



Doncaster Council

Report

Date: 5 March 2018

To the Chair and Members of Council

CORPORATE PLAN 2018-19

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

EXECUTIVE SUMMARY

1. The current Corporate Plan runs out at the end of 2017/18. An updated 2018/19 Corporate Plan is presented at **Annex 1** to provide clear direction for the work of the Council for the next year. The new Corporate Plan brings together in one document agreed priorities that are already shaping how we work. It summarises:
 - The Council's contribution over the next year to the Doncaster Growing Together (DGT) partnerships plan.
 - How the Council will ensure it has the capacity to deliver DGT transformational priorities and quality services day in, day out.
2. The Corporate Plan is framed around the 4 DGT priority themes (Working, Learning, Living and Caring) and the cross-cutting 'Connected Council' theme. The following changes have been made to ensure the Corporate Plan reflects DGT and the Council's updated Performance Management Framework (PMF):
 - The overall outcome statements in the 2017/18 Corporate Plan have been replaced by the vision statements in the agreed DGT Prospectus.
 - The 2017/18 objectives have been replaced with the DGT 'Areas of Focus'.
 - The 'How we want to make life better for residents' sections under each theme summarise the coverage of the agreed DGT indicators and additional Equalities, Diversity and Inclusion (EDI) Objectives.
 - The 'Key priorities our resources will support in 18-19' sections capture key Council deliverables for the next year.
 - The 'What the Council needs to do well' sections capture agreed service standards.
 - A summary of other key strategies/plans is included.
3. The Council has already made significant progress in modernising and integrating services whilst delivering significant budget savings. The Council is estimating having to find £17.5m of savings in 2018/19 and £44.2m for the period 2018/19 to 2020/21. The next stage of the improvement journey therefore requires an even greater focus on the things that matter most for Doncaster and its residents.

EXEMPT REPORT

4. This report is not exempt.

RECOMMENDATIONS

5. That the Chair and Members of Council:
- Consider the proposed changes to the Corporate Plan.
 - Agree the updated 2018/19 Corporate Plan.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. The Corporate Plan is the Council's key strategic document for directing its work towards achieving its purpose: to ensure Doncaster and its people thrive - ensuring value for money is at the heart of everything we do.

BACKGROUND

7. In September 2016 Full Council agreed that the Corporate Plan would be updated each year as part of the Council's annual 'Define and Deliver' improvement cycle. The Corporate Plan forms the 'Plan' phase of this 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. Production of an Annual Report | REVIEW | |

UPDATED CORPORATE PLAN 2018-19

8. In September 2017 the Council and its partners in Team Doncaster launched the DGT Plan – a new Borough Strategy for the next four years. The Corporate Plan sets out the Council's contribution to the DGT Plan – the key deliverables for 2018/19.
9. The overall outcome statements in the 2017/18 Corporate Plan have been replaced by the vision statements in the DGT Prospectus. A new vision for the 'Connected Council' theme has also been added. These changes are summarised below:

| Themes | 2017/18 'Outcome' | 2018/19 'Vision' |
|---------------------------|---|--|
| Doncaster Working | Residents benefit from a thriving and resilient economy | More people are able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future |
| Doncaster Learning | Residents have the knowledge and skills for life, creativity and employment | Learning that prepares all young people and adults for a life that is fulfilling |
| Doncaster Living | Doncaster is a modern, thriving and safe place to live, work and visit | Doncaster's people live in a Borough that is vibrant and full of opportunity, where people enjoy spending time |

| Themes | 2017/18 'Outcome' | 2018/19 'Vision' |
|--------------------------|--|---|
| Doncaster Caring | Residents live safe, healthy, active and independent lives | A Borough that cares together for its most vulnerable residents |
| Connected Council | N/A | A Connected Council, ready for the future |

10. The 2017/18 objectives have been replaced by the DGT 'Areas of Focus', as summarised below:

| Themes | 2017/18 'Objectives' | 2018/19 'Areas of Focus' |
|---------------------------|---|--|
| Doncaster Working | <ul style="list-style-type: none"> Existing businesses and new start-ups are supported to grow and create more quality jobs Residents are supported to access job opportunities and higher wages Doncaster's social and economic assets are enhanced, supporting inclusive growth, increasing inward investment and attracting visitors | <ul style="list-style-type: none"> Support for Doncaster businesses to flourish Better access to fulfilling work Target the Inward Investment we need |
| Doncaster Learning | <ul style="list-style-type: none"> All children are able to access high quality education Learning and creativity is supported through a whole person, whole life focus Residents have the skills, abilities and attributes that employers need | <ul style="list-style-type: none"> Every child has life-changing learning experiences within and beyond school Many more great teachers work in Doncaster Schools that are good or better Learning in Doncaster prepares young people for the world of work |
| Doncaster Living | <ul style="list-style-type: none"> Our built and natural environment is enhanced and protected Working with our partners we will reduce crime and anti-social behaviour Residents lead more active, healthy lives The number and quality of homes in Doncaster meet housing needs | <ul style="list-style-type: none"> The Town Centres are the beating heart of Doncaster More people can live in a good quality, affordable home Healthy & Vibrant Communities through Physical Activity and Sport Everyone takes responsibility for keeping Doncaster Clean Building on our cultural, artistic and sporting heritage |
| Doncaster Caring | <ul style="list-style-type: none"> Care and support will harness community strengths to help residents maximise their independence, health and well-being Children and families access the right services and support at the earliest opportunity Children have the best start in life to achieve their full potential People in urgent need or crisis are healthy and safe | <ul style="list-style-type: none"> Children have the best start in life Vulnerable families and individuals have support from someone they trust Older people can live well and independently in their own homes |
| Connected Council | <ul style="list-style-type: none"> A modern, efficient and flexible workforce Modern, accessible customer interactions Operating within our resources and delivering value for money A co-ordinated whole person, whole | [It is proposed that the existing wording is carried forward with no changes] |

| Themes | 2017/18 'Objectives' | 2018/19 'Areas of Focus' |
|--------|---|--------------------------|
| | life focus on the needs and aspirations of residents <ul style="list-style-type: none"> • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance | |

11. During 2017/18 the Council's PMF has been refreshed, predominantly to align to the new DGT Plan. More streamlined corporate quarterly reporting now brings together the latest:

- Progress in delivering DGT Programmes
- Data for the DGT Performance Indicators and EDI Objectives
- Performance against the Service Standards
- Council financial position
- Strategic risks

12. The updated Corporate Plan now includes the DGT Performance Indicators, EDI measures and Council Service Standards.

OPTIONS CONSIDERED

13. Three main options were considered for the updated Corporate Plan:

- A Plan which focuses on the internal 'Connected Council' components – service standards and capacity to deliver DGT.
- A detailed Plan which reflects the breadth and depth of the Council PMF/Quarterly Monitoring report.
- A high level Plan which reflects the breadth of the Council PMF, picking out key milestones/achievements for the 2018-19 - but which signposts to further detail.

REASONS FOR RECOMMENDED OPTION

14. Option 'c' is the recommended option as this provides a Corporate Plan that:

- Dovetails with DGT and sets out the Council's contribution to it over the next year, without duplicating the detail of what is already happening across the DGT Programmes.
- Sets out how the Council will ensure it has the capacity to deliver its DGT transformational priorities and quality services day in, day out.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

15.

| Outcomes | Implications |
|--|--|
| Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future; <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment | The Corporate Plan is the key document for focusing the Council's attention on these priorities and ensuring it has the capacity to deliver its contribution towards them. |
| Doncaster Living: Our vision is for Doncaster's | The Corporate Plan is the key |

| | |
|--|---|
| <p>people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage | <p>document for focusing the Council’s attention on these priorities and ensuring it has the capacity to deliver its contribution towards them.</p> |
| <p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work | <p>The Corporate Plan is the key document for focusing the Council’s attention on these priorities and ensuring it has the capacity to deliver its contribution towards them.</p> |
| <p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes | <p>The Corporate Plan is the key document for focusing the Council’s attention on these priorities and ensuring it has the capacity to deliver its contribution towards them.</p> |
| <p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance | <p>The Corporate Plan is the key document for focusing the Council’s attention on these priorities.</p> |

RISKS AND ASSUMPTIONS

16. There is a risk that the priorities in the Corporate Plan do not drive the Council’s “battle rhythm” and resource allocation. This is mitigated by:
 - New DGT Governance arrangements, including partnership boards and sub-boards with clear accountabilities, and also quality assurance arrangements.
 - An improved Council PMF, including quarterly corporate reporting which combines progress in delivering the DGT and Connected Council priorities in the Corporate Plan and the latest Council financial position.
17. As the Corporate Plan does not detail all the legal duties and objectives of the

Council, there is a risk that the performance management process will not highlight all areas of underperformance. To reduce the likelihood of this happening, Service Plans will capture Directorate objectives which may be escalated to a Corporate Plan level if appropriate.

LEGAL IMPLICATIONS [SRF 29/1/18]

18. Whilst there are no specific legal implications arising out of the report, the programmes of activity which will deliver the Corporate Plan and the related Doncaster Growing together programmes 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 also be approved by Full Council.

FINANCIAL IMPLICATIONS [AT 30/01/18]

19. The financial implications of the priorities and actions in the Corporate Plan are contained within the Revenue, Capital and Housing Revenue Account 2018/19 budget reports that will be considered by Council in March 2018. As specific actions and programmes of activity are developed further, more specific financial implications will be provided.

HUMAN RESOURCES IMPLICATIONS [KM 29/1/2018]

20. There are no specific HR implications arising from this report. There may be HR implications relating to specific projects which will achieve the objectives detailed in the corporate plan but they will be highlighted in the relevant reports at the appropriate time.

TECHNOLOGY IMPLICATIONS [PW 30/1/2018]

21. Technology is as ever an evolving key essential enabler to support the delivery of all services together with the outcomes and objectives 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. A four year technology plan (2017-21) aligned with the Council's 4 year Medium Term Financial Forecast has been developed to ensure the resources, expertise and capacity within services is available. This will be monitored and continuously reviewed via the Council's ICT Governance Board.

HEALTH IMPLICATIONS [VJ 01/02/2018]

22. In general 20% of what contributes to health is due to clinical care, 30% due to behavioural factors, 40% due to socio-economic factors and 10% due to the built environment. The State of the Borough assessment and Doncaster Growing Together plan are both informed by health outcomes and use health outcomes to monitor impact. The impact on a set of health outcomes are also incorporated in the council's corporate plan. This paper sets out clearly the priorities of the Corporate Plan and how resources will be deployed deliver the Doncaster Growing Together Partnership Plan.
23. The objectives and areas of focus in Doncaster Learning will support children to be ready for school, whilst Doncaster Caring and Living should support reducing social isolation, increasing physical activity and improving mental health. However,

investment alone in commissioned or provided services may be insufficient to change wider societal habits and conditions that contribute to these challenges. Where ever possible commissioners and providers of services should seek to maximise social value consider long term social, environmental and economic sustainability and resilience.

24. The individual components and programmes that underpin the Plan should understand and acknowledge the impacts on the health as they become further developed. This may require a formal Health Impact Assessment or seek advice from Public Health colleagues.

EQUALITY IMPLICATIONS [AW 29.01.18]

25. In line with the corporate approach to compliance against the Equality Act 2011, due regard must be shown across all activity within the Council. As the Corporate Plan brings together key plans and delivery programmes that are already shaping how we work a due regard statement is not required. However as the individual components and programmes that underpin the Plan become further developed, due regard statements will need to be completed and reported as and when appropriate. The Corporate Plan now includes Equalities, Diversity and Inclusion objectives which form part of the Council's quarterly monitoring process.

CONSULTATION

26. The new Corporate Plan brings together in one document agreed priorities that are already shaping how we work. Consultation on the updated document is summarised below:

- 15.01.18 - Directors Meeting
- 05.02.18 - Directors Meeting
- 08.02.18 - OSMC
- 13.02.18 - Executive Board
- 05.03.18 - Full Council

BACKGROUND PAPERS

27. None.

REPORT AUTHOR & CONTRIBUTORS

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