shared in relation to the SEND Transformation Programme and work was ongoing with schools to ensure the right provision was available for children at an earlier stage.

- In relation to permanent exclusions being reduced, it was asked whether the reduction in the number of exclusions could be sustained. With regard to exclusions it was important to recognise that Doncaster was bucking the trend. Collaborative work had taken place with schools looking at behaviours. Support had been provided to schools through the memorandum of understanding. It was noted that in terms of exclusions the trend has been similar to that of last year. However, the Council will continue to work with schools and particular focus will be made in relation to mental health.
- A query was raised with regard to how the Council were reducing the number of young people who are not in Education, Employment or Training (NEET). In response, it was acknowledged that this continued to be a good story for the Council. At the end of October, this was 6.8% below the 12.5% average and was also below the national average. Robust tracking of the 16-18 cohort had been responsible for this as well as advice and guidance through collaborative working with stronger families. It was emphasised that more support was required for Looked after children (LAC) to enable them to access training, this can be followed up through home visits to encourage those young people to access and engage with the training on offer. In terms of percentages for LAC, it was acknowledged there was a higher rate of LAC that were NEET, those details would be forwarded to Members outside of the meeting.
- It was asked whether there was any data or correlation between exclusions and Off-Rolling. It was advised that whilst there were no figures to offer members, it was reported that the number of pupils Off-Rolling were decreasing and if the Directorate was made aware it would intervene appropriately.
- In terms of providing a consistent approach in funding across schools in the Borough in relation to providing summer activities, the Committee was provided with details of the Holiday Activities and Food (HAF) Programme. It was noted that the Council had been working closely with schools on this initiative and Members looked forward to the delivery of the programme.
- In terms of the Doncaster Integrated People System detailed at paragraph 48 of the report, it was advised that this system was not open to public access.

### **Doncaster Caring**

A number of questions were asked as follows:-

- In response to a question regarding fuel poverty, members were



advised that the current advice in relation to fuel prices was not to switch deals. There were a number of household efficiency grants available and support would be given to those household that seek and need that support. It was also recognised that staff can be made aware of fuel poverty whilst out meeting people in their properties. Members were also advised that the Fuel Poverty Strategy was also being designed, which would be considered at a scrutiny session in the new year. It is likely that the increase in fuel prices is likely to have the greatest impact on fuel poverty.

- In referring to the MOSIAC Case Recording System, Members were advised that the contract for the former Case Management system had come to an end and the new system had been introduced. It was acknowledged that with all new systems it takes time to adjust and the system is reliant on the quality and accuracy of information inputted. It was also important to note that the system needs to be accurate and recording needs to be carried out in a timely manner and not left to be completed later. In terms of training staff on the new system, take up had been positive as this has been carried out virtually.
- In referring to page 42 of the report regarding the Domestic Abuse Hub, it was asked what barriers there were in encouraging those impacted by domestic violence in engaging with support services.. It was acknowledged that victims of domestic abuse were extremely vulnerable and it takes a great amount of courage to report domestic abuse. Members were advised that some of the time it can be difficult to follow up on as the person is no longer contactable or wishes to not to proceed. The service has tried to establish a more proactive approach through Community Engagement Workers with links into locality working. It was also stated that work was also being carried out with a Survivor Liaison Worker recently employed to bring about more credibility to a person and build their confidence in reporting the abuse.
- A query was raised in relation to the reason for the reduction of high risks cases to Multi Agency Risk Assessment Conference (MARAC). Members were advised that MARAC was a system for referring high risk issues that require a multi-agency response. It was stated that the decision that had been made with regard to MARAC was that for repeat issues, officers would endeavour to filter these before they automatically come back to MARAC, to avoid duplication, which was the reason for the reduction. It was emphasised that this did not mean repeat issues would not be investigated and safeguarding actions would continue to be undertaken with that person/family. However, what officers had recognised previously if there are too many repeats coming through the system, the same

conversations and actions are taking place and can impact on the support available for new cases.

- In referring to the market position statement detailed at paragraph 75 of the report, it was asked how crucial this was and when it was likely to be available. It was reported that this was paramount and a positive way of identifying and signalling to both providers and stakeholders what the Councils future intentions are and what the key care challenges are particularly now in terms of uncertainty. It was reported that the market statement will be structured into modules, this would be a set of documents looking at individual groups of people and it is expected that the first modules will be considered by Directors for approval before Christmas and publication was expected in the new year. This would provide guidance to care providers on the types of services to be commissioned what will be commissioned. It was also noted that the Social Care White Paper would also need to be taken into account with the development of the market position statement.
- In referring to paragraph 68 of the report, it was asked if officers could expand on what e-cohort studies were/would be and were there any lessons that were learnt from the process. Members were advised that e-cohort studies were a technical way of identifying groups of people that officers were interested in following up overtime and tracking their impact of interventions and outcomes. The first e-cohort established is called 'Born and Bred in Doncaster'. It was noted that this was still at early stages of development. Officers had learnt that it is difficult to recruit data analysts that have significant capacity and capability. This is because this is not the only programme that Doncaster has that are requiring capacity around data analytics.

### **Doncaster Living**

A number of questions were asked as follows:-

- In terms of inward investment, it was asked how soon Doncaster's economy would start seeing the benefits and how were the Council maximising the effectiveness of this with its partners. It was reported that an impact was expected to be seen in 2022/23 with regard to delivery and a wider impact in terms of growth would be evident in 2023/24. It was reported that there had been some immediate impact as a consequence of the Towns Deals, whilst these were not economically driven it did lead to improvements at Elmfield Park and the play park at Stainforth. It was noted that the Council had £18.6m of Levelling Up Fund (LUF) and the 3 elements were the Waterfront, Enterprise Market Place and Civic and Cultural Quarter.. In terms of LUF funding, the Government have determined that the

funding should be delivered within 3 years, it is envisaged that economic benefits will be seen between 2023/24 but in terms of some of the work been delivered that will be in 2022/23,. There will be an emphasis on using local companies to deliver some of those works such as demolition, wherever possible to help stimulate the economy.

In terms of maximising the impact of the LUF partnership engagement would be integral to its success. The Council will need to work with a varying degree of partners to maximise the impact of proposed schemes, such as the Waterfront.

- In relation to paragraph 27 of the report, it was asked how the Council were ensuring new jobs in excess of £29k were accessible to Doncaster people. In response, it was advised that funding given to the Council would look to secure local labour agreements in some of the major capital developments. In ensuring jobs were above £29k, primary work is being carried out with Business Doncaster and the Enterprise Team. Members attention was brought to the incentive grants, which were up to £350,000 for commercial entities and within those the parameters for job growth were based on £500 per job above £29k and £100 below £29k. It was reported that for the high wage jobs resulting from the £64m funding the Council will continue to promote the need for well paid jobs for local people.
- Discussion took place in relation to fly-tipping and the links to organised crime., Members asked whether this could be effectively tackled locally and whether locality working was an opportunity to be more effective, or whether it was a more regional/national issue. In response, it was reported that locality working can assist in the fight against fly-tipping and unfortunately this was a national issue that was linked to organised crime. An example was shared with Members of a the challenge created by the number of companies advertising or offering a van to clear rubbish which is then disposed of unlawfully. It was reported that there was a significant backlog in fly-tipping. However, the team were responding well and are meeting the target of 65% of fly tips investigated and removed from public areas within 7 days, as opposed to 36% in quarter 1. The team has become smarter in the way of tackling fly-tipping although there were still opportunities for further improvements.
- In referring to paragraph 17 of the report, it was asked how successful fixed penalty notices had been in discouraging fly tippers, is it effectively communicated and how are the Council raising public awareness to deter fly-tipping. Members were advised that the Team do work with the Communications team around littering. In relation to fly-tipping there was certainly more to be done around education. It was noted that there also seems

to have been a behavioural shift due to Covid, resulting in more waste. It was acknowledged that unfortunately fly-tipping would never be eradicated but the Council need to ensure they deal with demand and educate people of the importance of disposing of their waste appropriately.

- With regard to affordable housing, it was asked whether the Council were meeting the needs of the Borough and whether they knew what and where the needs were. It was reported there can be a distinction between need and demand, in terms of meeting demand, the answer would be yes. Details of the numbers were shared with the Committee based on the needs of the Housing Assessment 2019 and what the programme had delivered so far and into the future. In relation to needs, it was reported that the Housing Needs Programme was very much focussed on where rather than type of housing. It was acknowledged that there needed to be much wider consideration given in terms of need for housing than there necessarily is for demand. Further work was being carried out with regard to wider determinants of need and demand rather than going back to the Housing Needs Study. It was also advised that land availability needed to be looked at and liaison with developers would be ongoing to determine the land was available and the most appropriate types of properties to be built.. It was advised that the Council were on track to meet the Housing Needs Assessment. However a further piece of work was needed to identify needs that were demand driven.
- In relation to roads, it was asked for the definition/qualifications of a road that needs maintenance. In response, it was reported that principle roads, were A,B & C carriageways that are determined by a survey, that determines any maintenance requirements. On estate roads the figure would be 83%. It was noted that there was difficulty with this indicator as it makes it look like all the roads generally seem to be in good condition. However, it is known that there are pockets of the borough where road maintenance needed to be addressed. Members were advised that the Team were looking at a more intelligence based indicator that will provide confidence that when there are areas that have issues with resurfacing that require immediate attention due to risks in health and safety those are dealt with. It was acknowledged by officers that there needed to be a set of smarter indicators produced with regard to road repairs that were beyond major roadworks.

RESOLVED that the quarter 2 performance and financial information be noted.

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| 31 | <p><u>PERFORMANCE CHALLENGE OF DONCASTER CHILDREN'S SERVICES TRUST QUARTER 2 2021/2022</u></p>   |  |
|    | <p>The Committee considered the performance challenge report of the Doncaster Children's Services Trust for quarter 2 2021/22.</p> <p>As the Committee had read the details within the report, the Chair stated that the Committee would continue onto questions, as follows:-</p> <p>In relation to the impact of transition to MOSAIC as a reporting system, it was asked what the approximate timescales would be for resolution of the transition issues. In response, details of the impacts were highlighted to members. It was acknowledged that the impacts had been anticipated and collaborative work was underway to address the issues that need to be resolved in order to restore confidence with regard to the performance. In terms of timescales, at present there was no certainty about this. However, as part of the governance process a 'Doncaster Integrated Peoples' System (DIPS) programme had been developed and issues had been identified that were part system, part human. It was acknowledged that with any new reporting system, it will take time to develop and for system improvements to be made. It was also important to understand, that the system will require an upgrade as this was now an old version. It was stressed that in terms of reporting systems there will need to be ongoing development as the system and practice evolves.</p> <ul style="list-style-type: none"> <li>• Members asked whether staff had received appropriate training. It was reported that staff had engaged with the system as well as other partners such as early help practitioners. Access to training had been on-line which had proved easier for staff. It was pointed out to Members that work began on a new system 4 years ago and the go live date had been rescheduled from last October.</li> <li>• In relation to incorrect/or unavailable information because of the migration to the new system, it was asked whether officers had any particular areas of concern. Whilst there was no specific issue or concern to bring to members attention, it was noted there were a number of measures in place to ensure improvements are being made. It was noted that pressure with regard to children subject Protection Plans had been reduced. However, there had been an increase of Children coming into to care, which had focussed the Trusts priorities.</li> <li>• A question was raised with regard to the Strategic Partnership Indicators, it was asked whether the positive trend with regard to staff turnover and youth offending would continue. It was reported that officers were taking a range of measures to</li> </ul> |  |

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|    | <p>achieve a stable workforce. It was recognised that there were two elements to this, recruitment and retention. It was noted that all staff had been given the opportunity to come into the office to enable them to support each other. Staff summits had also taken place. These measures were in response to feedback from staff about their support need.</p> <p>In relation to staff recruitment, it was acknowledged that this had been more challenging and was a national issue. Investments were being made with regard to social worker pay and recruitment of newly qualified social workers and it was envisaged that the benefits of this would be seen next year. However, it was recognised that there had been instances where children had too many social workers.</p> <p>Officers brought to Members attention the excellent partnership work and packages of support for young people being delivered by the Youth Offending Service, which they had not seen in practice anywhere else.</p> <p>In terms of new children homes, it was reported that there are 4 to 5 new homes being developed which was good news for the Trust and Council. However, staffing of those homes would be a challenge</p> <p style="text-align: center;"><u>RESOLVED</u> that progress of the DCST performance outcomes and the contribution that the Trust makes to support the Council’s strategic priorities be noted.</p> |  |
| 32 | <p><u>OVERVIEW AND SCRUTINY WORK PLAN AND COUNCIL'S FORWARD PLAN OF KEY DECISIONS</u></p>  |  |
|    | <p>The Chair welcomed comments from Members of the Committee who were Chairs or Vice-Chairs, and each provided an update of the work of their panels and summarised what they would be looking at over the coming months.</p> <p style="text-align: center;"><u>RESOLVED</u> that:-</p> <ul style="list-style-type: none"> <li>(1) the Overview and Scrutiny Work Plan be noted and approved; and</li> <li>(2) the Council’s Forward Plan of key decisions, be noted</li> </ul>  |  |



## Doncaster Council

10<sup>th</sup> February, 2022

To the Chair and Members of the  
**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE**

**OVERVIEW AND SCRUTINY CONSIDERATION OF THE MAYOR'S BUDGET  
PROPOSALS 2022/23 – 2024/25**

| Relevant Cabinet Member(s) | Wards Affected | Key Decision |
|----------------------------|----------------|--------------|
| The Mayor                  | All            | None         |

### **EXECUTIVE SUMMARY**

1. The purpose of this report is to consider and respond to the Mayor's draft budget proposals 2022/23 to 2024/25 and enable the Mayor to take account of this response when presenting her proposals to Full Council on 28<sup>th</sup> February, 2022.

### **EXEMPT REPORT**

2. The report is not exempt.

### **RECOMMENDATIONS**

3. That OSMC:
  - i. Consider and respond to the Mayor's draft budget proposals;
  - ii. Adopts the key questions identified at Paragraph 8 as a focus for its review; and
  - iii. Adopts the guidance detailed at Paragraphs 12 and 13 for effectively reviewing the Mayor's budget proposals;

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

4. Consideration of the budget proposals improves openness and transparency and enables elected Members to publicly hold the Executive to account in relation to the impact on the quality and delivery of services. Elected Members are able to reflect the concerns of the citizens and communities they represent throughout this process.

## BACKGROUND

5. In accordance with the Budget and Policy Framework, Overview and Scrutiny is required to consider and provide a response to the Mayor in respect of the budget proposals prior to consideration at Full Council on 28<sup>th</sup> February 2022. The formal proposals will be made available to Members prior to the OSMC meeting.
6. In advance of the final budget papers, Members may wish to review the 'Updates to Medium-Term Financial Strategy (MTFS) 2022/23 – 2024/25', approved by Cabinet on 17<sup>th</sup> November 2021. This can be viewed by following the attached link:

<https://doncaster.moderngov.co.uk/documents/s33529/i6%20cab%20171121%20MTFS%20-%20Main%20Report%20-%20Cabinet.pdf>

7. The MTFS provides a context for the Council's financial strategy including future pressures, assumptions, challenges and financial projections set out in paragraphs 11 to 47. Members should review the progress made against the proposals contained within the MTFS as part of their review.
8. To ensure OSMC can add value to the Council's budget setting process and take a holistic view of the proposals as in previous years it has been agreed that the Committee will focus on the following four issues:
  - i. To what extent are the Mayor's proposals in line with Central Government policy, pressures and directives?
  - ii. To what extent will the Mayor's proposal ensure that the Council is able to contribute to the outcomes detailed within Doncaster Delivering Together (DDT) and the Corporate Plan bearing in mind the constraints detailed at i. above?
  - iii. To what extent do the Mayor's proposals demonstrate that the results of any consultation, research or other evidence have been taken into account?
  - iv. To what extent are the challenges in delivering the savings within the timescales and the capacity to deliver services with reduced resources being addressed?
9. Beneath each of these broad themes there are a number of important issues that Members may wish to consider such as how the proposed changes to services will be delivered in practice, where are the key risks and challenges in delivering these savings, how are some of the financial and performance issues raised in the quarterly reports to OSMC being addressed?
10. It is recommended that as in previous years the Committee continue to follow these four lines of enquiry in relation to the Mayor's budget proposals.



## Guidance for Overview and Scrutiny Members

11. Detailed below is some guidance that may assist Members in undertaking Overview and Scrutiny of the budget setting process.

### A. Adding Value to the Budget Setting Process

12. The Centre for Governance and Scrutiny (CfGS) highlights “four key roles and areas where scrutiny can add value to the Council’s management of its finances”.
  - i. **Scrutiny can challenge whether the processes are effective and accessible** - is there a level of integration between corporate and service planning and performance and financial management?
  - ii. **Overview and Scrutiny can test out and make explicit whether the Council is directing its resources effectively to meet its priorities and demonstrate whether it is achieving value for money.** The Committee may want to satisfy itself that any proposals are aligned to corporate priorities and seek to deliver value for money services.
  - iii. **Scrutiny can challenge how resources are allocated, monitor how they are used, and examine their impact.** Overview and Scrutiny may wish to challenge the assumptions behind the budget strategy and the key strategic considerations that have gone in to building up the budget e.g. what issues (such as consultation) informed decisions around the budget? How will service changes be delivered and how will they be monitored?
  - iv. **Overview and Scrutiny provides an additional and transparent challenge to the Executive’s management of the Council’s finances.** Overview and Scrutiny is a key mechanism enabling Councillors to represent the views of their constituents and other organisations to the Executive and Local Authority. This enables views to be taken into account in policy development and expressed through the budget. Councillors are then able to feed back to the public where informed choices have been made and the reasons for doing this.

### B. Avoiding Common Pitfalls

13. To respond effectively to the Mayor’s proposals and avoid some common pitfalls OSMC may wish to take account of the following issues that have been identified through best practice Scrutiny research:
  - i. **Understanding the purpose of Overview and Scrutiny.** Scrutiny’s role is not a political process or a means of putting forward an alternative budget. Instead OSMC may wish to explore the extent to which the proposals; align with the key priorities of the Borough, are based on sound reasoning, take account of the views of the public and will deliver effective value for money services particularly during a time of reduced resources.
  - ii. **Remain Strategic** – Overview and Scrutiny should focus on the strategic budget assumptions and impact they will have on services. Detailed line-by-line analysis will obscure the Scrutiny process and

make it difficult to see the full picture and focus on the wider outcomes. Overview and Scrutiny may wish to make recommendations for changes (but not alternative proposals) or for the inclusion of additional considerations within the budget.

- iii. **Link to Stated Priorities** – Overview and Scrutiny should examine how the proposals align with those priorities already agreed within Doncaster Working Together.

**Next Steps**

- 14. Once the Committee has agreed its response this will be communicated to the Mayor and provide an opportunity for any comments to be considered prior to the proposals being presented to Full Council.

**OPTIONS CONSIDERED**

- 15. No other options have been considered.

**REASONS FOR RECOMMENDED OPTION**

- 16. The process identified for reviewing the budget will ensure there is a clear understanding of Overview and Scrutiny’s role and how the review will be undertaken.

**IMPACT ON THE COUNCIL’S KEY OUTCOMES**

- 17.

|  | <b>Outcomes</b>   | <b>Implications</b>   |
|--|---|---|
|  | <p><b>Doncaster Working:</b> 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"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are supported to flourish</li> <li>• Inward Investment</li> </ul>   | <p>The Council’s budget will ultimately support and impact on all of the priority outcomes. In terms of its role in reviewing the budget proposals this will support the outcome of “Working with our partners we will provide strong leadership and governance”.</p> |
|  | <p><b>Doncaster Living:</b> 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"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>• Everyone takes responsibility for</li> </ul> |   |

|  |  |  |
|--|--|--|
|  | <p>keeping Doncaster Clean</p> <ul style="list-style-type: none"> <li>• Building on our cultural, artistic and sporting heritage</li> </ul>  |  |
|  | <p><b>Doncaster Learning:</b> 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"> <li>• Every child has life-changing learning experiences within and beyond school</li> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>   |  |
|  | <p><b>Doncaster Caring:</b> Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> <li>• Children have the best start in life</li> <li>• Vulnerable families and individuals have support from someone they trust</li> <li>• Older people can live well and independently in their own homes</li> </ul>   |  |
|  | <p><b>Connected Council:</b></p> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> <li>• Operating within our resources and delivering value for money</li> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul> |  |

## RISKS AND ASSUMPTIONS

18. There is a risk that responding to the Mayor's draft budget proposals may be driven by party politics or result in the development of alternative budget proposals both of which are incompatible with the role of Overview and Scrutiny. The development of specific questions based around reviewing how the Mayor's proposals take account of national policy context, are

evidence based and link to wider priorities will seek to ensure the process remains focused and appropriate.

#### **LEGAL IMPLICATIONS [SF 01/02/22]**

19. The role of Overview and Scrutiny in the Council's budget setting process is detailed within the Council's Budget and Policy Framework Procedure Rules. The Executive is required to provide its budget proposals (including details of any consultations it has undertaken) to the relevant Overview and Scrutiny Panel or Management Committee, which will be given at least 4 weeks to respond to those proposals.
20. Not less than 4 weeks later, the Executive will report its budget proposal to the Full Council showing how any response from the Overview and Scrutiny Committee and the outcome of consultation, research or investigations were taken into account.

#### **FINANCIAL IMPLICATIONS [RLI 28/01/22]**

21. There are no specific financial implications contained in this report. The specific financial implications relating to the budget are contained in the Mayor's draft budget proposals.

#### **HUMAN RESOURCES IMPLICATIONS [RH 20/01/2022]**

22. There are no specific Human Resource implications associated with this report.

#### **TECHNOLOGY IMPLICATIONS [PW 25/01/22]**

23. There are no specific technology implications in relation to Overview and Scrutiny consideration of the Mayor's budget proposals.

#### **HEALTH IMPLICATIONS [RS 20/01/2022]**

24. The choices the council makes in both raising and allocating revenue budgets will impact on the health of the population. In general, 20% of what contributes to health is due to clinical care, 30% due to behavioural factors, 40% due to socio-economic factors and 10% due to the built environment. The State of the Borough assessment and Doncaster Growing Together plan are both informed by health outcomes and use health outcomes to monitor impact. The impact on a set of health outcomes are also incorporated in the council's corporate plan. Within the financial resources available, this paper sets out clearly the broad areas of revenue investment in both universal and targeted services and how within a reduced financial envelope there are plans to maintain and even improve the quality of local services. Wherever possible commissioners and providers of services should seek to maximise social value consider long-term social, environmental and economic sustainability and resilience. With sustained long-term cuts in funding, there is likely to be implication on potentially increasing health inequalities. This needs to be considered during the implementation phase so that inequalities and health inequalities are addressed, and monitored. The lack of national guidance on the future of the public health grant from April 2021 places a risk on future public health activity. Where further cabinet reports are required report authors should consider the need for formal health impact

assessments or early involvement of the public health team to minimise unintended impacts on health. Health impacts should also be addressed in the due regard statements that are developed alongside these further reports.

## **EQUALITY IMPLICATIONS (CM 28/01/22)**

25. There are no significant equality implications associated with this report. Throughout the course of its review the Committee may wish to seek further information on the extent to which the proposals will have an impact on individual's and other groups who share protected characteristics.

## **CONSULTATION**

26. Prior to the Mayor's draft budget proposals being made available to this meeting, the Committee met with Directors to discuss proposals set out in the report. In accordance with the Councils Constitution this provides a 4 week consultation period for the Council's Scrutiny function.

## **BACKGROUND PAPERS**

27. The Centre for Governance and Scrutiny/Local Government Information Unit/the Chartered Institute of Finance and Accountancy Guidance, "On the Money"

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## Doncaster Council

### Report

**Date: 10.02.22**

**To the Chair and members of Overview and Scrutiny Management Committee**

#### **CORPORATE PLAN 2022-23**

| <b>Relevant Cabinet Member(s)</b> | <b>Wards Affected</b> | <b>Key Decision</b> |
|-----------------------------------|-----------------------|---------------------|
| Mayor Ros Jones                   | All                   | Yes                 |

#### **EXECUTIVE SUMMARY**

1. This report presents a revised Corporate Plan for 2022-23. The Plan details how we will contribute to the Great 8 priorities in the Doncaster Delivering Together (DDT) Borough Strategy, ensure we deliver quality services and continue to develop as an organisation. It summarises:
  - The DDT Wellbeing Goals and Great 8 priorities
  - The actions the Council will take during 2022-23 to contribute to the Great 8 priorities
  - The key changes needed for the organisation to become a Regenerative Council, able to respond to the challenges and opportunities of the future.
2. A public facing version of the Corporate Plan will be produced for Cabinet and Full Council.
3. DDT emphasises the need to improve wellbeing and builds on the success of our previous Borough Strategy. The six Wellbeing Goals are the long-term 'beacons in the distance' we will work towards. The Wellbeing Goals interconnect and together the Goals contribute to one overall Mission: Thriving People, Places and Planet. The Great 8 priorities will drive our work, over the next ten years, to meet the Wellbeing Goals.
3. Following the summary of the DDT Wellbeing Goals, each of the Great 8 Priorities has a specific page detailing the Directorate priorities that will contribute to them over the next year. These are followed by a 'Regenerative Council' section that describes the key changes needed within the organisation.
4. The Corporate Plan forms part of the Budgetary and Policy Framework, and must be approved by Full Council.
5. A robust Performance Management Framework (PMF) will ensure that all the key components are in place across the organisation, ensuring both good governance

and successful delivery of our key priorities. A refreshed PMF will be presented to a future meeting, for approval.

## EXEMPT REPORT

- This report is not exempt.

## RECOMMENDATIONS

- It is recommended that Overview and Scrutiny Management Committee considers the draft Corporate Plan for 2022-23 and provides feedback to be incorporated into the next version.

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

- The Corporate Plan is the Council's key strategic document for directing its work towards ensuring Doncaster and its people thrive.

## BACKGROUND

- The Corporate Plan forms the 'Plan' phase of the Council's annual 'Define and Deliver' improvement cycle:

| 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 & Development Reviews | DO      |                   |
| Performance monitoring and reporting  | REVIEW  |                   |

- The Council and our Team Doncaster partners have committed to a decade of delivery for residents, communities and businesses, guided by the new Borough Strategy, Doncaster Delivering Together (DDT). This provides us with a sense of ambition and hope beyond COVID, but is shaped by its legacy.
- Adding to the sense of a major watershed, is the objective of becoming a regenerative council and borough, to deliver multiple wellbeing goals whilst tackling the climate change emergency and reducing inequalities. This Corporate Plan details the Council's response to these issues during 2022-23.
- We have been in response mode since the November 2019 floods. Whilst grappling with the challenges of Brexit and recovering from the devastating impact of the floods, the COVID pandemic created an unprecedented health and economic crisis. Wildfires in 2020 created another immediate partnership priority. Throughout, there has been a constant focus on building the resilience to respond to both crises and the impact on our residents of longer-term



changes to the economy.

13. We rapidly developed new approaches and have continued to make improvements to the quality of our place. The Council had to change from traditional, mostly on-site or office based with some home working, to mostly home based and reliant on the use of technology. It has also changed many of the ways we do things on a daily basis such as interaction with each other, communication with those we serve, how we operate internally and the delivery of services via alternative means. We now work even more closely with our partners and communities, to meet the needs of communities.

### **UPDATED CORPORATE PLAN 2022-23**

14. The Corporate Plan is introduced by the Mayor and Chief Executive, and is followed by a summary of the DDT Wellbeing Goals and Great 8 priorities. The following sections outline
  - The Council's roles and responsibilities as a community leader, service provider and employer, regarding fairness and inclusion
  - Doncaster's Local Solutions approach to addressing need and vulnerability, at a local community level
15. Each of the Great 8 priorities has a specific section detailing the things we need to do well and the Directorate priorities that will contribute to them over the next year. These are followed by a 'Regenerative Council' section that describes the key changes needed within the organisation for it to be able to respond to the challenges and opportunities of the future.
17. The Corporate Plan forms part of the Budgetary and Policy Framework, and is scheduled for approval by Full Council on 28.02.22.

### **REVISING THE PERFORMANCE MANAGEMENT FRAMEWORK**

18. The PMF is the mechanism by which the Council will manage, monitor and govern key activities that contribute to the successful delivery of the Corporate Plan. It will ensure that as a Council we are 'getting the basics right' and identify potential risks to future proof for successful delivery of our plan and achievement of target levels.
19. The PMF brings together six key standalone elements of governance under one umbrella: Managing Performance; Reporting Profile; Service Planning; Risk Management; Data Quality; and, Equality, Diversity & Inclusion (EDI).
20. The PMF as a whole was last refreshed in 2019, but a light review was carried out in 2020 to ensure it remained fit for purpose during the challenging times of the pandemic.
21. It is recognised that there is some inconsistency in the performance focus and accountability within Directorates, and some clarity in reporting against priorities is required. Some of these issues can be attributed to our changing priorities in response to the pandemic.
22. These challenges will be addressed, as summarised below
  - Performance Management: no changes required

- Performance Reporting Profile: will reflect the changes to the quarterly reporting process and the changes in the format of Directors meetings. Also the change from reporting programmes and projects through DGT to reporting to relevant boards
- Service Planning: adopt a similar process to the last year
- Risk Management: review process in line with revised legislation
- Data Quality: no changes as recently reviewed just a few minor tweaks
- EDI: develop an interactive approach to due regard and include a visible reporting element.

## OPTIONS CONSIDERED

23. The options considered for the Corporate Plan 2022-23: were to
- a) Develop a Corporate Plan aligned to Doncaster’s new Borough Strategy, Doncaster Delivering Together
  - b) Continue with the format of the existing Corporate Plan

## REASONS FOR RECOMMENDED OPTION

24. Option ‘a’ is the recommended option as this provides a Corporate Plan that details how we will contribute to the Great 8 priorities in the Doncaster Delivering Together (DDT) Borough Strategy, ensure we deliver quality services and continue to develop as an organisation.

## IMPACT ON THE COUNCIL’S KEY OUTCOMES

25.

| Outcomes  | Implications  |
|---|---|
| <p><b>Doncaster Working:</b> 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"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are supported to flourish</li> <li>• Inward Investment</li> </ul>   | <p>This Corporate Plan details how we will contribute to the Great 8 priorities in the DDT Borough Strategy, including</p> <ul style="list-style-type: none"> <li>• Making Doncaster the best place to do business &amp; create good jobs</li> <li>• Building transport &amp; digital connections fit for the future</li> </ul>             |
| <p><b>Doncaster Living:</b> 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"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>• Everyone takes responsibility for keeping</li> </ul> | <p>This Corporate Plan details how we will contribute to the Great 8 priorities in the DDT Borough Strategy, including</p> <ul style="list-style-type: none"> <li>• Tackling climate change</li> <li>• Creating safer, stronger, greener &amp; cleaner communities where everyone belongs</li> <li>• Promoting the borough &amp;</li> </ul> |

|  |  |
|--|--|
| <p>Doncaster clean</p> <ul style="list-style-type: none"> <li>• Building on our cultural, artistic &amp; sporting heritage</li> </ul>  | <p>its cultural, sporting &amp; heritage opportunities</p>   |
| <p><b>Doncaster Learning:</b> 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"> <li>• Every child has life-changing learning experiences within and beyond school</li> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>   | <p>This Corporate Plan details how we will contribute to the Great 8 priorities in the DDT Borough Strategy, including</p> <ul style="list-style-type: none"> <li>• Developing the skills to thrive in life &amp; work</li> </ul>  |
| <p><b>Doncaster Caring:</b> Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> <li>• Children have the best start in life</li> <li>• Vulnerable families and individuals have support from someone they trust</li> <li>• Older people can live well and independently in their own homes</li> </ul>   | <p>This Corporate Plan details how we will contribute to the Great 8 priorities in the DDT Borough Strategy, including</p> <ul style="list-style-type: none"> <li>• Building opportunities for healthier, happier &amp; longer lives for all</li> <li>• Nurturing a child &amp; family-friendly borough</li> </ul> |
| <p><b>Connected Council:</b></p> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> <li>• Operating within our resources and delivering value for money</li> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul> | <p>This Corporate Plan details how we will contribute to the Great 8 priorities in the DDT Borough Strategy, including our internal, Regenerative Council theme</p>  |

## RISKS AND ASSUMPTIONS

26. The Corporate Plan details our contribution to DDT, our new Borough Strategy. It assumes that the Council is an equal partner within Team Doncaster and that the other organisations will deliver their contributions to the Great 8 priorities and Wellbeing Goals.
27. There is a risk that the response to the ongoing pandemic may result in the redirection of resources, including staff time and energy, away from delivery of other priorities in the Corporate Plan.

## LEGAL IMPLICATIONS [SF 20.12.21]

28. Whilst there are no specific legal implications arising out of the report, the programmes of activity which will deliver the Corporate Plan will require specific and detailed legal advice as they develop further and move towards

delivery. The Corporate Plan forms part of the budgetary and policy framework and must be approved by Full Council.

## FINANCIAL IMPLICATIONS [MS 31.01.22]

29. The financial implications of the priorities and actions in the Corporate Plan are contained within the Revenue, Capital and Housing Revenue Account 2022/23 budget reports that will be considered by Council on 28.02.22. As specific actions and programmes of activity are developed further, more specific financial implications will be provided in relevant reports.

## HUMAN RESOURCES IMPLICATIONS [SH 20.12.21]

30. There are no specific HR implications arising from this report however there may be HR implications within specific projects arising from the Corporate Plan objectives; these will be included in the appropriate individual reports.

## TECHNOLOGY IMPLICATIONS [PW 20.12.21]

31. Technology is an essential enabler to support the delivery of all services together with the wellbeing goals and actions the Council will take over the next year to contribute to the Great 8 priorities as outlined in the updated Corporate Plan. Robust and effective ICT governance arrangements will continue to be needed to ensure the delivery of the key priorities. New technology requirements to support the key priorities will be considered by the Council's Technology Governance Board (TGB) for inclusion in the Technology Forward Plan, to ensure the resources, expertise and capacity within services is available. This will be monitored and continuously reviewed via TGB.

## HEALTH IMPLICATIONS [CT 20.12.21]

32. Health and inequalities in the pattern of health are caused by a range of different factors: socio-economic factors e.g. the availability of work, education, income housing and amenities; lifestyle and health-related behaviours e.g. smoking, diet, and physical activity; healthcare factors e.g. access to services, understanding the needs of the population; and personal factors e.g. age, gender, ethnicity, and genetics. All of these factors contribute to the likelihood that an individual will develop ill health. One of the best ways of describing the relative contribution of these factors is the Robert Wood Johnson Foundation work which estimates the contribution of each factor. The figure below outlines these contributions:

| Health behaviours<br>30% | Socioeconomic factors<br>40% | Clinical care<br>20%   | Built environment<br>10% |
|--------------------------|------------------------------|------------------------|--------------------------|
| Smoking<br>10%           | Education<br>10%             | Access to care<br>10%  | Environmental<br>5%      |
| Diet/exercise<br>10%     | Employment<br>10%            | Quality of care<br>10% | Built environment<br>5%  |
| Alcohol use<br>5%        | Income<br>10%                |                        |                          |
| Poor sexual health<br>5% | Family/social support<br>5%  |                        |                          |
|                          | Community safety<br>5%       |                        |                          |

Source: Robert Wood Johnson Foundation and University of Wisconsin Population Health Institute. Used in US to rank counties by health status

33. Local authorities can play a significant part in creating healthy communities and addressing unequal patterns of poor health and wellbeing. The Corporate Plan plays a key role in setting the conditions to improve health and wellbeing and reduce inequality. The Corporate Plan and service priorities for 2021/22 are both informed by current health outcomes and use health outcomes to monitor impact. It will be essential that the 'Review' phase of Council's annual 'Define and Deliver' improvement cycle monitors progress in terms of improving health and wellbeing and assures that inequalities in the wider determinants of health and patterns of ill health are not increased. On-going observation and attention to these issues should be a key component in the successful delivery of the new Corporate Plan. The public health function within the Council will provide on-going support and advice in this area.

## **EQUALITY IMPLICATIONS [SW 09.12.21]**

34. In line with the corporate approach to compliance against the Equality Act 2010, due regard must be shown across all activity within the Council. As the Corporate Plan brings together key plans and delivery programmes that are already shaping how we work a due regard statement is not required. However as the individual components and programmes that underpin the Plan become further developed, due regard statements will need to be completed and reported as and when appropriate. The Corporate Plan includes Equality, Diversity and Inclusion objectives, which form part of the Council's quarterly monitoring process.

## **CONSULTATION**

35. Consultation that has taken place, or is planned, on the updated Corporate Plan document is summarised below:

- Directorate Leadership Teams November 2021
- Executive Leadership Team 04.01.22
- Executive Board 19.01.22
- Informal OSMC 27.01.22
- Formal OSMC 10.02.22

36. The Plan will then be submitted for approval to:

- Cabinet 16.02.22
- Council 28.02.22

## **BACKGROUND PAPERS**

37. None.

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

DDT - Doncaster Delivering Together  
OSMC - Overview & Scrutiny Management Committee

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Doncaster  
Council



Doncaster  
Delivering Together

# Corporate Plan 2022-23 DRAFT

OSMC 10.02.22

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## Foreword

The Council and our Team Doncaster partners have committed to a decade of delivery for residents, communities and businesses, guided by a new Borough Strategy, Doncaster Delivering Together (DDT). This provides us with a sense of ambition and hope beyond COVID, but is shaped by its legacy. Let's ensure this is a lasting legacy that supports one central mission: **Thriving People, Places and Planet.**

**The pandemic has placed unprecedented stress on council services and resources.** It has **worsened inequalities** in society, for example for vulnerable people with underlying **mental and physical health** conditions and other risk factors. Now, more than ever, all of our efforts need to be underpinned by a vigorous, relentless approach to equalities and **tackling deprivation** to create a **fair and inclusive borough.**

We have incurred additional costs and lost income and although additional funding from the Government has helped, the future financial position remains uncertain. Despite this, the Council has still set a **three-year balanced budget** whilst maintaining investment in the borough and protecting our most vulnerable residents.

We have ensured Doncaster benefits from the Government's '**levelling up**' agenda, building on successes like the Towns Deals, Levelling Up Funding and Community Renewal Funding which have brought in £64m of additional investment. Wherever funding opportunities present themselves, we are using these to support community based initiatives, support those that need it the most and a strong, and effective, voluntary sector.

Adding to the sense of a major watershed created by the pandemic is the objective of becoming a regenerative council and borough, delivering multiple wellbeing goals whilst tackling the climate change emergency and reducing inequalities. This Corporate Plan details the Council's response to these issues during 2022-23 and **helps deliver** the new Doncaster Delivering Together Strategy.

**The pandemic has highlighted the best of Doncaster.** We have seen compassion, community spirit, innovation and resourcefulness in abundance.

We continued the rollout of Test, Track and Trace programmes and are supporting NHS mass local vaccinations. We have helped residents get back to work and supported businesses to survive the pandemic. We saw sharp rises in the claimant count and sectors reliant on face-to-face interactions, like hospitality and leisure, were badly affected by the loss of trade. Most businesses have experienced reduced demand and supply chain disruption. At the same time, we have continued to deliver essential services to support our communities, our businesses and our more vulnerable residents.

We have rapidly developed new approaches and continued to make improvements to the quality of our place. New homes have been built across the borough, including new affordable homes. Major projects have come to fruition, for example, the opening of the University Technical College, the Savoy cinema and new Danum

Gallery, Library and Museum. Our Local Plan has been adopted and a range of external funding has been awarded.

We have stepped up Doncaster's response to the **climate change and biodiversity** crisis to create a sustainable borough that is a beacon for decarbonisation, green jobs and greenspace.

Alongside this, we will continue to seize every opportunity to create a more prosperous, skilled, creative, healthy and resilient borough. We have learnt from the COVID lockdowns which have shown there are choices in how we organise and balance work, education and home life and how we design buildings and urban spaces.

We are extremely proud of how we have all worked together with our colleagues, our partners and the community. We continue to adapt and embrace new ways of working in difficult circumstances, and against tough financial constraints.

The Council also had to change some traditional, mostly on-site or office based service delivery to home/remote based working, relying on the use of technology and a more agile and flexible workforce. It has also changed many of the ways we do things on a daily basis including our frontline services, such as interaction with each other, communication and engagement with those we serve, how we operate internally and the delivery of services via alternative means. We now work even more closely with our partners and communities, to meet the needs of communities' at the most local level. We will continue to develop this locality working, applying it to decisions on where investment and interventions in communities take place.

**Our focus needs to be local.** Doncaster is a diverse '**place of places**' and we must respond to the distinctive needs, aspirations and character of our communities as reflected within '**Doncaster Talks**' feedback. We are working more closely with communities, revitalising civic engagement and building on **local assets and strengths** to improve wellbeing. We are enhancing our **intelligence-led approach** to enable targeting of resources to where they are most needed and working across the **whole-system** to tackle interconnected challenges and support people before they tip into crisis.

This Corporate Plan details how we will contribute to the Great 8 priorities in the DDT Borough Strategy to ensure we deliver quality services and continue to develop as an organisation.



Mayor Ros Jones

Add signatures to final version



Damian Allen  
Chief Executive

# Section 1: Wellbeing Goals & Outcomes

Launched in September 2021, Doncaster Delivering Together (DDT)<sup>1</sup> is our new 10 year Borough Strategy.

Doncaster and the world around us are changing in many different ways and it is time to rethink what it means for Doncaster's residents and communities to live well together now and in the future. We need a clear set of goals to aim for.

Doncaster Delivering Together is about **Thriving People, Places & Planet**. It emphasises the need to improve wellbeing and builds on the success of our previous Borough Strategy.

The Wellbeing Wheel shows Doncaster's six **Wellbeing Goals**. These are the long-term 'beacons in the distance' we will work towards.

The Wellbeing Goals interconnect - for example, reducing unemployment must go hand-in-hand with plans to improve health outcomes, skills and transport connections. Together the Goals contribute to one overall Mission: Thriving People, Places and Planet.



## Greener and Cleaner

All residents, communities and organisations working together to protect and enhance the local and global environment to improve wellbeing. Work towards achieving this includes:

- Plant 1 million trees
- Improve air quality
- Have more places to enjoy nature and recreation
- Have cleaner neighbourhoods and less fly-tipping
- Reducing carbon emissions across the borough

## Fair & Inclusive

A borough with reduced inequalities and improved access to social and economic opportunities for all. This includes working on:

- Reducing poverty
- Providing more support to our most deprived communities
- More local social opportunities and places to meet
- Providing residents with a greater voice to shape their community

## Prosperous & Connected

A stronger, greener and fairer economy that provides good, well-paid jobs and is supported by improved transport and active travel infrastructure and access to good broadband. Examples of this include:

- More quality jobs and residents in work
- Better public transport connections

<sup>1</sup> <https://www.teamdoncaster.org.uk/doncaster-delivering-together>

- Vibrant town centres
- More thriving local business

### **Safe & Resilient**

Residents feel safe and communities are more resilient to challenges and emergencies. Overall community resilience can be improved by:

- Investing in more affordable homes
- Reduction of crime and anti-social behaviour
- More local services providing support closer to communities
- Strengthened voluntary sector

### **Healthy & Compassionate**

A compassionate borough where collectively everyone is supported to add life to years and years to life. Health impacts on many aspects of life and addressing health inequalities is a priority for our Integrated Care System. Improving this includes working on:

- More opportunities for walking and cycling
- More support for physical and mental health
- Pushing for a new hospital

### **Skilled & Creative**

Residents have improved skills and a creative culture supports wellbeing, business success and solutions to the borough's challenges. This can be achieved by:

- Improving education attainment across all key stages
- Providing more options to gain the skills needed for good jobs
- Providing more work-based learning opportunities
- More opportunities to enjoy arts and culture

To meet the Goals in the Wellbeing Wheel we need to build on Doncaster's strengths and achievements, and identify new opportunities to tackle the things that get in the way of improved wellbeing. We need clear actions to recover from COVID, reduce inequalities and create a better borough.

The Team Doncaster partnership listened to the views of residents, businesses, community groups and organisations and agreed the '**Great 8**' priorities. Delivering these priorities will require working closely with communities on local solutions – we need to use all the skills, ideas, resources and passion Doncaster has to offer. Government and regional support is also required and we will need to work with a variety of partners outside of Doncaster on the shared actions that will make the biggest difference.

This Corporate Plan details the Council's contribution to the 'Great 8' priorities during 2022-23, plus an internal 'Regenerative Council' priority.

|   |   |
|---|---|
|    | 1. Tackling climate change  |
|    | 2. Developing the skills to thrive in life & work                                 |
|    | 3. Making Doncaster the best place to do business & create good jobs              |
|    | 4. Building opportunities for healthier, happier & longer lives for all           |
|    | 5. Creating safer, stronger, greener & cleaner communities where everyone belongs |
|    | 6. Nurturing a child & family-friendly borough                                    |
|  | 7. Building transport & digital connections fit for the future                    |
|  | 8. Promoting the borough & its cultural, sporting & heritage opportunities        |
|  | A Regenerative Council  |

## Section 2: Fairness & Inclusion

Most people in Doncaster want to live in a community where they know their neighbour, feel safe and have the opportunities to achieve their potential, regardless of their background, their circumstances, or where they live.

As a Council, we have roles and responsibilities as:

**Community Leaders** - We have an important role in securing economic prosperity, achieving the right outcomes for all, empowering communities and creating sustainable and cohesive communities. We will

- Demonstrate visible leadership and accountability at all levels
- Build good relationships with and between different communities so everyone can participate, contribute and achieve.
- Achieve measurable increases in the extent to which those facing inequality and exclusion can contribute and share in Doncaster's success,

**Service providers** – We have an important role in ensuring services are customer-focused, inclusive, accessible and meet individual needs irrespective of how services are delivered. We will.

- Develop, commission and deliver inclusive and responsive services which actively address disadvantages and enable people to achieve and succeed.
- Actively listen and empower our clients, customers and communities, enabling them to take ownership of decisions that affect them
- Address gaps in knowledge or evidence.

**Employers** - We have a responsibility to meet the diverse needs of our employees and to ensure they create the right culture by promoting equality, diversity and inclusion. We will:

- Strive to be an inclusive employer, creating a culture where diversity is valued and celebrated.
- Ensure staff have a good understanding of Equality Diversity and Inclusion (EDI) and are equipped to design and deliver inclusive services.
- Embed EDI to build a positive reputation internally and externally, through policies and practices

Our **Equality, Diversity and Inclusion Framework** sets out in one place our EDI objectives, arrangements and commitment for embedding equality, diversity and inclusion into everything we do. This links directly to the strategic ambitions set out in the Borough Strategy and Corporate Plan. It focuses on the following key objectives for 2022-26.

- Support older adults to remain independent in their own homes
- People no longer experience domestic abuse
- Improve engagement with our most deprived communities to increase access to jobs and skills
- Improve the mental health of our children and young people

## Section 3: Local Solutions for People, Places & Planet

### Our Localities

Doncaster Council is the largest Metropolitan Borough in England. Our large geography and diverse issues mean it is not appropriate to try to solve everything at Borough level.

Like all Councils we are founded on local democracy, with two or three Councillors elected for every one of our 21 Electoral Wards, with 55 members in total. Each Ward has its own unique challenges and opportunities.

Doncaster's Localities are comprised of groupings of wards in the North, South, East and Central parts of our Borough. They are a helpful compromise, small enough to be more attuned to local issues than a Council-wide focus would allow, but big enough so that issues and opportunities can be dealt with more effectively. Our localities also line up with similar geographies used by our partners, for example, Primary Care Networks covering GP Practices and neighbourhood support from South Yorkshire Police.

### A more local way of working

The Council is acting alongside our Team Doncaster partners to bring our work closer to the communities we are here to serve. By getting alongside local people, families, businesses and organisations, and through more strongly coordinating the work that different teams and partners do, we'll be in a better position to help enable the local solutions that Doncaster people need to live life on their terms.

We talk about Local Solutions for People, Places and Planet because this way of working will have implications for all of us, whether we see ourselves providing tailored support for individual people or place-based services for Doncaster's towns and villages. Although we know that protecting the environment cannot be achieved without national and global action, it is also essential that we work with our communities on local solutions to preserve our planet for future generations of Doncaster people.

There are **four key strands of work** that come together and guide our approach to the work:

- We need to work in all of Doncaster's communities to better understand local priorities and to build on the strengths that already exist, in each and every person, and in each and every place. It requires all of us, whatever our job, to be able to think locally and act personally, using an "Appreciative Inquiry" approach to ensure a constructive way forward.
- Where people, families or communities have significant needs we need to use a Local Solutions approach to bring teams and services together to provide access to necessary support in a joined-up way.

- We need to help attract investment into local communities and also ensure existing investment and strategies are properly joined up. In particular, we need to address inequalities so no Doncaster people, families or communities are left behind.
- We need to pull the above work together into deals for our communities that draw on local strengths, properly coordinate local services and harness investment to best effect.

This will mean we have to start supporting our staff and Team Doncaster partners differently, for example providing them with data that gives local insights and giving them opportunities to develop working practices alongside one another, rather than in separate silos.

## So What Next?

In 2022 we are taking a number of steps forward to support Local Solutions for People, Places and Planet in Doncaster.

- We're publishing Locality Plans for each of our four localities. These have been produced alongside local people and tie together existing plans and strategies with the things they have said should be prioritised.
- We're asking existing Directors and Assistant Directors to take lead responsibilities for bringing local people, staff and partners in localities together to drive a more local way of working. We're also appointing Locality Leads to help make strong connections between everything that goes on.
- We're tying more and more of our work into this approach, whether we're supporting younger people, or adults, or community safety, or local businesses, or cleanliness, or environmental change.
- We'll refresh and update our Locality Plans every year so that we're more and more driven by our communities, the pride local people have, the problems they want to solve and the strengths they are able to harness alongside us.



## Section 4: Resources (this section will be updated as part of the MTFS/budget report)

The Council continues to face the significant challenge of setting a balanced budget with reducing funding, rising demand for services and increasing costs. We are working hard to bridge the gap; with our support for Doncaster people, communities and businesses remaining at the forefront of all decision-making.

We have a clear plan to manage our resources in 2022/23 and a robust and balanced gross revenue budget is expected to be in place.

The Medium Term Financial Strategy (MTFS) is our three-year financial plan, which sets out the Council's commitment to providing value for money services to deliver our mission for Thriving People, Places and Planet, within the overall resources available to it. The MTFS shows how our Council's finances will be structured and managed to ensure that this fits with, and supports, the delivery of our Wellbeing Goals and the Great 8 priorities.

The council is estimating a funding gap of around £8 million for 2022/23 and £12m over the next three financial years. Doncaster also has 29% less to spend on services than it did in 2010/11 which represents a £350 reduction per resident. Nationally, this reduction is 22.2%.

The main financial pressures are in Adult Social Care and Children's Social Care, consistent with national trends, with some of the additional pressures relating to the pandemic.

We are not alone, councils up and down the country are in a similar position. We have faced continued uncertainties in our funding over the years, and are also seeing volatility in our costs and the income we generate, worsened by the pandemic.

We have continuously strived to achieve a balanced budget and through prudently managed finances and careful planning, we have done this well. We are managing financial pressures utilising underspends and specific COVID funding that we have received. However, we are seeing our pressures increase due to various factors, which are expected to have an ongoing impact on the Council's baseline position.

As well as funding high quality services for residents, we will continue to invest in the future of the borough with an overall package of £341.3m of investment up to 2024/25, to stimulate growth and prosperity. Residents across Doncaster will benefit from investment in projects to further improve education, skills, housing, infrastructure, retail, leisure and culture, as well as attracting investors and visitors to the borough. Wherever possible, we will spend our money locally to support local businesses and organisations, and seek to maximise social value. We will consider long-term social, environmental and economic sustainability and resilience.

Our support for Doncaster people, communities and businesses remains at the forefront of all decision-making. We will continue to take a robust approach to identify the scale of the financial challenge, working hard to address how we bridge the gap.

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

We have invested significantly in modern customer interaction and service delivery to meet the changing needs and expectations of our customers. We have an increasingly agile, customer-focused and skilled workforce, have integrated our customer services 'front-desk' and fully embraced the use of digital technology to deliver more services online. However, we know there are still ways in which we can improve across all our services.

The workforce strategy sets out how we will equip our staff with the tools, skills and behaviours to deliver and commission good quality services. This will be underpinned by high standards of distributed leadership and collaborative working, with a refreshed set of values for the organisation. We will continue to support and develop our staff and change the way we work to improve performance and better engage with our residents to meet their needs.

This Corporate Plan details the alignment of our policy, resources and budgetary actions during 2022-23, that will contribute to the Doncaster Delivering Together (DDT) Strategy.

## Section 5: Key Priorities for 2022-23

This Plan details our contribution to the 'Great 8' priorities during 2022-23. An additional 'Regenerative Council' priority details our internal transformational projects and service improvements.



### 1. Tackling climate change

#### What we need to do well

- Support more people to recycle and to reduce waste.
- Ensure council trees are properly mapped, managed and protected, and that coverage is increased across the borough
- Protect and enhance green spaces, for example allowing agreed areas to naturalise.
- Understand and monitor council carbon emissions, for example by monitoring energy use in council owned assets
- Take steps to improve energy efficiency of buildings
- Support adaptation measures, for example cooling by increasing urban greenery or retaining walls for flood defences
- Encourage and educate people about how to tackle climate change

#### Key priorities that our resources will support in 2022-23

- Continue to implement recommendations from the Climate & Biodiversity Commission and Environment & Sustainability Strategy as appropriate such as
  - Secure and deliver £5.7m investment in housing retrofit for 600 homes via Social Housing Decarbonisation Fund and Gainshare
  - Increase the number of electric charging bays in Council owned car parks by 30 and investigate the development of charging hubs for mixed public and private sector use
  - Deliver year 2 of the 1 Million Trees programme, with 100,000 trees planted in partnerships with private landowners and communities
- Develop major programmes to support environmental and sustainability priorities
- Complete the strategic review of public and privately owned land assets, to identify key sites for investment and protection, for example, woodland creation and solar farms
- Biodiversity Net Gain: develop the councils approach to ensuring developments, through the planning system, become more ecologically sustainable. This includes the creation of habitat banks and the development of a net gain tariff backed by supplementary planning guidance



## 2. Developing the skills to thrive in life & work

### What we need to do well

- Support schools and Early Years settings to deliver good or excellent provision.
- Ensure Education, Health and Care plans are issued quickly, effectively and are of high quality.
- Ensure as many children as possible gain entrance to their first choice school placement.
- Work in partnership with educational settings and communities to integrate cultural opportunities into the local offer.
- Support residents to access the skills they need for meaningful work

### Key priorities that our resources will support in 2022-23

- To support residents with the impact of COVID, refocus delivery of existing, and add new, employment support programmes. This includes:
  - Employment Hubs and Academies
  - Advance
  - Launchpad
  - Communication on Graduate employment opportunities
  - Apprenticeships
  - Connected Futures Fund
- Implement a new Education and Skills life-long learning strategy to improve outcomes for all including:

- Support and challenge schools to ensure that our most vulnerable learners are well supported in school, particularly at transition points and that they receive the best educational offer to improve outcomes, enabling them to access the best post-16 education and training offers possible.
- Plan for sustainability and continuation of effective initiatives post Social Mobility Opportunity Area



### 3. Making Doncaster the best place to do business & create good jobs

#### What we need to do well

- Encourage and support inclusive business growth, enterprise and investment while targeting key employment sectors.
- Process planning applications efficiently and in a timely way
- Use more of our resources to spend locally

#### Key priorities that our resources will support in 2022-23

- Update Doncaster's Inclusive Growth strategy to ensure it fully reflects Doncaster's ambition
- Deliver major programmes to support greater investment and economic growth in the Borough, such as: Transforming Cities, Town Deals, Levelling Up Funds, City Gateway
- Complete the strategic review of public and privately owned land assets, to identify key sites for economic growth and job creation
- Develop additional major programmes to support greater investment and economic growth in the Borough, such as Enhanced Partnerships, Shared Prosperity Fund, and Gain Share
- Deliver new investment with particular focus on the key employment sites, attracting new businesses and providing a higher level quality of employment
- Support local Doncaster businesses to recover, safeguard existing jobs, grow and create new jobs, improve their

carbon footprint, increase local recruitment, local spend and cope with the changing national legislation and guidance

- Contribute to local and regional economic recovery plans including revised town centres recovery plans, such as the Mexborough Masterplan, and maximise opportunities, connectivity, transport network resilience, air quality, bus review, electric buses and tram-train extensions



## 4. Building opportunities for healthier, happier & longer lives for all

### What we need to do well

- Work with communities to improve people's well-being
- Encourage more people to take up NHS health checks
- Respond to need quickly and appropriately, keeping people safe
- Support more people with disabilities into work
- Make information about services easier to access
- Support people to live well at home for as long as possible
- Reduce the number of repeat referrals, specifically for children's care
- Support families to access free childcare entitlements
- Support more residential homes to be rated good or better

### Key priorities that our resources will support in 2022-23

- Information and advice: supporting a greater number of Doncaster people to have the information they need, how and when they need it
- Wellbeing and independence: supporting a greater number of Doncaster people to keep safe and well and to live the life they want
- Active and supportive communities: supporting a greater number of Doncaster people to keep family, friends and connections
- When things need to change: supporting a greater number of Doncaster people to stay in control of their lives in times of challenge or difficulty
- Flexible and integrated care and support: supporting a greater number of Doncaster people to receive the support they need in the way they prefer it

- Workforce: enabling our staff and local organisations to work in ways that achieve better wellbeing, information, community connections, support and independence for Doncaster people
- Making it real: increasing opportunities for Doncaster people and communities to hold us to account in delivering what good personalised support looks like from their point of view
- Support the partnership to reduce the impacts of poverty and continue to provide the much required appropriate financial support to eligible low-income families, individuals and businesses to assist them to recover economically
- Create the conditions and inclusive opportunities for good health, including through the Get Doncaster Moving whole system approach, compassionate approaches to weight, active travel and park and leisure facility developments
- Improve population health, reduce health inequalities and challenge the environmental and social structures that create inequalities through strategic commissioning, addressing the wider determinants of health and the creation and further development of key partnerships including with the NHS, businesses, research organisations, social enterprises, VCSE and faith sector
- Enhance and grow the Health and Wellbeing in All Policies approach through working with partners, to maximise the health and wellbeing opportunities in developments and decisions
- Public Health function has the capacity & capability to lead improvement and respond to wider system changes & demands, including health protection, changes in the NHS & funding allocations.



## 5. Creating safer, stronger, greener & cleaner communities where everyone belongs

### What we need to do well

- Provide appropriate support and intervention to ensure residents are safe and looked after
- Regularly clean the streets and roads, removing litter, detritus, fly posting, graffiti and fly-tips
- Maintain and enhance green spaces by cutting grass within agreed areas in a timely manner
- Provide high quality parks and open spaces across the borough
- Ensure all required inspections and enforcement actions are completed within timescales
- Deal with housing hazards, resolving any issues quickly.
- Educate and inform people about how to be safer on our roads
- Educate and inform people about how they can enhance their local environment

### Key priorities that our resources will support in 2022-23

- Completion of the Private Sector Housing Stock Condition Survey
- Implement the service review of Street Scene building on progress to date, further maximising resources to improve service resilience and enhance productivity

- Continue to improve the use of data and supporting IT systems to inform service planning, delivery, and management within Environment Services
- Continue with flood mitigation projects i.e. progress onto Phase 2 of Section 19 investigations, feasibility, funding submissions and scheme implementation working with partners across Sheffield City Region. Embed lessons learned to ensure robust response and recovery from flooding emergencies in the future
- Protect the health of Doncaster people through effective health protection and emergency planning arrangements, including COVID control, with a focus on minimising impacts on residents
- Complete 33 new homes as part of the Council House Build Programme, start on site for a further 129 and prepare for future phases.
- Develop a mixed tenure delivery model for Phase 3 of the Council House Build Programme
- Prepare for new Building Safety Act responsibilities, which respond to revelations following the Grenfell fire disaster
- Strengthen the recovery and renewal of the Borough through community centred approaches including Asset Based Community Development (ABCD), locality commissioning and the foundational health and wellbeing system





## 6. Nurturing a child & family-friendly borough

### What we need to do well

- Support families to access free childcare entitlements
- Support schools and Early Years settings to deliver good or excellent provision
- Provide good quality, safe play areas for children and families to spend time together
- Help families to get the support they need as early as possible

### Key priorities that our resources will support in 2022-23

- Lead on the development of the Performance, Quality Assurance & Improvement Framework across the Children's safeguarding partnership and review the impact on the effectiveness of multi-agency approaches to frontline practice on the whole family.
- Support transformation with the commissioning of high quality, outcome-based services for children, young people and their families ensuring the duty of care to safeguard service users and provide value for money.
- Lead on the robust and effective contract management of Doncaster Children's Services Trust
- Develop a 0-25 Sufficiency Strategy which ensures there are enough setting places available, to meet the needs of all children and young people, reducing the need for children to travel out of the borough for their education.
- Lead on the continued development of the Starting Well Joint Strategic Commissioning Plan. Ensuring steps are taken to create integrated care, working in line with the Integrated Care System (ICS) commissioning intention

and to deliver plans across the 3 life stages, linking to the localities commissioning approach

- Contribute to the locality approach to commissioning of services and lead on the joint commissioning priorities that result from the Children and Young Peoples Plan
- Lead on the development and implementation of the Early Help Strategy to embed the practice and principles for our partnership approach to Early Interventions & Prevention for Vulnerable Families.
- Ensure Doncaster's early intervention and prevention offer is effective, local, visible and easily accessible, and works collaboratively with children, young people, their families and communities. This includes the implementation of the Think Families Local Solutions Model
- To lead the implementation of the refreshed Children and Young People's Plan which will embed the vision to be the most child friendly borough in the country.
- Lead on the complex abuse investigation, liaising closely with Ofsted, the provider and other Local Authorities





## 7. Building transport & digital connections fit for the future

### What we need to do well

- Maintain the roads to appropriate standards across the borough.
- Work with regional colleagues to attract investment and promote the usage of public transport and active travel
- Encourage increased rollout of gigabit capable connectivity
- Encourage the rollout of faster 5G mobile services

### Key priorities that our resources will support in 2022-23

- Working with the Mayoral Combined Authority, we will deliver the South Yorkshire Digital Infrastructure Strategy
- Develop additional major programmes to improve transport connections across the Borough, such as: Bus Service Improvement Plan, Zero Emissions Bus Regional Area Fund, Electric Buses, Parking Strategy Update, strategic rail opportunities, and seeking funding for the A1 Doncaster bypass widening
- Deliver major programmes to improve transport connections across the Borough, such as: City Region Sustainable Transport schemes, Stage 1 of Gateway East Rail, A18 Westmoor Link Road, Phase 1 of A1 - A19 Link

Road, improvements to Thorne and Conisbrough railway stations, and the Active Travel Programme

- Maximise active travel opportunities and increase modal shift through participation in walking and cycling through the delivery of City Region Sustainable Transport and Transforming Cities Fund schemes



## 8. Promoting the borough & its cultural, sporting & heritage opportunities

### What we need to do well

- Encourage people to volunteer in cultural, sporting and heritage settings
- Market the borough as a good place to live, work and visit
- Closer collaboration with national bodies, such as the Arts Council, English Heritage and Sport England

### Key priorities that our resources will support in 2022-23

- Increased promotion of the borough and its cultural, sporting and heritage opportunities to increase visibility outside of the region, attract new visitors and deliver events that will make a difference to the Doncaster economy
- Working with RLWC and Dons RLFC to maximise the impact of hosting the Rugby League World Cup in October 2022. This includes: RLWC Development Officer working with Doncaster schools, Social Impact research through the Sport England Local Delivery Pilot and destination promotion.
- Refurbishment of Askern, Thorne and Edlington leisure centres to modernise facilities. This will provide greater access to communities and enable residents to be more active, as well as securing the buildings' futures.

- Review the Get Doncaster Moving strategy, ensuring the impact of our future efforts and investment is maximised by using what we have learnt from activities over the last four years.
- Deliver our contribution to Doncaster's new Cultural Strategy. Expand access to all sections of the community, increase visitor numbers, contribute to the borough's economic growth and help improve resident health and wellbeing:
  - o Develop a Commercial Plan for our Cultural Services
  - o Increase access and utilisation of our buildings across all sites to better engage with service users and attract non users
  - o Enhance our approach to the planning of events.



## A Regenerative Council

Building on our journey as an organisation, and as a place, we need to respond to our understanding of the challenges and opportunities of the future. We want to be a development-led Regenerative Council and we have identified a set of key shifts that are required so that we are able to deliver our services well in the future

These are:

- Shift 1: Local Solutions for People, Places and Planet
- Shift 2: Elected Members Central to Local Solutions for People, Places and Planet
- Shift 3: Intelligence-Led Organisation
- Shift 4: Reduced Overhead Costs, Improved decision making and delivery
- Shift 5: A Council that does the right thing in the right way

### What we need to do well?

- Respond to our customers quickly, focusing on a quality customer experience
- Collect Council Tax and Business Rates effectively.
- Support and develop employees to improve performance, engagement and attendance
- Ensure more people can access council services digitally
- Process Housing and Council Tax queries quickly and appropriately
- As a community leader, support Team Doncaster to take a relentless approach to equalities, tackling deprivation and supporting residents to maximise their income

- As a service deliverer, ensure services are shaped by Equality, Diversity and Inclusion objectives and we target resources to where they are most needed
- As an employer, be open and inclusive and champion diversity

### Key priorities that our resources will support in 2022-23

- Development of Team Doncaster governance to support the delivery of Doncaster Delivering Together. This includes:
  - Identification of key performance indicators and milestones
  - Communication about the potential impact of DDT on our residents and communities
  - Development of critical programmes and schemes with our partners, and agreement that we hold each other to account
  - Revision of our internal decision making processes, so that there is clarity on how competing priorities, interdependencies and unintended consequences will be addressed
  - Reviewing, and realigning, internal and external resources and capacity
- Continue to strengthen Doncaster's place in regional and sub-regional governance structures
- Developing a refreshed set of values for the organisation
- Continue to deliver the Workforce Strategy that equips staff with the right skills and behaviours to deliver and commission good quality services, underpinned by high standards of distributed leadership, collaborative working, and safe working practices

- Expand the Council's award winning apprenticeship programme to support further utilisation of apprenticeships across targeted areas within the organisation, in particular where we are experiencing hard to fill roles or where further training and skills development is needed
- Ensure the Medium Term Financial Strategy (MTFS) identifies the required savings, whilst continuing to provide adequate resources for our corporate priorities, remaining sufficiently flexible to respond to the unprecedented financial volatility in the short term and providing a sustainable funding strategy for the longer term. Deliver the approved savings targets over the medium-term, including the transformational council-wide proposals
- Continue to drive service change through the use of technology to support modern, effective and efficient service delivery and digital ways of working
- Undertake targeted and regular engagement to ensure we are equipped with customer feedback & public perception, and that this informs service change
- Continue to develop and embed effective communications and engagement with all stakeholders and increase the ability to give the right information in the right way at the right time
- Develop a new Customer Experience Strategy that continues to improve the Council's front door interaction with residents, informed by resident feedback, process review and innovations
- Delivery and implementation via the Doncaster Strategic Estates Group of a coordinated approach across public sector partners to Asset Management Strategy
- Build on the implementation and migration to Mosaic system by supporting the practice management, data quality and further system improvements
- Further develop the data and information systems that enable research led approaches to underpin our way of working, including advocating the health, wellbeing and economic benefits of being evidence based and insight informed.

## Section 6: Monitoring Our Progress

A robust Performance Management Framework ensures that all the key components are in place across an organisation, ensuring both good governance and successful delivery of key priorities.

The Council's Performance Management Framework (PMF) is the mechanism by which we will manage, monitor and govern key activities that contribute to the successful delivery of the Corporate Plan. It will ensure that, as a Council, we are 'getting the basics right' and identify potential risks to the successful delivery of our plan.

The PMF brings together six key, standalone elements of governance under one umbrella:

- Managing Performance
- Reporting Profile
- Service Planning
- Risk Management
- Data Quality
- Equality, Diversity and Inclusion

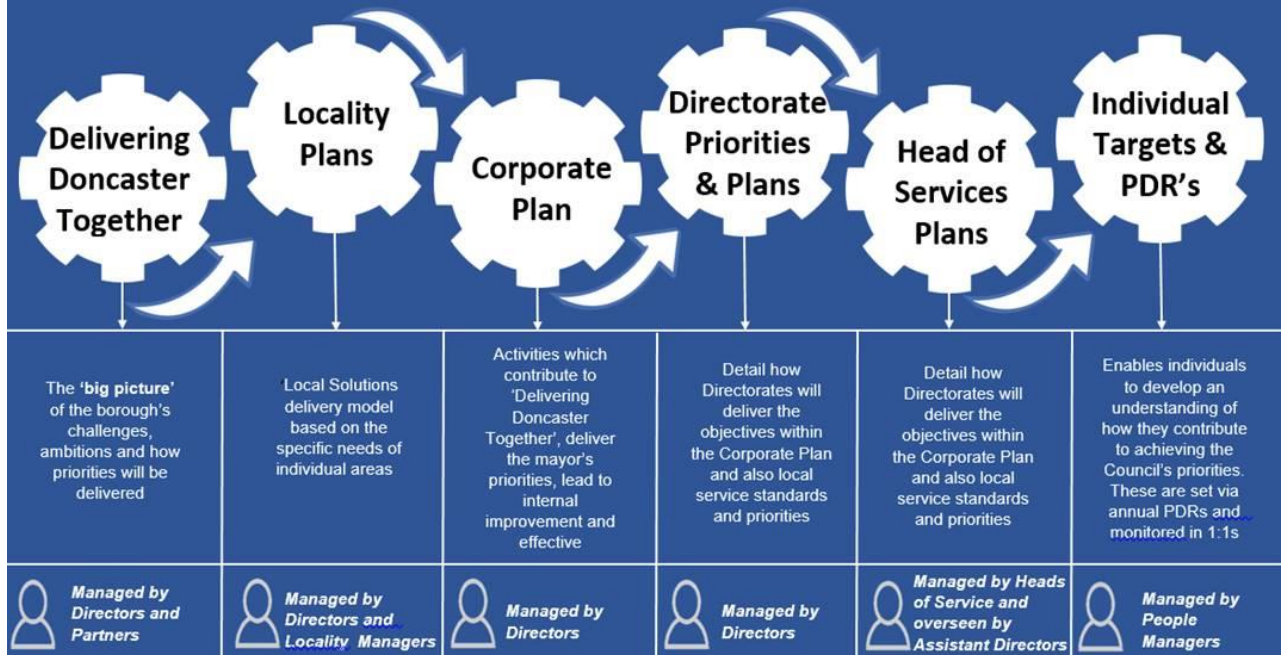
Together, these ensure individuals, teams, and the Council overall, have clear guidance and systems in place. It shows what we should be doing, how we should be doing it and outlines key responsibilities for delivery.

Performance management is used to continually improve the services the Council delivers and the way they are delivered, learning from experiences, from others and listening to customer needs. Its purpose is to:

- Assist Senior Managers, Staff and Councillors to understand the key components that contribute to effective performance as well as providing a corporate approach for the Council.
- Focus on the Council's key objectives, ensuring the right actions underpin their delivery as well as robust measures that evidence progress and to ultimately achieve our Outcomes.
- Continually improve the services the Council delivers and the way they are delivered, learning from experiences, from others and listening to customer needs.
- Pull together partnership contribution to our borough-wide priorities within 'Delivering Doncaster Together'. Setting out both the governance arrangements and the information flow.

This is delivered through our Plan, Do, Monitor, Respond structure that details how each element will be actioned and links directly to the 'Golden Thread'.

**The Golden Thread** is the term used to describe the link between the different plans within the organisation, connecting borough wide strategic objectives with the actions of individual employees at all levels.



## Further information

For further information, please see [www.doncaster.gov.uk](http://www.doncaster.gov.uk)

## Glossary

|                        |  |
|------------------------|--|
| CHBP                   | <ul style="list-style-type: none"><li>• Council House Build Programme</li></ul>  |
| CRSTS                  | <ul style="list-style-type: none"><li>• City Region Sustainable Transport Schemes</li></ul>  |
| DCST                   | <ul style="list-style-type: none"><li>• Doncaster Children’s Services Trust</li></ul>  |
| DDT                    | <ul style="list-style-type: none"><li>• Doncaster Delivering Together</li></ul>  |
| Doncaster Talks        | <ul style="list-style-type: none"><li>• Our community engagement platform</li></ul>  |
| EDI                    | <ul style="list-style-type: none"><li>• Equality, Diversity and Inclusion</li></ul>  |
| Golden Thread          | <ul style="list-style-type: none"><li>• The link between the different plans within the Council, connecting borough wide strategic objectives with the actions of individual employees</li></ul>   |
| Great 8 Priorities     | <ul style="list-style-type: none"><li>• The eight priorities that will help meet the goals in the Wellbeing Wheel</li></ul>  |
| LGA                    | <ul style="list-style-type: none"><li>• Local Government Association</li></ul>   |
| MCA                    | <ul style="list-style-type: none"><li>• Mayoral Combined Authority</li></ul>   |
| Mosaic                 | <ul style="list-style-type: none"><li>• Social Care Case Management System Software for Adults, Children and Education related services</li></ul>  |
| MTFS                   | <ul style="list-style-type: none"><li>• Medium Term Financial Strategy</li></ul>   |
| Plan-Do-Monitor-Review | <ul style="list-style-type: none"><li>• The Council’s annual ‘Define and Deliver’ improvement cycle</li></ul>  |
| PMF                    | <ul style="list-style-type: none"><li>• Performance Management Framework</li></ul>   |
| Regenerative Council   | <ul style="list-style-type: none"><li>• A council that restores the local environment, develops the right conditions for the future economy and works alongside communities to improve people’s lives and the places in which they live. It has internal processes which optimise performance and positive cultural values to support delivery</li></ul> |
| SLHD                   | <ul style="list-style-type: none"><li>• St Leger Homes Doncaster</li></ul>   |
| TCF                    | <ul style="list-style-type: none"><li>• Transforming Cities Fund</li></ul>   |

## Wellbeing Goals

- Based on what matters most to local people, these long-term 'beacons' in the distance are what we are working towards

## VCSE & Faith Sector

- Voluntary, Community, Social Enterprise and Faith Sector



Please note dates of meetings/rooms/support may change

**OVERVIEW & SCRUTINY WORK PLAN 2021/22**

|      | OSMC  | H&ASC O&S  | CYP O&S   | R&H O&S   | C&E O&S   |
|------|---|--|---|---|---|
| May  |   | <b>Friday 4th June, 2021 at 3.30pm, MS Teams</b>   | -   |   |   |
|      |   | <ul style="list-style-type: none"> <li>Work Planning Meeting</li> </ul>  |   |   |   |
| June | <b>Thurs 3<sup>rd</sup> June 2021 at 10am, MS Teams</b>   |  | <b>Tues 15<sup>th</sup> June 2021 at 10am, MS Teams</b>   | <b>Wed 9<sup>th</sup> June 2021 at 10.30am, MS Teams</b>                | <b>Monday 7<sup>th</sup> June 2021 at 2pm, MS Teams</b>   |
|      | <ul style="list-style-type: none"> <li>Work Planning Meeting</li> </ul>   |  | <ul style="list-style-type: none"> <li>Work Planning Meeting</li> </ul>   | <ul style="list-style-type: none"> <li>Work Planning Meeting</li> </ul> | <ul style="list-style-type: none"> <li>Work Planning Meeting</li> </ul>   |
|      | <b>Thurs 24<sup>th</sup> June 2021 at 10am Council Chamber (AS/RW)</b>  |  |   |   |   |
|      | <ul style="list-style-type: none"> <li>Qtrly Finance &amp; Performance Report – Qtr 4 (c) <ul style="list-style-type: none"> <li>DMBC</li> <li>SLHD</li> <li>DCST</li> </ul> </li> <li>Youth Justice Plan (c)</li> <li>Edenthorpe Neighbourhood Plan (c)</li> </ul> |  |   |   |   |
| July |   | <b>Thurs 1<sup>st</sup> July 2021 at 10am- MS Teams Briefing Session (CR)</b>  | <del>Thurs 22<sup>nd</sup> July 2021 at 4.30pm Cancelled</del><br><b>Tues 10<sup>th</sup> August 2021 at 9am Briefing Meeting</b> |   | <b>Wed 28<sup>th</sup> July 2021 at 10am, Council Chamber (CM)</b>  |
|      |   | <ul style="list-style-type: none"> <li>Asset Based Community Development and Well Doncaster – update and Annual Report. Links with Localities, Adult Social Care addressing the way people live day to day, with a focus on local communities becoming healthier. (c)</li> </ul> |   |   | <ul style="list-style-type: none"> <li>Sustainability/ Environmental Strategy update and next steps – 111 actions and maximising funding (c)</li> <li>NEW Social Inclusion Alliance Update (c)</li> </ul> |

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Please note dates of meetings/rooms/support may change

|                        |   |  |   |  |  |
|------------------------|---|--|---|--|--|
|                        | <b>Tuesday 3<sup>rd</sup> August, 2021 at 9.30am – MS Teams Briefing meeting (CR)</b>   |  |   |  |  |
|                        | <ul style="list-style-type: none"> <li>• Locality working (c)</li> </ul>  |  |   |  |  |
|                        | <b>Tuesday 10<sup>th</sup> August, 2021 at 11.00am – MS Teams Briefing Session – postponed from 8<sup>th</sup> July (CR)</b>  |  |   |  |  |
|                        | <ul style="list-style-type: none"> <li>• Commissioning (c)</li> </ul>   |  |   |  |  |
| <b>Aug</b>             | <b>Extraordinary OSMC – Thurs 19<sup>th</sup> August 2021 at 10am, Council Chamber (CR/RW)</b>  |  | <b>Tues 10<sup>th</sup> August 2021 at 9am Briefing Meeting (CM)</b>  |  |  |
|                        | <ul style="list-style-type: none"> <li>• Local Plan (c)</li> <li>• Doncaster Delivering Together (Borough Strategy 2030) (c)</li> <li>• Sproborough Neighbourhood Plan (TBC) (c)</li> </ul>   |  | <ul style="list-style-type: none"> <li>• Children and Young People overview including relationship with Doncaster Children's Services Trust and invitation to Young Advisors and Youth Council (Make Your Mark) Further shaping of the work plan (c)</li> </ul> |  |  |
| <b>Sept</b><br>Page 56 | <b>Thurs 9<sup>th</sup> Sept 2021 at 10am Council Chamber (CM/RW)</b>   | <b>Thurs 30<sup>th</sup> Sept 2021 at 10am Council Chamber (CM)</b>  | <b>Thurs 16<sup>th</sup> Sept 2021 at 4.30pm Council Chamber (CR)</b>   |  |  |
|                        | <ul style="list-style-type: none"> <li>• Qtrly Finance &amp; Performance Report – Qtr 1 (c) <ul style="list-style-type: none"> <li>○ DMBC</li> <li>○ SLHD7th</li> <li>○ DCST</li> </ul> </li> <li>• Compliments and Complaints (c)</li> </ul> | <ul style="list-style-type: none"> <li>• Changes to NHS working (ICS - White Paper) and what this will mean for the Borough's residents (c)</li> <li>• Joint Strategic Needs Assessment (c)</li> </ul> | <ul style="list-style-type: none"> <li>• Safeguarding theme to include Children's Social Care with the Early help element of focus (c)</li> </ul>   |  |  |

Please note dates of meetings/rooms/support may change

|         |   |   |  |   |  |
|---------|---|---|--|---|--|
| Oct     | <b>Thurs 7<sup>th</sup> Oct 2021 at 11am Briefing Session, MS Teams (CM)</b>  |   | <b>Fri 1<sup>st</sup> Oct 2021, 2pm Briefing Sessions, MS Teams (CM)</b>                                 | <b>Wed 13<sup>th</sup> Oct 2021 at 11.30am, Chamber (CR)</b>  | <b>Mon 11<sup>th</sup> Oct 2021 at 10am , Chamber (CM)</b>   |
|         | <ul style="list-style-type: none"> <li>Localities (general update and the executives proposals for Governance)</li> </ul>       |   | <ul style="list-style-type: none"> <li>Overview of upcoming policies</li> </ul>                          | <ul style="list-style-type: none"> <li>Social Housing - Post Covid easing restrictions – consequences of rehousing people in temporary accommodation (c)</li> </ul>   | <ul style="list-style-type: none"> <li>Flood Planning Preparation (c)</li> <li>Domestic Abuse Strategy(c)</li> </ul> |
| Nov     | <b>Thurs 4<sup>th</sup> Nov 2021 at 10am Council Chamber (CR)</b>   | <b>Mon 22<sup>nd</sup> Nov 2021 at 1.30pm Council Chamber (CM)</b>  | <b>Tues 9<sup>th</sup> Nov 2021, 1pm Virtual Meeting (CR) Deferred TBA</b>                               | <b>Briefing Session Wed 10<sup>th</sup> Nov 2021, 10:30am Virtual Meeting (RW/CM)</b>   | <b>Briefing Session Wed 10<sup>th</sup> November 2021 2pm Virtual Meeting (CR)</b>                                   |
|         | <ul style="list-style-type: none"> <li>The Statement of Licensing Policy Gambling Act 2005 (c)</li> </ul>                       | <ul style="list-style-type: none"> <li>Winter Planning</li> <li>Update from Doncaster and Bassetlaw Teaching Hospitals (c)</li> </ul> | <ul style="list-style-type: none"> <li>Evidence gathering session – meeting with teachers (c)</li> </ul> | <ul style="list-style-type: none"> <li>Town Deal Doncaster and Stainforth – update including priorities, next steps plus outline of the levelling up funding bid for the town centre.(c)</li> <li>Town Centre update including Waterdale area, strategy and plans for, Housing, retail, hospitality and engagement with businesses and how they are responding to challenges (c)</li> </ul> | <ul style="list-style-type: none"> <li>Environmental Strategy (Sustainability)</li> <li>Naturalisation</li> </ul>    |
|         | <b>Thursday 4<sup>th</sup> November following the formal meeting Council Chamber (CR)</b>                                       |   |  | <b>Tues, 30<sup>th</sup> Nov 2021, 10am Council Chamber (CM)</b>  | <b>Thursday 25<sup>th</sup> November at 2pm (CR)</b>   |
| Page 57 | <ul style="list-style-type: none"> <li>Commissioning – discussions with service users re: drug and alcohol abuse (c)</li> </ul> |   |  | <ul style="list-style-type: none"> <li>Update on the Market (MAM contract).(c)</li> <li>Town Centre economy including impact from Covid, footfall, night-time economy, Alfresco dining, market economy.(c)</li> </ul>   | Community Safety Strategy(c)   |

Please note dates of meetings/rooms/support may change

|     |  |   |   |  |  |
|-----|--|---|---|--|--|
| Dec | <b>Thurs 2<sup>nd</sup> Dec 2021 at 10am<br/>Council Chamber (AS/RW)</b>   |   | <b>Thurs 9<sup>th</sup> Dec 2021 at<br/>4.30pm (CM/CR) Council<br/>Chamber</b>  |  |  |
|     | <ul style="list-style-type: none"> <li>Qtrly Finance &amp; Performance Report – Qtr 2 (c) <ul style="list-style-type: none"> <li>DMBC</li> <li>SLHD</li> <li>DCST</li> </ul> </li> </ul> |   | <ul style="list-style-type: none"> <li>Theme Education and Skills to include school organisation with comparators for attendance, exclusions, NEET, education outcomes post 16 employment and education and Big Picture (pre cabinet decision)</li> <li>SALT and Neurodevelopment pathway New</li> <li>Education and Skills 2030 programme (c)</li> </ul> |  |  |
| Jan | <b>Thurs 27<sup>th</sup> Jan 2022 at 10am<br/>Microsoft Teams<br/>(briefing session) (CM)</b>  | <b>Mon 31<sup>st</sup> Jan 2022 at 1.30pm<br/>(CM)</b>  |   |  |  |
|     | <ul style="list-style-type: none"> <li>Budget (c)</li> <li>Corporate Plan (c)</li> </ul>   | <ul style="list-style-type: none"> <li>Carers Strategy – to include people with lived experience (c)</li> </ul> |   |  |  |
|     | <b>Thurs 10<sup>th</sup> Feb 2022 at 10am<br/>Council Chamber (CM)</b>   |   |   |  | <b>Wed 9<sup>th</sup> Feb 2022 at 10am<br/>Council Chamber (CR)</b>                |
|     | <ul style="list-style-type: none"> <li>Budget (c)</li> <li>Corporate Plan (c)</li> </ul>   |   |   |  | <ul style="list-style-type: none"> <li>Crime and Disorder Committee (c)</li> </ul> |
|     | <b>Mon 21<sup>st</sup> February 2022 at<br/>9am - cancelled (CR)</b>   |   |   |  |  |
|     | <ul style="list-style-type: none"> <li>Fuel Poverty Strategy to be rescheduled</li> </ul>  |   |   |  |  |
|     | <b>Thurs 24<sup>th</sup> Feb 2022 at 10am<br/>deferred to 15<sup>th</sup> March</b>  |   |   |  |  |

Please note dates of meetings/rooms/support may change

|       |   |  |   |   |  |
|-------|---|--|---|---|--|
| March | <b>Tuesday 15<sup>th</sup> March 2022 at 10am Briefing Session (CM) Microsoft Teams</b>   |  |   |   |  |
|       | • Localities update (c)   |  |   |   |  |
|       | <b>Thurs 31<sup>st</sup> March 2022 at 10am, Council Chamber (AS/RW)</b>  | <b>Thurs 3<sup>rd</sup> March 2022 at 10am, Council Chamber (CR)</b>   | <b>Thurs 17<sup>th</sup> March 2022 at 4.30pm (CM)</b>  | <b>Wed 9<sup>th</sup> March 2022 at 10am (RW/CM/CR)</b>   |  |
|       | <ul style="list-style-type: none"> <li>• Qtrly Finance &amp; Performance Report – Qtr 3 (c) <ul style="list-style-type: none"> <li>○ DMBC</li> <li>○ SLHD</li> <li>○ DCST</li> </ul> </li> <li>• Rossington Neighbourhood Plan (TBC)</li> </ul> | <ul style="list-style-type: none"> <li>• Part 1 - CQC Inspection and Regulation Update – Doncaster Care Quality including inspection ratings. Covid impact and how care providers have risen to the challenge (c)</li> <li>• Part 2 - CQC possible part two - Chief Nurse CCG – NHS settings (c)</li> <li>• Health Protection – link with the implications of long Covid(c)</li> </ul> | <ul style="list-style-type: none"> <li>• SEND Strategy and Behaviour Transformation Programme (pre cabinet decision) (to include a focus on Education health Care plans) (c)</li> </ul> | <ul style="list-style-type: none"> <li>• Employment programme opportunities following Covid easing with possible invite to DWP (c)</li> </ul> |  |
| Apr   |   |  |   |   |  |
|       |   |  |   |   |  |
| May   |   |  |   |   |  |
|       |   |  |   |   |  |

**POSSIBLE ISSUES FOR FUTURE CONSIDERATION OR TO BE SCHEDULED**

|  |  |  |   |  |
|--|--|--|---|--|
| Quarter 4 Performance OSMC 23 <sup>rd</sup> June, 2022 | Adult Safeguarding Report 2022 (date TBC) to be circulated | • Theme: Sufficiency (potential for 2022/23) | Impact of Brexit (ongoing through quarterly OSMC performance management meetings) | Environmental Improvement Plan ( timing TBC) |
|--|--|--|---|--|

Please note dates of meetings/rooms/support may change

|         |  |   |   |  |  |
|---------|--|---|---|--|--|
|         |  |   | Reports to include comparators and best practices with comparisons to like authorities.   |  |  |
|         | Impact of Brexit (ongoing through quarterly performance management meetings)             | Joint Regional Health (JHOSC) – as required Chair only to attend  | Following issues to be fed into the themes considered: <ul style="list-style-type: none"> <li>• Transition of young disabled adults to adulthood;</li> </ul>  | Housing Allocations Policy Review 2022/23  |  |
|         | Local Plan update Autumn 2022  | Links with Social Care and Housing (added following discussion with Chair and Director) TBC maybe 2022/23   | <ul style="list-style-type: none"> <li>• Doncaster Children's Safeguarding Partnership Annual Report – to circulate for comments</li> </ul>   | Local Plan – update including delivery of key housing projects and connectivity – item for 2022/23 work plan spring 2023 |  |
|         | Commissioning – meeting with providers   | <ul style="list-style-type: none"> <li>• Children's Health Related Issues (Briefing) to include <ul style="list-style-type: none"> <li>- Children's Mental Health (Strategy)</li> <li>- SALT (TBC)</li> <li>- Health Visitors (CYP / HASC)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Update on the funding provided for additional family practitioners and difference they have made – including risks associated.</li> </ul>  | Town Centre Transport  |  |
|         | Poverty Strategy – 2022/23 (TBC)   |   | <ul style="list-style-type: none"> <li>• Children's Health Related Issues (Briefing) to include <ul style="list-style-type: none"> <li>- Children's Mental Health (Strategy)</li> <li>- SALT (TBC)</li> <li>- Health Visitors (CYP / HASC)</li> </ul> </li> </ul> | Car Parking Strategy   |  |
| Page 60 | Compliments and Complaints September 2022  |   | <ul style="list-style-type: none"> <li>• Youth Council (Priorities) – July 2022</li> </ul>  | Town centre regeneration and development   |  |
|         | Cultural Strategy – deferred from 2 <sup>nd</sup> February briefing session new date TBC |   | <ul style="list-style-type: none"> <li>• Children and Young People's Plan (invite HASC Scrutiny Panel) TBC</li> </ul>   |  |  |

Please note dates of meetings/rooms/support may change

|                       |  |   |  |   |  |
|-----------------------|--|---|--|---|--|
|                       |  |   | <ul style="list-style-type: none"> <li>Meeting with Headteachers to address front door referrals.</li> </ul>       |   |  |
|                       |  |   | <ul style="list-style-type: none"> <li>SEND – meeting with families and SENCO group. 2022/2023 workplan</li> </ul> |   |  |
| <b>BRIEFING NOTES</b> |  |   |  |   |  |
|                       |  | Update on Scawthorpe Merger - circulated 031121 |  | Housing Allocations Policy – circulated 2021. | Veterans – Briefing note general update with focus on homelessness – circulated 151021 |

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**DONCASTER METROPOLITAN BOROUGH COUNCIL**  
**FORWARD PLAN FOR THE PERIOD 1ST MARCH 2022 TO 30TH JUNE 2022.**

The Forward Plan sets out details of all Key Decisions expected to be taken during the next four months by either the Cabinet collectively, The Mayor, Deputy Mayor, Portfolio Holders or Officers and is updated and republished each month.

A Key Decision is an executive decision which is likely:-

- (a) to result in the Local Authority incurring expenditure which is, or the making of savings which are, significant having regard to the Local Authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the Local Authority;
- (c) any decision related to the approval or variation of the Policy and budget Framework that is reserved to the Full Council.

The level of expenditure/savings which this Authority has adopted as being financially significant are (a) in the case of the revenue budget, gross full-year effect of £250,000 or more b) in the case of capital budget, £1,000,000 or more in respect of a single project or otherwise across one financial year.or the decision has a significant impact on 2 or more wards.

Please note in addition to the documents identified in the plan, other documents relevant to a decision may be submitted to the Decision Maker. Details of any additional documents submitted can be obtained from the Contact Officer listed against each decision identified in this plan.

In respect of exempt items, if you would like to make written representations as to why a report should be considered in public, please send these to the contact officer responsible for that particular decision. Unless otherwise stated, representations should be made at least 14 days before the expected date of the decision.

**KEY**

Those items in **BOLD** are **NEW**

Those items in **ITALICS** have been **RESCHEDULED** following issue of the last plan

Page 3 of 3

Prepared on: XXXXXX and superseding all previous Forward Plans with effect from the period identified above.

Damian Allen  
Chief Executive

## MEMBERS OF THE CABINET

### **Cabinet Member For:**

Mayor - Ros Jones  
Deputy Mayor - Councillor Glyn Jones

Councillor Lani-Mae Ball  
Councillor Nigel Ball  
Councillor Joe Blackham  
Councillor Rachael Blake  
Councillor Phil Cole  
Councillor Mark Houlbrook  
Councillor Jane Nightingale  
Councillor Andrea Robinson

- Budget and Policy
- Housing and Business
- Education, Skills and Young People
- Public Health, Leisure, Culture and Planning
- Highways, Infrastructure and Enforcement
- Children's Social Care, Communities and Equalities
- Finance and Trading Services
- Sustainability and Waste
- Corporate Resources.
- Adult Social Care

**Some Decisions listed in the Forward Plan are to be taken by Full Council**

**Members of the Full Council are:-**

**Councillors Nick Allen, Bob Anderson, Duncan Anderson, Lani-Mae Ball, Nigel Ball, Daniel Barwell Iris Beech, Joe Blackham, Rachael Blake, Nigel Cannings Glenn Bluff, Laura Bluff, Bev Chapman, James Church, Gemma Cobby, Phil Cole, Jane Cox, Steve Cox, Linda Curran, Amiee Dickson, Susan Durant, Sue Farmer, Sean Gibbons, Julie Grace, Martin Greenhalgh, John Healy, Leanne Hempshall, Charlie Hogarth, Mark Houlbrook, Debbie Hutchinson, Barry Johnson, Glyn Jones, R. Allan Jones, Ros Jones, Jake Kearsley Majid Khan, Jane Kidd, Sue Knowles, Sophie Liu, Tracey Moran, John Mounsey, Emma Muddiman-Rawlins Tim Needham, David Nevett, Jane Nightingale, Thomas Noon, Ian Pearson, Andy Pickering, Cynthia Ransome, Rob Reid, Andrea Robinson, Dave Shaw, Glynis Smith, Sarah Smith, Gary Stapleton, and Austen White**

| WHEN DECISION IS EXPECTED TO BE TAKEN | KEY DECISION TO BE TAKEN  | RELEVANT CABINET MEMBER  | DECISION TO BE TAKEN BY | CONTACT OFFICER(S)   | DOCUMENTS TO BE CONSIDERED BY DECISION MAKER     | REASON FOR EXEMPTION – LOCAL GOVERNMENT ACT 1972 SCHEDULE 12A |
|---------------------------------------|---|--|-------------------------|--|--|---|
| 2 Mar 2022                            | To approve spending the funding award from the Department of Levelling Up Housing and Communities (LUHC). | Councillor Nigel Ball, Portfolio Holder for Public Health, Leisure, Culture and Planning | Cabinet                 | Jenna Rumley, Planning Service Improvement Manager<br>Jenna.Rumley@doncaster.gov.uk  | Corporate Report RIPA BOPS Digital Grant Funding | Open  |
| 2 Mar 2022                            | Quarter 3 2021-22 Finance and Performance Report  | Mayor Ros Jones  | Cabinet                 | Matthew, Smith, Head of Financial Management Tel: 01302-737663<br>matthew.smith@doncaster.gov.uk                               |  | Open  |
| 2 Mar 2022                            | St Leger Homes Performance Report 2021/22 Quarter 3   | Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Business.          | Cabinet                 | Julie Crook Tel: 01302 862705, Dave Richmond, Chief Executive, St Leger Homes of Doncaster<br>dave.richmond@stlegerhomes.co.uk |  | Open  |
| 2 Mar 2022                            | DCST Quarter 3 Finance & Performance Report   | Councillor Rachael Blake, Portfolio Holder for   | Cabinet                 | Rob Moore, Director of Corporate Services and Company Secretary<br>rob.moore@dcstrust.   |  | Open  |

|             |  |   |  |  |  |               |
|-------------|--|---|--|--|--|---------------|
|             |  | Children's Social Care, Communities and Equalities  |  | co.uk  |  |               |
| 8 Mar 2022  | To accept Government Funding to allow the Council to provide support for people in Doncaster who are part of one of the Government's Resettlement Programmes               | Councillor Rachael Blake, Portfolio Holder for Children's Social Care, Communities and Equalities | Portfolio Holder for Adult Social Care |  |  | Open          |
| 16 Mar 2022 | To approve the submission to the Department for Levelling Up, Housing and Communities (DLUHC) of the Doncaster Town Deals Heritage Project Business Case Summary document. | Portfolio Holder for Housing and Business   | Cabinet                                | Neil Armstrong, Senior Programme and Project Manager<br>Tel: 01302 737860<br>neil.armstrong@doncaster.gov.uk |  |               |
| 16 Mar 2022 | To approve the commencement of a Compulsory Purchase Order for the acquisition of properties necessary to deliver the Doncaster Town Deal project.                         | Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Business.                   | Cabinet                                | Neil Firth, Head of Service, Major Projects and Investment<br>neil.firth@doncaster.gov.uk                    |  | Part exempt 3 |
| 30 Mar 2022 | To adopt the Early Help Strategy 2022-2025.  | Councillor Rachael Blake,   | Cabinet                                | Stephanie Douglas, Head of Service Early Years and   |  | Open          |

|             |   |  |         |  |  |      |
|-------------|---|--|---------|--|--|------|
|             |   | Portfolio Holder for Children's Social Care, Communities and Equalities, Councillor Lani-Mae Ball, Portfolio Holder for Education, Skills and Young People |         | Localities<br>stephanie.douglas@doncaster.gov.uk   |  |      |
| 30 Mar 2022 | To approve the four Plans for Doncaster's Central, East, North and South Localities | Councillor Rachael Blake, Portfolio Holder for Children's Social Care, Communities and Equalities  | Cabinet | Phil Holmes, Director of Adults, Health and Wellbeing (DASS)<br>phil.holmes@doncaster.gov.uk |  | Open |
| 30 Mar 2022 | Doncaster Council House Build Programme Phase 2.                                    | Portfolio Holder for Housing and Business  | Cabinet | Adrian Robertshaw<br>adrian.robertshaw@doncaster.gov.uk                                      |  | Open |
| 1 May 2022  | Refresh of the Get Doncaster Moving physical activity and sport strategy.           | Councillor Nigel Ball, Portfolio Holder for Public Health, Leisure, Culture and  | Cabinet | Andy Maddox, Business Development Manager<br>andy.maddox@doncaster.gov.uk                    |  | Open |

|  |  |          |  |  |  |  |
|--|--|----------|--|--|--|--|
|  |  | Planning |  |  |  |  |
|--|--|----------|--|--|--|--|