



Agenda

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, Doncaster

Date: Thursday, 9th February, 2023

Time: 10.00 am

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Damian Allen
Chief Executive

Issued on: Wednesday 1st February 2023

Governance Officer for this meeting

Christine Rothwell
Tel. 01302 735682

Issues for consideration:

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 3rd November and 1st December 2022 (*Pages 1 - 16*).
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 2023/24 - 2026/27 (*Pages 17 - 24*).
7. Corporate Plan 2023-24 (*Pages 25 - 42*).
8. Overview and Scrutiny Work Plan and the Council's Forward Plan of Key Decisions (*Pages 43 - 58*).

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Chair – Councillor Jane Kidd

Vice-Chair – Councillor Jake Kearsley

Councillors Gemma Cobby, Leanne Hempshall, Richard A Jones, Majid Khan, Sarah Smith and Gary Stapleton

Education Co-optees*

Antoinette Drinkhill

Bernadette Nesbit

*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.

Invitee: Post vacant

Agenda Item 4

DONCASTER METROPOLITAN BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 3RD NOVEMBER, 2022

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 3RD NOVEMBER, 2022 at 10.00 AM

PRESENT:

Chair - Councillor Jane Kidd

Councillors Jake Kearsley, Gemma Cobby, Leanne Hempshall, Majid Khan, Sarah Smith and Gary Stapleton

Co-optees: Antoinette Drinkhill

ALSO IN ATTENDANCE:

Phil Holmes, Director Adults, Health and Well-being
Pat Hagan, head of Localities and Town Centre
Rachael Leslie, Deputy Director Public Health
Ian Profitt, Chief Superintendent, South Yorkshire Police
Lee Golze, Assistant Director, Partnerships, Early Intervention and Localities
Dawn Lawrence, Service Manager Early Help and Intervention
Emma Middleton, North Locality Partnership
Jo Williams, Employment Manager, Business Doncaster
Sarah Milner, Senior Programme and Projects Manager
Nick Fromont, Digital Communications Business Partner
Nicci Collins, South Locality Partnership Lead
Rebecca Tuffrey, East Locality Partnership Lead
Jakki Hardy, Central Locality Partnership Lead
Vanessa Hoyland Powell, Public Health Lead – Well Doncaster
Karen Staniforth, General manager Frenchgate Shopping Centre
Michelle Hope, Employment Manager, Business Doncaster

APOLOGIES:

Apologies for absence were received from Councillors Richard A Jones

		<u>ACTION</u>
23	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	

	There were no items on the agenda.	
24	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations made.	
25	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements made.	
26	<u>LOCALITIES UPDATE</u>	
	<p>The Committee received a detailed presentation and accompanying report addressing locality working. It was outlined that Locality working involved the whole Council pulling together, with partners, to deliver on local deals and locality plans that had been produced with and by residents. It was designed to improve resident experience through a more locally informed, integrated and relationship approach reducing the need for crisis response through a more preventative, integrated approach.</p> <p>The presentation brought to life excellent key examples, demonstrated by each locality, from health and wellbeing, economic inclusion to community safety and getting a decent start in life. This gave the Committee a good idea of what was taking place across the whole of the Borough.</p> <p>Some examples included:</p> <p><u>EAST LOCALITY – Focus on health priorities</u> - The presentation covered how health, social care, community, voluntary and other public services collaborate to improve health outcomes and deliver positive activities for all ages. A specific example given was Edenthorpe Junior Football Club required more space locally to expand to provide more girls and boys teams. To achieve this the Club and community worked together with the Council to secure the use of and upgrade of additional playing field space (Tesco field), including lighting and CCTV. Street Scene assisted with creating the playing space and pitches.</p> <p><u>NORTH LOCALITY – Focus on Advance Employment Hub</u> – this was established to mitigate the risk of poverty and help people thrive in their chosen career. It was a Doncaster wide initiative but with a locality focused approach and was a bespoke service for small, medium and large businesses. The accessibility and support assists with a quick and proactive response, for example, following the announcement of redundancies at Doncaster Sheffield Airport, 60 local employers met with the staff to assist with finding other employment.</p> <p><u>CENTRAL LOCALITY – Focus on community safety and anti-social</u></p>	

behaviour City Centre, Frenchgate Centre and Interchange – following lockdown easing in 2020 as dark nights were approaching, young people from different areas across Doncaster and wider region, were congregating often in large numbers in the City centre, especially in the Frenchgate centre and Interchange creating serious incidents. This included threatening and abusive behaviours, risky behaviour placing young people and the public at risk, theft from shops, damage to firefighting equipment, assaults on retail and securing security staff and criminal damage in the Frenchgate centre to a cost of £48,000.

Through social media platforms, young people were arranging to meet for fights from across the borough, neighbouring towns and other areas in the country. The resultant impact was significant on the feeling of confidence and safety for businesses and other users of the city centre.

A multi-partner, co-produced plan was enacted, involving South Yorkshire Police, British Transport Police, Businesses, Children's Services, Schools, the Young Advisors, Youth Services, Youth Offending Service, Violence Reduction Unit, Criminal Justice and voluntary sector partners. The plan ensured everyone new their role and was simple, agile and was capable of being scaled up and was a model that could be lifted and dropped into other complex situations involving young people in other areas.

There was a range of activity ranging from high visibility joint patrolling, engagement with young people, schools, youth services, communications designed and delivered by young people and aimed at young people, positive activity and enforcement that included prosecutions and exclusions for a small hardcore that could not be persuaded to respond to the positive response on offer.

Soe practical measures included, installing and upgrading CCTV, designing of crime and anti-social behaviour hot spot locations, restricting the number of access points, a young people's code of conduct, weekends of action, community safety campaigns and the creation of a dedicated "Youth Zone" in a Frenchgate centre shop unit to engage and provide a creative space to channel energies into positive activity.

The delivery of the plan continues and engagement with business and the public was providing positive responses.

Thorne Road Anti-social Behaviour – In response to complaints of increasing crime and anti-social behaviour by residents of Thorne Road and surrounding area close to the city centre a multi partner plan was created and delivered that included residents. This related to an increase in sex work activity and crime and anti-social behaviour arising but also included concerns about an increase in on street drinking and open drug use, poor management of houses in multiple occupation, fly-tipping, litter and the general poor appearance of the

locality, underpinned by a strong desire by residents to communicate better with public services and ease reporting and response arrangements.

The multi-agency response involved a thematic plan with lead and single point of contact, to address crime and anti-social behaviour, environment, noise, community safety, provide assertive outreach and support for vulnerable people to break the cycle of an unsafe lifestyle and help those affected by substance misuse. High visibility Police and Council patrol and engagement plans were put in place to disrupt and enforce using a full range of tools and powers. Additional CCTV had been installed, street lighting improved and highway modifications undertaken to design out problem areas. More work around these themes was planned. A new enforcement process to tackle kerb crawling was in development and the contract to provide support to sex workers (Amber Project) had been strengthened to provide more resources for preventative work. Information advice and guidance had been provided for residents to report and record issues to enable greater collaboration with public services. Now in place were environmental clean ups, property inspections and engagement with landlords to improve the look and feel of the area.

Overall improvements had resulted due to a blended combination of enforcement and care and support for vulnerable people and residents were actively engaged with a resultant improvement in confidence.

SOUTH LOCALITY - Focus on Children and Young People – addressed hearing the voice and listening to what the community was saying. It was established that the community voice around young people was very strong, sometimes negative comments but also requesting more provision for young people that were interesting, active, better quality and variety and for it to be advertised and communicated well.

It was important to ensure that existing community based assets were strengthened to provide such facilities. Rather than services operating in isolation in different towns across the borough, they linked themselves through the community model with the Council's support, to run services more efficiently. Some of the activities provided were crafts, fitness aqua sports, music and design workshops.

The delivery would be evaluated to move forward in future years.

Additionally a whole family working approach was piloted over a 12 month period. As a result practitioners from a wide range of services were working together at a local level delivering support through locality triage and local solutions groups, including:

- 4 hubs established;
- 17 local solution groups running monthly;

- Community engagement borough wide; and
- Digital support for public practitioners.

First 11 weeks

- 69% handled within the day 'see and solve';
- 31% supported through intensive multi-agency conversations, partnership actions.

ENGAGEMENT – it was noted that a range of engagement methods had been used to complete the locality plans through:

Appreciative inquiry = 1,400

Community representatives = 570

Stakeholders = 24 groups

Surveys and consultation = 13,759

Social media = 739

Bespoke engagement = 1,193

Different ethnicities = 35

Small independent businesses = 495

Broad range of youth engagement

Locality plans had been designed, finalised and were available to download on “Your Life Doncaster”.

The Committee noted the detailed information provided through the presentation and addressed the following issues in further detail. It was also recognised that a lot of hard work had been undertaken to achieve the current position.

Continued collaboration – in response to how this would continue into the future, be measured and kept simple, it was explained that with a programme of such a breadth of work and specific nature I could be like “knitting fog” but to continue with the path already taken. There was the need to continue listening to the voice of local people and businesses. The Gap required narrowing in the long term to continue to make a difference. The Locality plans would be renewed each year showing progress made and public accountability.

Communication – It was acknowledged that it was difficult to provide the number of people across Doncaster’s Communities who were aware of the “Locality working” brand but it was more of a “vibe” than numbers. It was important that people were aware of how the system was changing their lives and ensuring that they knew where they could get the help and the information they needed to help themselves.

It was confirm that Locality information had been sent out to 96,000 residents with key messages reaching the majority of communities. Following the launch of the Communications Strategy there had been a 26% increase in referrals with a lot through email and social media.

The Chair stressed that community notice boards may seem old fashioned and sometimes difficult to upkeep but they could still be an effective communication method.

- Cross partnership training – it was confirmed that there was a suite of multi-agency training available, including voluntary community and early help training for everyone who supports the whole family approach.

- Partnership gaps – it was noted that there was strong engagement within the Localities delivery model including the Local Authority, St Leger Homes, South Yorkshire Police, Voluntary Action Doncaster, Integrated Care Board, social prescribers, schools, Department for Work and Pensions and GPs. The overlap of services provided by GPs and locality working was acknowledged and a meeting with primary care networks was planned to discuss the best way forward with engagement and local referrals.

- Formal –v- informal venues/meeting places – it was noted that the people focus group peer space was friendly, removing any fear factor. For example visiting the Civic Office could be a little too formal and prevent some families from calling in.

- Effective and successful plans, particularly targeted Police work – with regards to how the partnership would measure requirements for the next round of plans it was explained by South Yorkshire Police that qualitative and quantitative information was built within data sets to ensure both promotion and reactive services were providing the right feel and community confidence. The South Yorkshire Police problem solving model identified methods and tactics both locally and nationally that worked well in certain areas, with agile plans developed to address specific issues within neighbourhood and City centre policing. It was highlighted that the increased footfall within the City centre following a period of anti-social behaviour, discussed earlier, identified that the partnership response was right. The plans that sat behind every partnership were strong and were already making an impact.

Engagement and inclusion – it was noted that last year engagement in some areas was more patchy than others therefore a deep dive in these areas was being undertaken, including discussions with as many ethnic groups as possible. It was explained that external funding had been secured to work with many organisations in the third sector organisation, for example, the deaf community.

The Local Authority and South Yorkshire Police Gypsy and Traveller link workers continued liaison and visits within this community. The families were keen to ensure their children and young adults were not being perceived in a negative way.

For people where English was not their first language, translation

services were available, for example survey documents had been translated. It was confirmed that the different languages across the borough had been mapped. Mosaic (the Council's social care information management system) was being used to look at portraits of communities to address the different ethnicities and issues they were facing and ensuring the right support was blended into certain areas.

It was noted that community workers had been trained to be a community reporters. This included working with South Asian women to help capture view of the community and translated to better understand about the benefits and opportunities in their community. A major local employer with Council support had introduced a training programme to improve English language skills for workforce entrants to improve employee opportunities and experience and improve productivity. This was being promoted with other Doncaster businesses.

With regard to education establishments contact was being made with Primary and Secondary schools, colleges and alternative provision schools. Engagement levels with schools was good and growing but higher levels of engagement were found in primary schools and it was thought this was due to parents being more actively involved at a primary level.

Locality working was accepted as a different way of working and plans had been developed for everyone to live their life on their own terms but seek help where needed. It was noted that Doncaster was the largest geographical borough in the country therefore grouping common ground across the borough was essential for plans to succeed and actions not to be duplicated. It was stressed that discussions with people who can and want to make changes across the many communities was essential.

It was recognised that the messaged and publication from the Communications Teams were geared towards locality working.

To ensure the community's voice was heard the continuation of Doncaster Talks was suggested for future years.

Report it campaign – it was acknowledged that there needed to be an understanding of how critical an incident was and how to report. Awareness raising was being undertaken by the Partnership within communities to understand where and when to report an incident to get the right response. It was noted that a lot of people were still non-digital therefore it was essential to cascade information correctly.

Data collection – to avoid duplication, data sets were collated and analysed through the Joint Strategic Needs Assessment (JSNA). With regard to the cost of living crisis it may not currently represent what support was required therefore there was a need to understand exactly

	<p>what effect it was having for individuals and groups of people in Doncaster. Data showed, that there were health needs within communities however the local voice was not identifying this. In response the health group response was developing actions to address this.</p> <p><u>Grass roots approach</u> – it was acknowledged that locality plans presented a great example of co-produced work from grass roots upward and to achieve this, appreciative enquiries were undertaken discovering issues through conversations. Community actions plans would be co-produced, owned by the Community with support provided by partners to drive required actions.</p> <p>A good example of collaborative working was the football provision example provided earlier in earlier discussion.</p> <p>To conclude, the Chair and Committee thanked the officers for providing a comprehensive report, presentation and discussion.</p> <p>RESOLVED: that the discussion, be noted.</p>	
27	<p><u>OVERVIEW AND SCRUTINY WORK PLAN AND THE COUNCIL'S FORWARD PLAN OF KEY DECISIONS</u></p>	
	<p>The Senior Governance Officer provided an overview of the Overview and Scrutiny Work Plan and the Council's Forward Plan of Key Decisions.</p> <p>RESOLVED: That the reports be noted.</p> <p>Chair _____</p> <p>Dated _____</p>	

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DONCASTER METROPOLITAN BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 1ST DECEMBER, 2022

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 1ST DECEMBER, 2022 at 10.00 AM

PRESENT:

Chair - Councillor Jane Kidd

Councillors Jake Kearsley, Gemma Cobby, Leanne Hempshall, Richard A Jones, Sarah Smith and Gary Stapleton

ALSO IN ATTENDANCE:

Riana Nelson - Director of Children, Young People and Families
Rachel Leslie - Assistant Director of Public Health
Dan Swaine - Director of Economy & Environment
Phil Holmes - Director of Adults, Health & Well
Debbie Hogg - Director of Corporate Services
Dave Richmond - Chief Executive, St Leger Homes

APOLOGIES:

Apologies for absence were received from Councillor Majid Khan, and Invitees Antoinette Drinkhill and Bernadette Nesbit.

		<u>ACTION</u>
28	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations made at the meeting.	
29	<u>MINUTES FROM THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 8TH SEPTEMBER 2022</u>	
	<u>RESOLVED</u> that the minutes of the meeting held on 8th September, 2022 be agreed as a true record and signed by the Chair.	
30	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements made at the meeting.	

31	<p><u>2022-23 QUARTER 2 FINANCE AND PERFORMANCE IMPROVEMENT REPORT</u></p>	
	<p>The Committee received the 22/23 Quarter 2 Finance and Performance Improvement Report, introduced by the Director of Corporate Resources, Debbie Hogg.</p> <p>Members noted that the new style of report also now included the content formerly included in a separate report of the Doncaster Children’s Trust following the transfer of these services back into the Council. Officers had endeavoured to simplify the report and commentary had been provided on each area in an effort to make it clearer to digest for all readers and clearly outline what was going well and what was not.</p> <p>In terms of the Performance, this remained on track with the previous Quarter 1 report, and 30% of indicators were highlighted as red. With regard to the budget, the Council’s finances remained consistent with Quarter 1, but these were off track and it was important that moving into the New Year, when the budget was agreed in February that this was balanced. Currently, the budget was £8.5 million off track and looking forward, there would be difficult times ahead whilst trying to manage service delivery with this costing more to deliver. There would be implications for future periods, and the cost pressures as a result of inflation would be felt.</p> <p>The following areas were raised through discussions and consideration of the report:-</p> <p><u>Regenerative Council</u></p> <p>Queries were raised as to delivering on service standards and how this would affect the achievement of a balanced budget. Members were informed that steps would be taken to address costs. A decision had already been taken to stop any non-essential spends, and all vacancies would be looked at and only filled if essential. Business would be slowed where possible and consideration would be given to as to what changes could be made to service delivery moving forward but there would be a lot of pressure in the future with utility costs, supply chain costs, pay, and tough decisions would have to be made in terms of priorities.</p> <p><u>Developing Skills to Thrive in Life and Work</u></p> <p>Members made comments with regard to the strategy used for addressing absenteeism and queried whether the use of fixed penalties were effective tools. Whilst this was part of the approach, it was noted that addressing absenteeism was a multi layered plan where schools</p>	

were required to work with families in order to get children back into education and keep them there. As a final step, fixed penalties were issued as a measure to encourage a return.

Elective Home Education (EHE) was raised as an issue and whether there was a correlation between this and EHCPs as the number of EHEs had increased significantly since Covid. It was acknowledged that there was no direct link, but there were a number of children who were behind in their learning and would need help catching up, but this related only to children with more prominent needs. Annual checks were in place and support was provided.

Nurturing a Child and Family Friendly Borough Everyone Belongs

As the report only covered one month since the Children's Trust had transferred to the Local Authority, Councillors queried had there been any unexpected issues that had not been detailed within the report.

The Committee noted that the transition of the Trust back into the Council, had been relatively smooth and the pressures had remained consistent with no increases. Further down the line, there were areas where improvements could be made, but most importantly, Members noted that children remained safe.

Moving on from this, Dental Checks had always been an area of concern, and clarity was requested as to how these were being progressed. The Director of Children, Young People and Families, Riana Nelson, reported that the picture looking ahead was improving, but still low; however, the Corporate Parenting Board had included this within their work plan and were actively progressing improvements in this area.

Promoting the Borough and its Cultural, Sporting and Heritage Opportunities

Members discussed how communities were being consulted in terms of identifying leisure needs and encouraging their use of the local leisure facilities. The Get Doncaster Moving Strategy had been refreshed, a number of areas had been identified, and had focused on a number of ways that better opportunities could be provided. There had been good examples in the borough of how this had worked, and the cycle track at the Dome was a great example of how leisure facilities could become a valued community asset. However, it was acknowledged that moving forward into next year it would be a challenge to keep all centres open with the costs faced and there could be some changes to running schedules and operations.

Following on from this, queries were raised in terms of social prescribing and how this was or could be utilised. The Assistant Director of Public Health, Rachel Leslie, reported that it was something

that was becoming more prominent, with the investment into this area, and Primary Care Networks would be considering what they could do to support this.

Building Opportunities for Healthier, Happier and Longer Lives for All

The Committee noted that the service area of Adults, Health and Well Being continued to be an area requiring improvement with many areas not performing as they should. Particularly, home care was an area of concern discussed through the course of the debate. There were 5 indicators within this service displaying as red, and Members noted that there were many contributing factors, with too many people still moving into care homes, early discharge rates from hospital and A and E, inadequate home care amongst the reasons behind this. The Hospital Discharge Funding would be accessible in the coming weeks, so it was envisaged that this would go some way to provide support in this area.

Additional areas of concern included assessments, all of which were taking too long to process from start to finish. Members were concerned that these were impacting on care provision and packages being put into place. Staff were continuously striving for improvement and it was hoped that in the next quarter improvements would be seen. In terms of financial assessments, these too were not being completed quickly enough, but officers did not have the data for the Committee to give an accurate picture. This was completed between two teams currently and it was hoped that in the future a more streamlined approach would be managed to speed up the efficiently.

Creating Safer Stronger, Greener and Cleaner Communities where Everyone Belongs

The Committee was informed in response to a query regarding the Veterans Officer post that this had now been regraded and had been re-advertised to attract the level of applicant required. This post closely linked to health and well-being with the officer, directly supporting the needs, some of which could be complex and specific, of veterans across the borough.

In relation to a query regarding the time taken to complete S42s, Members noted that this was largely due to a backlog, and in quarters 3 and 4 they would expect to see these numbers reducing. As a result of police investigations and court proceedings, the S42s could often be delayed, and whilst they weren't completed as quickly as would have hoped, safeguarding remained paramount, and people were kept safe.

Tackling Climate Change

Members were concerned with regard to the drop in the number of homes retrofitted to improve energy efficiency. Officers informed members that 409 homes had been improved but the funding that had

	<p>not been used could not unfortunately be carried over to the next financial year and would have to be returned. This, it was reported was a national issue, but moving forward, this was not the main issue, as a large number of homes remained in the Private Sector, whereby nothing was known of the state of many of these houses.</p> <p>A further query raised in terms of Climate Change, was if the Council was still on track to meet its 2030 Climate Change Target. Officers reported that the Council was endeavouring to meet this target, and was working to decrease the carbon footprint but there was no guarantee they would get there.</p> <p>Making Doncaster the Best Place to do Business and Create Good Jobs</p> <p>In response to a query regarding what consideration had been given to create fully inclusive employment roles, as this was due to be considered by the Regeneration and Housing panel, more information would be provided when this was discussed at that meeting.</p> <p><u>Building, Transport and Digital Connections Fit for the Future</u></p> <p>Concerns were voiced in this area as to the Frenchgate Tunnel in town and its proposed closure as this would have a huge impact on the town centre. Members noted that this had originally been planned for February, but it was now anticipated to take place in springtime, commencing in March.</p> <p><u>Equality, Diversity and Inclusion Objectives</u></p> <p>A question was raised as to equality, and if, there were any groups that needed more support, particularly in terms of care leavers. Members noted that there was a dedicated team who worked with care leavers who actively supported the needs of all individuals, particularly those with disabilities or of ethnic minorities. This was being picked up within the Regeneration and Housing Panel and would be discussed in greater depth at that point.</p>	
32	<p><u>ST LEGER HOMES OF DONCASTER LIMITED (SLHD) PERFORMANCE AND DELIVERY UPDATE - QUARTER 2 ENDED 30TH SEPTEMBER 2022 (2022/23)</u></p>	
	<p>The Committee received the Quarter 2 Performance and Delivery Update, which gave Members the opportunity to explore any issues that had arisen since the previous update.</p> <p><u>Bed and Breakfast Placements</u></p>	

	<p>Queries were raised as to the number of households and families being placed in Bed and Breakfast Placements, as it appeared that this had risen since September due to the target of 40 being way under the current figure of 62.</p> <p>However, Members were informed that this was a profiled target and whilst it appeared high and above target, numbers of families placed in Bed and Breakfast were decreasing month on month and it was anticipated that this would balance out as time progressed.</p> <p>- In response to queries regarding increasing the availability of properties, Officers commented that this was an ongoing problem and it was important that they did not look at housing in isolation. St Leger Homes simply did not nor would not have enough Council Properties to satisfy the need and it was important they worked alongside other sectors such as the private housing sector who were the biggest rental market.</p> <p>Members noted that there were huge pressures in the housing area at the current time, and the need for council housing was continuing to rise. Whilst it was good news that a number of properties had been let out to singles, couples and families, 120 households still remained on the waiting list and were housed in temporary accommodation. This pressure would remain, and the private sector, would be utilised more and more so it was important that the Council built relationships with private landlords and acquire immediate solutions. Although the costs in private were much higher, the demand was huge but there was still a long way to go in terms of ensuring housing was of the right quality. This was definitely an area that both officers and Members felt needed to be improved and good relationships built in order that there was greater faith in the use of the private sector in the future.</p> <p style="text-align: center;"><u>RESOLVED</u> that the Overview and Management Committee note the progress of SLHS Performance Outcomes, and the contribution SLHD makes to supporting Doncaster Council's Strategic Outcomes.</p>	
33	<p><u>OVERVIEW AND SCRUTINY WORK PLAN 2022/23 AND COUNCIL'S FORWARD PLAN OF KEY DECISIONS</u></p>	
	<p>The Chair presented the Overview and Scrutiny Work Plan and the Council's Forward Plan for information.</p> <p>Councillor Gary Stapleton requested that consideration be given to the addition of Asylum Seekers as an item for the work plan due to the predictions that this would become a much bigger issue in the coming year and it was imperative that all possible was done to support them.</p>	

	<u>RESOLVED</u> that the Work Plan and Forward Plan be noted.	
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City of Doncaster Council

Report

9th February 2023

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

Overview and Scrutiny consideration of the Mayor's budget proposals 2023/24 – 2025/26

Relevant Cabinet Member(s)	Wards Affected	Key Decision
The Mayor	All	No

EXECUTIVE SUMMARY

1. The purpose of this report is to consider and respond to the Mayor's draft budget proposals 2023/24 to 2025/26 and enable the Mayor to take account of this response when presenting her proposals to Full Council on 27th February, 2023.

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 27th February 2023. 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) 2023/24 – 2025/26', approved by Cabinet on 5th October 2022. This can be viewed by following the attached link:

<https://doncasterintranet.moderngov.co.uk/ieListDocuments.aspx?CId=131&MIId=3897>
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 37. 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 continues 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 Delivering 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. 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”.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change				✓

 Developing the skills to thrive in life and in work				✓
 Making Doncaster the best place to do business and create good jobs				✓
 Building opportunities for healthier, happier and longer lives for all	✓			
 Creating safer, stronger, greener and cleaner communities where everyone belongs	✓			
 Nurturing a child and family-friendly borough	✓			
 Building Transport and digital connections fit for the future				✓
 Promoting the borough and its cultural, sporting, and heritage opportunities				✓
Fair & Inclusive	✓			

Legal Implications (Officer Initials: NC, Date:26/1/23).

18. 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.
19. 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

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

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

Technology Implications

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

RISKS AND ASSUMPTIONS

24. 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.

CONSULTATION

25. Prior to the Mayor's draft budget proposals being made available to this meeting, the Committee met with the Director for Corporate Resources and Assistant Director of Finance 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

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

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

MTFS - Medium Term Financial Strategy
CfGS - Centre for Governance and Scrutiny
DDT – Doncaster Delivering Together

REPORT AUTHOR & CONTRIBUTORS

Andrew Sercombe, Governance Manager Tel: 01302 734354. Email:

andrew.sercombe@doncaster.gov.uk

Christine Rothwell, Senior Governance Officer Tel: 01302 735682 Email:

christine.rothwell@doncaster.gov.uk

Caroline Martin, Senior Governance Officer Tel: 01302 735682 Email:
caroline.martin@doncaster.gov.uk

Scott Fawcus Assistant Director of Legal & Democratic Services

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Doncaster Council

Report

Date: 09/02/23

To: The Chair and Members of the
Overview and Scrutiny Management Committee

Report Title: Corporate Plan 2023/24

Relevant Ward Member(s)	Wards Affected	Key Decision
All	All	Yes

EXECUTIVE SUMMARY

1. This report presents the revised Corporate Plan (CP) for 2023/24. The CP sets out the Council's contributions to the Team Doncaster borough strategy (Doncaster Delivering Together, DDT), and its central mission: Thriving People, Places and Planet.
2. The CP summarises the DDT wellbeing goals and Great 8 priorities, identifies our key priorities/actions under each of the DDT Great 8 Priorities, and identifies priorities needed for us to become a 'Regenerative Council'.

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS


4. The overview and Scrutiny Management Committee is asked to give consideration to and support the Corporate Plan

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. The Corporate Plan is the Council's key strategic document for directing its work towards the Team Doncaster strategic priorities.

BACKGROUND

6. 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	

7. The Council and our Team Doncaster partners have committed to a decade of delivery for residents, communities and businesses, guided by the Borough Strategy, Doncaster Delivering Together (DDT).
8. In addition, we have the ambition 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 2023-24.
9. The CP sets out how the Council will adopt a Localities focus, and references our commitment to fairness and inclusion. It also provides some narrative on how our intended activity will be resourced, and how we will monitor progress.

OPTIONS CONSIDERED







10. There were only two options considered: either Update the Corporate Plan to reflect 2023/24 priorities (option A, Recommended), or don’t update the Corporate Plan, leaving the Council without clear documentation of our priorities for 2023/24 (option B, not recommended)



REASONS FOR RECOMMENDED OPTION

11. Option A is recommended, because both corporate and elected leadership want to communicate our priorities each year. Such a document is also used as the bridge between our borough strategy and the directorate and service plans that are used by our teams to identify and prioritise our work. The Overview and Scrutiny work plan/areas of focus will also be guided by the Corporate Plan

IMPACT ON THE COUNCIL'S KEY OUTCOMES

12.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change	✓			
Comments: Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				
 Developing the skills to thrive in life and in work	✓			
Comments Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				
 Making Doncaster the best place to do business and create good jobs	✓			
Comments: Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				
 Building opportunities for healthier, happier and longer lives for all	✓			
Comments: Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				
 Creating safer, stronger, greener and cleaner communities where everyone belongs	✓			
Comments: Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				
 Nurturing a child and family-friendly borough	✓			

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
Comments: Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				
 Building Transport and digital connections fit for the future	✓			
Comments: Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				
 Promoting the borough and its cultural, sporting, and heritage opportunities	✓			
Comments: Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				
Fair & Inclusive	✓			
Comments: Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				

Legal Implications [Officer Initials: SRF Date: 21.12.22]

13. Whilst there are no specific legal implications arising out of the report, the programmes of activity that 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 (Officer Initials: MS Date: 22.12.22)

14. The financial implications of the priorities and actions in the Corporate Plan are contained within the Revenue, Capital and Housing Revenue Account 2023/24 budget reports that will be considered by Council in February 2023. As specific actions and programmes of activity are developed further, more specific financial implications will be provided in relevant reports.

Human Resources Implications [Officer Initials: SH Date: 21.12.22]

15. 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 [Officer Initials: PW Date: 20.12.22]

16. Technology is an essential enabler to support the delivery of all services together with the wellbeing goals and key deliverables 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.

RISKS AND ASSUMPTIONS

17. The Corporate Plan sets out the Council's priorities for 2023/24 and represents the Council's contribution to the ambitions agreed in the Team Doncaster DDT strategy. It is assumed that other Team Doncaster partners will also contribute to the strategic ambition, and so the Council's Corporate Plan should not be considered as a (full) delivery plan for DDT – either for 2023/24 and certainly not for the rest of the ten-year strategy period (to 2030).

CONSULTATION

18. Directorate leadership teams have identified the priorities, PIC have presented them under the DDT Great 8 Priorities.
19. The consultation/approval process is as follows:

Directorate Leadership teams	Nov/Dec 22	OSMC – informal session	26/01/23
Corporate Resources DLT	20/12/22	OSMC – formal session	09/02/23
Executive Leadership Team	03/01/23	Cabinet	15/02/23
Executive Board	18/01/23	Full Council	27/02/23

BACKGROUND PAPERS

20. None

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

21. OSMC - Overview & Scrutiny Management Committee
CP – Corporate Plan
DDT - Doncaster Delivering Together
TGB – Technology Governance Board
ICT – Information and Communications Technology
HT – Human Resources
PDR – Personal Development Review

REPORT AUTHOR & CONTRIBUTORS

Andy Brown, Senior Policy, Insight and Change Manager,
Policy, Insight & Change Team.

Tel: 01302 736075, Email: andy.brown@doncaster.gov.uk

Allan Wiltshire, Head of Policy, Performance & Intelligence
Policy, Insight & Change Team

Tel: 01302 862307, E-mail: allan.wiltshire@doncaster.gov.uk

Debbie Hogg
Director of Corporate Resources

City of Doncaster Council

Corporate Plan

2023-2024

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Foreword



Ros Jones

Mayor Ros Jones

Team Doncaster has set out its long-term vision and ambition in the ten-year borough strategy, Doncaster Delivering Together (DDT). That document sets out our wellbeing essentials and Great 8 priorities for the whole of the borough, and is centred on one central mission: Thriving People, Places and Planet. This document is the Council's Corporate Plan – it sets out the Council's contribution to DDT for the year 2023/24.

The challenges we identified in 2021 still remain, and new challenges have materialised, for example dealing with the fall out of the airport closure and the continuing re-integration of children's services. However, at the heart of our work we are prioritising the here and now to support residents and businesses to cope with the cost of living crisis whilst also stimulating growth in our economy through better skills and greater investment.

These sit alongside our longer-term challenges such as tackling our high levels of deprivation, improving health, growing our economy, improving educational attainment and training opportunities, improving community safety, social care provision, and responding to climate change.

These are all huge challenges, especially with reduced resources, increasing demand, and no change to our minimum statutory duties. Difficult decisions will be required regarding the scaling back of some Council activities in order to maintain our more essential services and support.



Damian Allen

Chief Executive

Although our challenges and 'To Do' list are substantial, we have much to celebrate and build upon going forward.

Doncaster's new city status will help raise our profile on the national and international stage – helping business growth, increasing visitor numbers, and improving our chances of securing additional funding and investment.

Our City has, and continues to see significant regeneration in the form of commercial, residential, learning and cultural developments, with climate change and biodiversity protection at the focus of our activity.

The scale, scope and quality of our education and training provision is improving, and partnership working, whereby we get more from our collective resources, is better now than ever before.

We will continue to ensure 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 tens of millions of pounds of additional investment.

We will continue to make improvements to our services whilst ensuring we make the changes and savings we need according to our medium term financial plan. We will continue to operate as a 'Regenerative Council', i.e. one 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

Section 1: Wellbeing Goals and Outcomes

Launched in September 2021, Doncaster Delivering Together (DDT) is our new 10 year Borough Strategy.

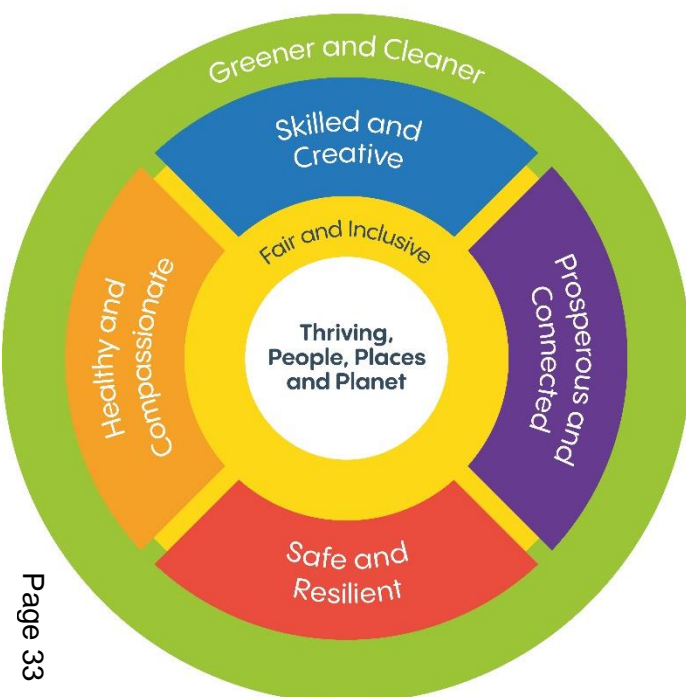
<https://www.teamdoncaster.org.uk/doncaster-delivering-together>

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 and 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 and 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 and 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
- Vibrant town centres
- More thriving local business

Safe and 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 and 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 and 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.



1. Tackling climate change



2. Developing the skills to thrive in life and work



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



4. Building opportunities for healthier, happier and longer lives for all



5. Creating safer, stronger, greener and cleaner communities where



6. Nurturing a child and family-friendly borough everyone belongs



7. Building transport and digital connections fit for the future



8. Promoting the borough and its cultural, sporting and heritage opportunities

This Corporate Plan details the Council's contribution to the 'Great 8' priorities for the coming year, plus an internal 'Regenerative Council' priority.

Delivery of these priorities requires innovation, new perspectives and different ways of working. The diagram below illustrates the key approaches that guide how we are making long-term improvements to wellbeing.



New ways of doing things to improve wellbeing

- Supporting innovation and behaviour change - to move from 'business as usual' to new approaches to improving wellbeing
- Using the 'Three Horizons' model to develop a vision and consider the innovation required to achieve it

Regenerative development

- Pushing beyond sustainability (i.e. 'doing no harm') to regenerative development that renews and improves, including our biodiversity and waterways. Moving from a linear 'take-make-dispose' economic system to a circular one that keeps finite resources in a loop of use and reuse

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- 'One catchment' approach - joint working across boundaries, e.g. to consider whole river systems and flood risks

Working closer with communities

- Place-based collaborative working to improve wellbeing
- Asset-based community development as part of localities working, building on distinctive local strengths and opportunities

Shared responsibilities - locally and regionally

- Residents, businesses and organisations all contributing to improvements in wellbeing
- A leading role for Team Doncaster's anchor institutions
- Working with regional partners, including those in the South Yorkshire Mayoral Combined Authority, to deliver shared priorities

Intelligence led interventions

- Using data to understand the causes of differing outcomes between population groups or communities
- Combining local data and insights to target services and interventions where they are needed most
- Using data to measure the impact of interventions
- Broadening access to information, knowledge and emerging technologies

Whole life, whole system integration

- Considering all life stages and the transitions between them - starting well, living well and ageing well
- Integrating whole systems, and considering the relationships and trade-offs between different options and actions
- Early intervention and prevention - identifying and addressing concerns, risks and opportunities early

Section 2: Fairness and 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 proposed key objectives for 2022-26:

- Support older adults to remain independent in their own homes.
- Support victims of domestic abuse and work with partners to reduce the levels of abuse in the Borough.
- Improve engagement with our most deprived communities to increase access to jobs and skills.
- Improve the mental health of our children and young people.
- Support those Children and Young people within our care to have a good start to life and have the same life chances as everyone else living in the Borough.

The Corporate EDI Board meets on a monthly basis to receive reports and/or updates on the progress made against the improvement and delivery of the EDI objectives.

The Board reviews performance against the indicators that underpin the delivery of the EDI objectives, via the Council's existing quarterly performance arrangements. Progress is reported within the Finance and Performance Report that is presented to Cabinet.

Section 3: Local Solutions for People, Places and Planet

Our Localities

The City of 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.

Our progress in 22-23

- We have published Locality Plans which have been produced alongside local people and bring together existing plans and strategies with the things people have said should be prioritised.
- We have set up Leadership responsibilities aligned to each locality to ensure this way of working is embedded across all of the Councils work. This has included 'Silver' and 'Bronze' meetings where a partnership response to any issues in a community has been worked through.
- We have completed Master Plans in Thorne, Mexborough, Rossington and Edlington
- We have launched Your Life Doncaster which is the banner for locality working and a central place for information
- Introduced 'Your Place Your Family' teams in each locality,
- Continued, through 'Well Doncaster', the appreciative inquiry place to more areas of the borough to actively engage local places on what matters to them.

So What Next?

In 2023-24 we are taking a number of steps forward to support Local Solutions for People, Places and Planet in Doncaster.



Building on the localities way of working develop a service model to focus more on community prevention services and take the learning from the Edlington Regenerative Neighbourhood Pilot to go deeper into other specific communities across the Borough.



Refresh our Locality Plans for 23-24 using recent local engagement and new locality based intelligence to ensure that the issues that matter most to local people are reflected in the plans.



Continue to engage and build capacity via our Well Doncaster and Locality based services.



Explore how we can introduce progress against our localities work into our usual quarterly reporting process



Refresh the Doncaster Delivering Together Investment Plan and ensure that investment activity can be shown digitally and by locality.



Examining our spending decisions and whether these can better targeted to need and locally delivered.

Section 4: Resources

The Council continues to face the significant challenge of setting a balanced budget with reducing funding, increasing costs, increasing demand and no reduction in our statutory obligations to provide services.

This is not specific to Doncaster – councils across the country face the same situation. We continue to face uncertainties in our funding, and are also seeing volatility in our costs and the income we generate.

We have a Medium Term Financial Strategy (MTFS) in place that 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 the 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.

We have repeatedly been successful in achieving a balanced budget, through prudent financial management and careful planning, whilst always putting our support for Doncaster people, communities and businesses at the forefront of our decision-making.

The Council’s money comes from a range of sources, the amounts and proportions differing in any given year. Council Tax and Business Rates, for example, provide for just over a quarter of the money we needed to deliver our priorities in 2022.

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Source of funding	2022/23
1 Council Tax requirement for Council services	£127.8
2 Collection Fund Surplus	£0.9
3 Revenue Support Grant & Top Up Grant	£56.0
4 Retained Business Rates	£34.7
5 Other Government Grants inc. Housing Benefits	£194.9
6 Other Income & Customer and Client Contributions	£110.7
7 Use of Reserves	£1.1

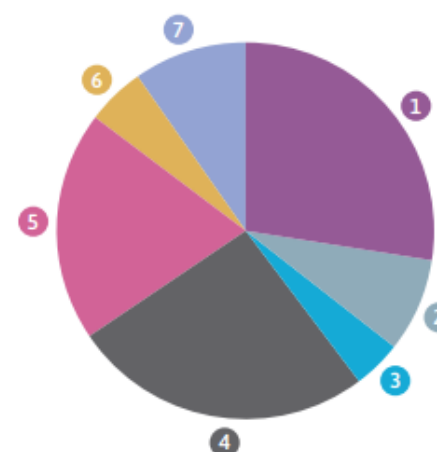
In addition to funding high quality frontline services for residents, we also continue to invest in our City’s future to help stimulate growth and prosperity in the form of programmes and projects covering education, skills, housing community safety, infrastructure, retail, leisure and culture – which provide benefits for local people, as well as attracting visitors to the area.

Our main financial pressure is from social care, which is consistent with national trends. Our spend in Adults, Health and Wellbeing (around 28%) and Children, Young People and Families (around 26%) account for more than half of Council expenditure – the 2022/23 budget for which totalled over £280m. Given additional pressures relating to the COVID pandemic and its aftermath, these cost pressures are expected to increase this year.

Where the money goes (£m) 2022/23

1 Adults, Health and Wellbeing	£145.0
2 Corporate Resources	£42.1
3 Council Wide	£22.1
4 Learning and Opportunities inc. Children's Services Trust	£136.3
5 Economy & Environment	£103.9
6 Public Health	£26.7
7 Housing Benefits	£50.0
Total	£526.1

Excludes expenditure incurred by Parish Councils and Schools



Wherever possible, the Council spends the borough’s money locally to help support local businesses and organisations. All our expenditure decisions are subject to appropriate and stringent financial management processes and rules, with financial management being a fully integrated element of our performance management framework – monitored throughout the year, by both corporate and elected leadership teams.

We will continue to be customer-focused, flexible and agile in the way we deliver our services, investing in our staff, processes, systems and technology to be as effective and efficient as we can be – regularly seeking the feedback from appropriate stakeholders as to how well we have done, and how we can do better.

Our 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 2023-24, that will contribute to the Doncaster Delivering Together (DDT) Strategy.

Section 5: Key Priorities for 2023-2024

This Plan details our contribution to the 'Great 8' priorities during 2023-24. 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.
- Take steps to improve energy efficiency of buildings.
- Understand and monitor council carbon emissions, for example by monitoring energy use in council owned assets.
- Support adaptation measures, for example by increasing urban greenery to provide a cooling effect in heatwaves, or retaining walls for flood defences
- Support and provide opportunities for people to tackle climate change.

Key priorities that our resources will support in 2023-24

- Continued contributions to the implementation of the Environment and Sustainability Strategy as appropriate such as:
 - Housing retrofit schemes
 - Increasing the availability of electric vehicle charging infrastructure
 - 1 Million Trees programme
- 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 the approved supplementary planning guidance



2. Developing the skills to thrive in life and 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.
- Support residents to access the skills they need for meaningful work.
- Work in partnership with educational settings and communities to integrate cultural opportunities into the local offer.
- Prepare our children for adulthood; access and engage them in education, employment and training; and support them to positively contribute to their community.
- Give our children the very best start in life by supporting their parents and carers to optimise their child's development.

Key priorities that our resources will support in 2023-24

- Development and implementation of a new Inclusion Strategy, underpinned by service integration.
- Bring forward a vision for an enhanced business led higher education offer in the city.
- Support residents by reviewing and enhancing employment support programmes. This includes:
 - Employment Hubs and Academies
 - 'Advance' careers and training advice
 - 'Launchpad' support for businesses
 - Communication on Graduate employment opportunities
 - Apprenticeships
- 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 the cessation of Social Mobility Opportunity Area funding



3. Making Doncaster the best place to do business and 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.
- Sustain city centre footfall.

Key priorities that our resources will support in 2023-24

- 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 and drive key sector growth
- 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, and Masterplans in Mexborough, Edlington, Rossington and Thorne. Maximise opportunities, connectivity, transport network resilience, air quality, bus review, electric buses and tram-train extensions.
- Develop plans and initiatives to improve our town centres across the borough especially in light of the changing retail landscape.
- Ensure the council plays a supportive role to commercial sectors to assist with attracting and securing investment / developments.



4. Building opportunities for healthier, happier and longer lives for all

What we need to do well

- Information/advice: support more people to have the information they need, how and when needed.
- Wellbeing and independence: support more people to keep safe and well and to live the life they want.
- Active and supportive communities: support more people to keep family, friends and connections.
- When things need to change: support more people to stay in control of their lives in times of challenge or difficulty.
- Flexible and integrated care and support: support more people to receive the support they need in the way they prefer it
- Workforce: enable 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: increase opportunities for people and communities to hold us to account in delivering what good personalised support looks like from their point of view.

Key priorities that our resources will support in 2023-24

- Introduce Social Care locality working, which will promote improved partner relationships create efficiencies and moving forward into improved holistic service delivery.
- Continue to drive practice improvement in Social Care.
- Develop and deliver a Fairness and Wellbeing Commission that will propose action to address the stubborn social disparities for Doncaster residents.
- Publish a Joint Health and Wellbeing Strategy for Doncaster informed by the Joint Strategic Needs Assessment, outputs from the Fairness and Wellbeing Commission and insight with communities
- Establish the National Institute for Health and Care Research (NIHR) Health Determinants Research Collaboration (HDRC) Doncaster to become more research active and embed a culture of evidence-based decision making.
- 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.
- Ensure high quality, effective and affordable commissioned Public Health services are available and accessible for Doncaster residents.
- Improve population health, understand and reduce health inequalities and challenge the environmental and social structures that create inequalities to address the wider determinants of health through the creation and further development of key partnerships including with the NHS, businesses, research organisations, social enterprises, and voluntary and community 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 investments, developments and decisions.
- Ensure the Public Health function has the capability to lead improvement and respond to wider system changes and demands, including impact of cost of living, health protection, changes in the NHS and funding allocations.



5. Creating safer, stronger, greener and 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.
- Support and provide opportunities for people to be safer on our roads.
- Support and provide opportunities for people to enhance their local environment.

Key priorities that our resources will support in 2023-24

- Protect the health of Doncaster people through effective health protection and emergency planning arrangements, with a focus on minimising impacts on residents.
- Provide Public Health input to the refresh of Doncaster's Air Quality Action Plan, developing and agreeing the intentions for working towards air quality objectives.
- 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
- Implement the service review of Street Scene building on progress to date, further optimise existing 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 South Yorkshire. Embed lessons learned into future operational plans to ensure robust response and recovery from flooding emergencies
- Continue delivery of the Council House Build Programme, both in terms of onsite delivery and preparation 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 recommendations following the Grenfell fire disaster.
- Commission and manage Support Housing contracts e.g. Wharf House, Open House Plus.
- Work with partners to expand the Housing First offer – dedicated units to support rough sleepers and those with complex needs.
- Commission services and provide 1-to-1 support for rough sleepers and those with complex needs.



6. Nurturing a child and family-friendly borough

What we need to do well

- Support families to access free childcare entitlements
- Help families to get the support they need as early as possible whilst ensuring effective child protection arrangements are in place where deemed appropriate to do so.
- Support children to stay with their families in Doncaster, and where they cannot, be good corporate parents.
- Increase the range of accommodation in Doncaster for Looked after Children and Care Leavers.
- Provide services so that our children enjoy good health, have opportunities for positive activities, build resilience and life skills and optimise independence (agreed, reads better)

Key priorities that our resources will support in 2023-24

- Continue to build upon the effective reintegration of former Children's Trust functions into Council services.
- Deliver year 2 of the post-Government/OFSTED inspection Directorate Improvement Plan.
- 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.
- Effective partnership Early Help Offer and Localities (to include the potential for multi-disciplinary teams as per the MacAlister review.
- Develop and Implement Youth Strategy building on the youth hub developed as part of the Department for Digital, Culture, Media and Sport pilot).
- Continue to lead on the complex abuse investigation, liaising closely with Ofsted, the provider and other Local Authorities
- Continue to develop and implement practice management and data quality improvements.
- Development of a single efficiency plan in Children, Young People and Families directorate that maximises available resources.
- Recruitment campaign – reducing vacancies and increasing capacity in posts that support children, young people and families.
- Child Placement Strategy – increasing local provision to reduce the need to place Doncaster children outside of Doncaster.



7. Building transport and 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 2023-24

- Working with the South Yorkshire Mayoral Combined Authority, 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 and lobbying 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
- Take all appropriate steps to secure the future of Doncaster Sheffield Airport
- Continue to deliver upon those projects contained within Levelling Up Fund (Round 1), Doncaster Town Deal and Stainforth Town Deal.



8. Promoting the borough and its cultural, sporting and heritage opportunities

What we need to do well

- 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
- Increase volunteering in cultural, sporting and heritage settings

Key priorities that our resources will support in 2023-24

- 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.
- Continue funding and support for partner organisations such as Doncaster Culture Leisure Trust, CAST Theatre, and other arts, heritage, sports and culture-focused organisations.
- Undertake feasibility study in relation to the investment requirements and business opportunities at the Dome Leisure Centre.
- Promotion of the borough and its cultural, sporting and heritage opportunities locally, regionally and nationally.
- Delivery of events to attract visitors to the area and contribute to the local economy.
- Complete the refurbishment of Askern Leisure Centre by spring 2023 and continue works at Thorne Leisure centre to modernise these facilities.
- Directed by the Get Doncaster Moving Strategy; deliver the first 5 Future Parks, co-design and deliver a resident-led behaviour change campaign and develop and implement a sector-led Local Skills Framework, in partnership with the Chartered Institute for the Management of Sport and Physical Activity.



A Regenerative Council

We continually update our understanding and evidence associated with the challenges and opportunities we face as a borough, and individually as a Council. We want to be a development-led Regenerative Council and we have identified a set of key things that are required so that we are able to deliver our services well in the future:

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

What we need to do well?

- Respond to our customers in a timely manner, focusing on a quality customer experience.
- Process Housing and Council Tax queries in a timely manner.
- 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.
- 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.
- Have an effective workforce strategy and deal with the current workforce issues.

Key priorities that our resources will support in 2023-24

- Proactively work across the Team Doncaster partnership to reduce the impacts of the cost of living crisis on communities and businesses and continue to provide the much required appropriate financial support to the people who need it most.
- Drive the delivery of the DDT through a continuously improving and maturing Team Doncaster partnership via partnership summary agreements.
- Produce and deliver the DDT investment plan that maximises investment into the City that will contribute to economic, social and environmental well-being.

- Respond to and publish our Peer Review Action Plan.
- Strengthen Doncaster's influence in regional and sub-regional structures to deliver maximum impact for the City.
- 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.
- Improve morale and sense of professional pride within our workforce.
- 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 take full advantage 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 and 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.
- Begin the process of delivering upon the Council's Customer Experience Strategy (2023-26) to further improve the experience of residents when contacting us.
- Delivery and implementation of the Asset Management Strategy via the Doncaster Strategic Estates Group and a coordinated approach across public sector partners, particularly to bring forward investment across the City Centre.
- 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.
- Deliver a Strategic Commissioning function that provides a long-term view on priorities including support for people experiencing homelessness, older people, learning disabilities and mental health and supporting a locality

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 framework:

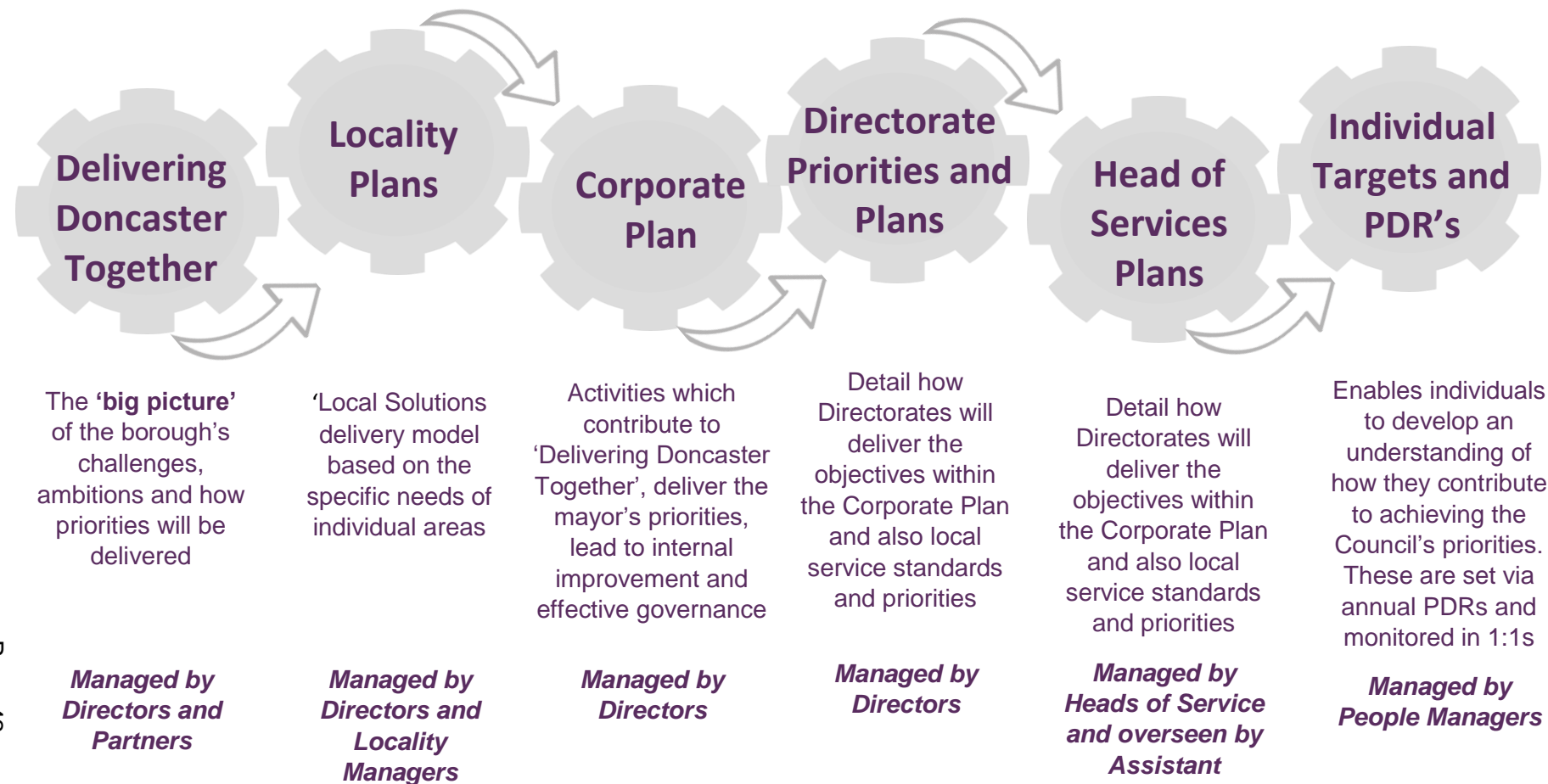
- Managing Performance
- Reporting Profile
- Service Planning
- Risk Management
- Data Quality
- Equality, Diversity and Inclusion

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 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.



Please note dates of meetings/rooms/support may change

OVERVIEW & SCRUTINY WORK PLAN 2022/23

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
April			Tues, 26th April 2022, 9am MS Teams (CR)		
			<ul style="list-style-type: none"> Children’s Social Care Front Door Referrals (Meeting with Headteachers) 		
May	Thurs 12th May 2022, 10am MS Teams (CR)	Tues, 10th May 2022, 2pm MS Teams (Joint with CYP O&S) (CM)	Tues, 10th May 2022, 2pm MS Teams (Joint with H&ASC O&S) (CM)		
	<ul style="list-style-type: none"> Commissioning (meeting with service providers) 	<ul style="list-style-type: none"> Children’s Mental Health Strategy Speech Therapist Health Visiting 	<ul style="list-style-type: none"> Children’s Mental Health Strategy Speech Therapist Health Visiting 		
	Mon 30th May 2022, 2pm MS Teams Briefing Session (CR)		Monday 23rd May at 1pm MS Teams (CM)		
	<ul style="list-style-type: none"> Poverty Position Statement 		<ul style="list-style-type: none"> DCST and Inspection update 		
	Mon 30th May 2022, 3pm MS Teams (CR/CM)	Mon 6th June 2022, 2pm MS Teams (CR/CM)	Tues, 14th June 2022, 10am MS Teams (CR/CM)	Wed, 15th June 2022, 10am MS Teams (CR/CM)	Thur, 16th June 2022, 4pm MS Teams (CR/CM)
	<ul style="list-style-type: none"> Work Planning Meeting 	<ul style="list-style-type: none"> Work Planning Meeting 	<ul style="list-style-type: none"> Work Planning Meeting 	<ul style="list-style-type: none"> Work Planning Meeting 	<ul style="list-style-type: none"> Work Planning Meeting
June	Thurs, 9th June 2022, 2pm Council Chamber (CM)		Mon, 27th June 2022, 4.30pm Council Chamber (CM)		
	<ul style="list-style-type: none"> Youth Justice Plan (c) 		<ul style="list-style-type: none"> Home to School Travel Assistance Policy 2022-2027(c) 		
	Thur 23rd June 2022, 10am Council Chamber (CM/SM)				
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 4 21/22 (c) 				

FP – Forward Plan Decision
CR, CM or AS – Officer Responsible

Please note dates of meetings/rooms/support may change

	<ul style="list-style-type: none"> ○ DMBC ○ SLHD ● Scrutiny Work Plan 				
July	<p>Thur 7th July 2022, 9 am Council Chamber (CR), Members Briefing</p>				<p>Fri 15th July 2022, 10am MS Teams</p>
	<ul style="list-style-type: none"> ● DDT Investment Plan (c) 				<ul style="list-style-type: none"> ● Biodiversity Net Gain - Biodiversity Offsetting (c)
	<p>Thur 7th July 2022, 10am Council Chamber (CR)</p>	<p>Mon 18th July 2022 at 1pm Council Chamber (CR)</p>	<p>Thur 21st July 2022, 4:30pm MS Teams Briefing Session (CM)</p>		<p>Thur 28th July 2022, 2pm (CM/CR) Briefing Session in Council Chamber</p>
	<ul style="list-style-type: none"> ● DCST Performance Quarter 4 (c) 	<ul style="list-style-type: none"> ● Adult Mental Health overview (c) 	<ul style="list-style-type: none"> ● Education White Paper (c) 		<ul style="list-style-type: none"> ● Community Assets/Community Assets Transfer (c)
	<p>Thur 7th July 2022, 11am Council Chamber (CR) Members Briefing</p>				
	<ul style="list-style-type: none"> ● Commissioning – Aspire/SY Police/ Conclusion (c) 				
Aug	<p>Thur 18th August 2022 10am MS Teams (CR)</p>				<p>Mon 8th August 2022 4:30pm MS Teams (CR)</p>
	<ul style="list-style-type: none"> ● Culture Strategy (c) ● Fairness and Wellbeing Commission 				<ul style="list-style-type: none"> ● Members Briefing – Update on SSDP Priorities and Crime Statistics (c)
Sept	<p>Thur 8th Sept 2022, 10am Council Chamber (CM/RW)</p>	<p>Thur 29th Sept 2022, 10am Council Chamber (CM)</p>	<p>Cancelled Thur 15th Sept 2022 moved to 13th October at 4.30pm, Council Chamber (CR)</p>		<p>Cancelled Fri 16th Sept 2022, 10am, MS Teams (CM) Moved to 25th Nov 2022 11:30am</p>
	<ul style="list-style-type: none"> ● Qtrly Finance & Performance Report – Qtr 1 22/23 <ul style="list-style-type: none"> ● DMBC ● SLHD ● DCST ● Compliments and Complaints (c) 	<ul style="list-style-type: none"> ● JSNA (Joint Strategic Needs Assessment) and plans to address health inequalities ● Primary Care Update/ Adult Social Care/Access to primary care (CQC) - Presentation 			<ul style="list-style-type: none"> ● Community Assets/Community Asset Transfer

Please note dates of meetings/rooms/support may change

		<ul style="list-style-type: none"> Carers Strategy Update Action Plan (c) 				
Oct			Thurs 13th October at 4.30pm Council Chamber (CR)	Tuesday 4th Oct 2022 at 4pm MS teams (CM)		
			<ul style="list-style-type: none"> Elective Home Education / Children Missing Education and Alternative Provision. Post Covid - Impact on Children to include Children's Mental Health (Strategy Update)/0-3 Year Olds (c). 	<ul style="list-style-type: none"> How Section 106 Agreements work and how is it secured through the planning process; How is it used / impacts for regeneration purposes and how is it monitored; Community Infrastructure Levy. (c) 		
		CANCELLED Thur 13th Oct 2022, 10am Council Chamber			Thur 20th Oct 2022, 10am MS Teams (CM/RW)	Thur 27th Oct 2022, 1pm Council Chamber (CR)
					<ul style="list-style-type: none"> Housing Allocations Policy Review 2022/2023 Update Economic Strategy Overview 2030 (c) 	<ul style="list-style-type: none"> Flooding Update Mid-Year Meeting as CDC to include; <ul style="list-style-type: none"> Domestic abuse update Violence AWG Strategy Community Safety Strategy update (c)
Nov Page 45	Thur 3rd Nov 2022, 10am Council Chamber (CR)	Thur 24th Nov 2022, 9:45am Council Chamber (CM)	Thursday 10th November at 1 to 2pm Briefing Session MS Teams (CR)	Wednesday 23rd Nov 2022, 11am, Council Chamber (CM/RW)	Friday 25th Nov 2022, 11:30am, MS Teams (CM)	
	<ul style="list-style-type: none"> Localities (Autumn 2022 – formal meeting) (c) 	<ul style="list-style-type: none"> Update from D&BHT Winter Planning ICS/ICB Update (c) 	<ul style="list-style-type: none"> SEND Strategy (c) 	<ul style="list-style-type: none"> Housing Allocations Policy Review 2022/23 (c) 	<ul style="list-style-type: none"> Community Asset Transfer Review (c) 	
	Tuesday 22nd November 2022, 1pm Briefing Session MS Teams (CR)			Wednesday 23rd Nov 2022, Briefing session to follow formal meeting, Council Chamber (CM/RW)		
	<ul style="list-style-type: none"> Doncaster Fairness and Well-being Commission Call for Evidence 			<ul style="list-style-type: none"> Housing stock conditions – private sector (c) 		

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Please note dates of meetings/rooms/support may change

Dec	Thur 1st Dec 2022, 10am Council Chamber (CR)	Thursday 15th December 2022, 1pm Briefing Session MS Teams (CM)	Thur 8th Dec 2022, 4:30pm Council Chamber (CM)	Wednesday 7th December 2022 at 10am (MS Teams (CR/RW))	Tuesday 6th Dec 2022 4pm Briefing Session MS Teams (CM)
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 2 22/23 <ul style="list-style-type: none"> DMBC SLHD (c) 	<ul style="list-style-type: none"> Bentley and Rossington Primary Care estate developments ICB 	<ul style="list-style-type: none"> School Education Results – December 2022 (c) NEET (c) 	<ul style="list-style-type: none"> Employment (c) Economic Strategy © 	<ul style="list-style-type: none"> Draft Asset Management Strategy
Jan	Thur 26th Jan 2023, 10am Council Chamber (CR/CM)				Monday 9th Jan 2023 4pm Briefing Session MS Teams (CM)
	<ul style="list-style-type: none"> Budget (c) Corporate Plan (c) 				<ul style="list-style-type: none"> Draft Asset Management Strategy
Feb Page 46	Thur 9th Feb 2023, 10am Council Chamber (CM/CR)	Thur 2nd February 2023, 10am, Council Chamber (CM)		Wednesday 28th Feb 2023. 10am (MS Teams TBC)	Thur 16th Feb 2023, 10am Council Chamber (CR)
	<ul style="list-style-type: none"> Budget (c) Corporate Plan (c) 	<ul style="list-style-type: none"> Links with Social Care and Housing. (c) Local Account ASC perspective (for 2024) (c) 		<ul style="list-style-type: none"> Major Schemes update: (c) (Emerging projects (TBC) Levelling Up Fund update – Christian Foster / Mitch Salter / Jonny Bucknall / Michelle Beeney Town Deal update (TBC) 	<ul style="list-style-type: none"> Crime and Disorder Committee - Safer Doncaster Partnership Priorities. (c)
	Thur 23rd Feb 2023, 10am Council Chamber				

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Please note dates of meetings/rooms/support may change

	TBC				
March	Thur 30th March 2023, 10am Council Chamber (CM)	Tues 7th March 2023 2pm MS Teams Briefing Session (CM)	Wed 8th March 2023 3pm MS Teams Briefing Session (CR)	Thur 9th March 2023, 1.00pm Council Chamber (CR)	
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 3 22/23 (c) <ul style="list-style-type: none"> DMBC SLHD DCST 	<ul style="list-style-type: none"> Consultation Update - Bentley and Rossington Primary Care estate developments ICB (c) 	<ul style="list-style-type: none"> Meeting with SENCo representatives 	<ul style="list-style-type: none"> Local Plan – update including delivery of key housing projects 	
			Thur 16th March 2023, 4:30pm Council Chamber (CM)	Thurs 9th March 2023 2.30pm Council Chamber Members briefing (CR)	
			SEND: <ul style="list-style-type: none"> Youth Councillors / Young Advisors to be invited for this item. (TBC) SEND Strategy Update/The Special Educational Needs and Disabilities Green Paper Update (c) 	<ul style="list-style-type: none"> Improving Council housing stock and How St Leger Homes ensure VFM and work standards on improvement programmes; Repairs Excellence ph 2 Scoping – Future of transport provision (MCA) 	
Apr	Monday 17th April at 1pm Informal briefing session MS Teams		Thursday 13th April at 12noon Informal Briefing Session MS Teams		
	<ul style="list-style-type: none"> Doncaster Delivering Together (DDT) Investment Plan 		<ul style="list-style-type: none"> Transition of Children Social Care (c) 		
			Wednesday 26th April 2023 at 12 noon, Informal Briefing session, MS Teams		
			<ul style="list-style-type: none"> Referrals – school experience update Social Care Front Door – 		

Please note dates of meetings/rooms/support may change

			meeting with headteachers		
			<ul style="list-style-type: none"> Update on overview of social care theme pressure points 		
			<p>Thursday 27th April 2023 at 4.30pm MS Teams or Council Chamber TBC</p>		
May			<ul style="list-style-type: none"> Youth Council Priorities (and for information Children and Young Peoples Plan).(c) Youth Offer (c) 		
		<p>Thursday 11th May 2023 10am Council Chamber (rescheduled from 23rd March)</p>			
		<ul style="list-style-type: none"> Bentley and Rossington Primary Care estate developments ICB (c) Public Health Protection Update (including long covid)(c) 			

POSSIBLE ISSUES FOR FUTURE CONSIDERATION OR TO BE SCHEDULED

Page 48	Poverty Position Statement – 2022/23 – updates TBA	Joint Regional Health (JHOSC) – as required Chair only to attend	Early Help Strategy/Annual Report/My Life Doncaster – Members Briefing and Annual Report for circulation	Possible planning reform legislation – not available at this time (as of August 2022). Timing TBC	As C&DC - Members Briefings (MS Teams meetings in between formal meetings) to include; <ul style="list-style-type: none"> off-road motorbikes links to gang culture
	Borough Strategy DDT	Speech and Language – Update – briefing TBC		Economic Strategy March 2024 update following Cabinet consideration in December 2022	Environmental – items to be considered individually;

Please note dates of meetings/rooms/support may change

	<p>Quarterly performance 2023/24</p> <p>29th June 2023</p> <p>12th October 2023</p> <p>25th January 2024</p> <p>28th March 2024</p> <p>18th July 2024</p>	<p>Healthwatch Review (Access to Services) Members Briefing</p> <p>TBC</p>		<p>Transportation for the borough</p>	<ul style="list-style-type: none"> o Environmental & Sustainability Strategy Action Plan 22/23 Update o Recycling and Collection of Fly-tipping – what has been successful in other areas o Flooding/winter planning (including invite to Environment Agency and Yorkshire Water and information from residents on response) – Autumn / November 2022
	<p>Annual Compliments and Complains 7th September 2023</p>	<p>Ambulance Times - TBC</p>		<p>Gain Share – Annual amount of capital and revenue allocated to Doncaster -</p>	
		<p>Integration White Paper – 2023/2024 – due to being on hold nationally.</p>		<p>Night-time economy? Specific Aspect TBC</p>	

Please note dates of meetings/rooms/support may change

BRIEFING NOTES/FOR CIRCULATION

		Get Doncaster Moving (circulated June 2022)	Not in Education or Employment (NEET) update (briefing paper circulated 14 th July 2022).		
		Health and Wellbeing Board Annual Report (circulated July 2022)	Doncaster Children's Safeguarding Partnership Annual Report		
		RDASH Annual Quality Report (circulated by email/returned June 2022)	Early Help/Children and Young People Plan Annual Report - prior to consideration by the Panel		
		Adult Safeguarding Report 2022 (date TBC) circulated			

DONCASTER METROPOLITAN BOROUGH COUNCIL
FORWARD PLAN FOR THE PERIOD 1ST FEBRUARY 2023 TO 31ST MAY 2023

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

Prepared on: Tuesday, 3 January 2023 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, 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, Yetunde Elebuibon, 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
1 Feb 2023	To approve the proposed Strategic Asset Management Strategy 2023-2030	Councillor Joe Blackham, Portfolio Holder for Highways, Infrastructure and Enforcement	Cabinet	David Stimpson David.stimpson@doncaster.gov.uk		Open
1 Feb 2023	To approve the admission arrangements for schools for the 2024/25 Academic Year	Councillor Lani-Mae Ball, Portfolio Holder for Education, Skills and Young People	Cabinet	Neil McAllister, School Organisation Manager neil.mcallister@doncaster.gov.uk		Open
15 Feb 2023	Approval to extend Doncaster's Borough-wide Public Space Protection Order (PSPO) Dog Fouling and Control for a further 3 years, following a public consultation.	Councillor Joe Blackham, Portfolio Holder for Highways, Infrastructure and Enforcement	Cabinet	Robert Scarborough Tel: 01302 734654 robert.scarborough@doncaster.gov.uk		Open

15 Feb 2023	To approve new discretionary relief schemes for Business Rates for 2023/24; Retail, Hospitality and Leisure Relief for 2023/24 and Supporting Small Business Rate Relief	Mayor Ros Jones	Cabinet	Alan Stoves, Head of Revenues and Benefits Tel: 01302 735585 Alan.stoves@doncaster.gov.uk		Open
22 Feb 2023	Environmental Crime Contract	Councillor Joe Blackham, Portfolio Holder for Highways, Infrastructure and Enforcement	Mayor Ros Jones	Claire Bignell, Interim Head of Service – Regulation and Enforcement Tel: 01302 737535 claire.bignell@doncaster.gov.uk		Open
27 Feb 2023	To approve the level of the Council Tax for 2023/24 and to pass appropriate statutory resolutions including the Council Tax requirement for 2023/24.	Mayor Ros Jones	Council	Alan Stoves, Head of Revenues and Benefits Tel: 01302 735585 Alan.stoves@doncaster.gov.uk		Open
27 Feb 2023	To approve the Treasury Management Strategy Statement 2023/24 - 2026/27	Mayor Ros Jones	Cabinet 15th February 2023, prior to Full Council approval on 27th February 2023	Faye Tyas, Chief Financial Officer and Assistant Director of Finance faye.tyas@doncaster.gov.uk		Open

27 Feb 2023	To approve the Revenue Budget 2023/24-2025/26	Mayor Ros Jones	Cabinet 15th February 2023, prior to Full Council approval on 27th February 2023	Faye Tyas, Chief Financial Officer and Assistant Director of Finance faye.tyas@doncaster.gov.uk		Open
27 Feb 2023	To approve the Housing Revenue Account Budget 2023/24	Mayor Ros Jones	Cabinet 15th February 2023, prior to Full Council approval on 27th February 2023	Faye Tyas, Chief Financial Officer and Assistant Director of Finance faye.tyas@doncaster.gov.uk		Open
27 Feb 2023	To approve the Capital Strategy & Capital Budget 2023/24 - 2026/27	Mayor Ros Jones	Cabinet 15th February 2023, prior to Full Council approval on 27th February 2023	Faye Tyas, Chief Financial Officer and Assistant Director of Finance faye.tyas@doncaster.gov.uk		Open
27 Feb 2023	Approval of the 2023/24 Corporate Plan.	Mayor Ros Jones	Cabinet 15th February 2023, prior to Full Council approval on 27th February 2023	Andy Brown andy.brown@doncaster.gov.uk, Allan Wiltshire, Head of Policy and Partnerships allan.wiltshire@doncaster.gov.uk		Open

1 Mar 2023	Quarter 3 2022-23 Finance and Performance Report	Mayor Ros Jones, Councillor Phil Cole, Portfolio Holder for Finance and Trading Services	Cabinet	Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@doncaster.gov.uk		Open
1 Mar 2023	St Leger Homes Performance Report 2022/23 Quarter 3	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Business.	Cabinet	Julie Crook Tel: 01302 862705		Open
1 Mar 2023	To agree and confirm the fee rates for Adult Social Care provision across the City for 2023/ 24, and confirm and approve Doncaster's Market Sustainability Plan	Councillor Andrea Robinson, Portfolio Holder for Adult Social Care	Cabinet	Phil Holmes, Director of Adults, Health and Wellbeing (DASS) phil.holmes@doncaster.gov.uk		Open
29 Mar 2023	Youth Strategy 2023-2028.	Councillor Lani-Mae Ball, Portfolio Holder for Education, Skills and Young People, Councillor Rachael Blake,	Cabinet	Rebecca Mason rebecca.mason@doncaster.gov.uk		Open

		Portfolio Holder for Children's Social Care, Communities and Equalities				
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