



Doncaster
Council

Corporate Plan 2018-19

Doncaster – growing together

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

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

The past year alone has demonstrated Team Doncaster's determination to improve quality of life for residents - and crucially **our ability to get things done**. For example, the opening of the **National College for High Speed Rail (NCHSR)** puts Doncaster at the forefront of the UK's drive to meet the demand for highly skilled rail engineers. The implementation of the **Town Centre Masterplan** has started, including the transformation of the markets. Progress on phase 2 of the **Great Yorkshire Way** means it will open in time for the **Tour De Yorkshire** in May 2018. With the **iPort** (inland port) building out fast and growth in flights at the **airport**, Doncaster has enhanced its national reputation for connectivity and business growth. Over the next year, we will continue to make the case for a train station at the airport.

Record levels of employment and significant **house building** are providing more residents with the chance to meet their aspirations. However, overall **wage rates** are below average, reflecting an economy which has relatively more lower skilled jobs. Creating quality job opportunities and improving the ability of residents to benefit from them is now a key priority - in a nutshell - **inclusive growth**. Despite on-going and significant budget pressures, the **Council will continue to invest** in infrastructure, business support, housing, skills and developing more integrated support for residents to access employment and training. We want to forge new economic connections across the UK and beyond and with 85% of residents wanting to pursue a **Yorkshire Devolution deal**, we are edging closer to having the collective might to do this.

Doncaster schools are the fifth most improved in the country in **English and Maths** and Progress 8 measures, improving the prospects of many young people. We will continue to make the case for an **Institute of Technology** and a **University Technical College** to join the NCHSR in bridging the gap between education and work – and to provide the launch-pad for Doncaster to become a **University City**.

Our **Council purpose** is to ensure Doncaster and its people thrive, whilst ensuring value for money is at the heart of everything we do. To achieve this, we are a more **outward looking, connected Council** that is ready for the future. We are continuing to **re-design services** around the needs of residents, making more of them **available on-line** and delivering more of them in **partnership**. This has enabled the Council to minimise the impact of budget cuts on residents – although the economic climate is still tough.

Doncaster's **Children's Services** have improved significantly and are now rated '**good**', which recognises Team Doncaster's commitment to supporting vulnerable young people. We will continue to use our **Social Mobility Opportunity Area** status to help children get the best start in life, whatever their background. We are developing community strengths and assets, and putting resources nearer to communities. This includes the integration of **health and social care services** to keep people healthy, safe and enable them to be independent in their own homes for longer. The **Complex Lives Alliance** is helping people with a combination of challenges, for example homelessness, drug and alcohol misuse, and poor health.

Promoting **arts and culture** we also help to improve quality of life for residents and make the place more attractive to skilled and talented workers, visitors and investors. Progress will be made on a new **library and museum** and Doncaster has been chosen as one of only 12 places for a **Sport England Local Delivery Pilot** to support residents to have healthy, active and productive lives.

We achieved a major milestone in September 2017 with the launch of the four year **Doncaster Growing Together (DGT) partnership plan** – expressing Team Doncaster's commitment to target actions and resources on ensuring Doncaster is a thriving place to learn, work, live and care. Delivering DGT is now the Council's priority and this Corporate Plan sets out what the Council will do over the next year to turn **ambitions into actions**, whilst delivering quality services day in, day out.

Our growing track record of success shows we have the determination and talent to do this.

Overview

In September 2017 the Council and its partners in Team Doncaster launched the **Doncaster Growing Together (DGT)** plan¹ – a new Borough Strategy for the next four years. It is framed around 4 themes (Working, Learning, Living and Caring) and a small number of transformational delivery Programmes - which require collaboration from across the whole of the Council and from a wide range of public services, voluntary and community organisations and the business community.

This Corporate Plan summarises:

- The Council's contribution over the next year to the DGT plan – including key things it will deliver.
- The overall quality of life improvements the Council will contribute to, including those relating to Equality, Diversity and Inclusion (EDI).
- How the Council will ensure it delivers quality services - as measured by service standards.

It has the same overall vision as the DGT Plan: To ensure Doncaster is a thriving place to learn, work, live and care.

This Corporate Plan forms the 'Plan' phase of the Council's annual **define and deliver** improvement cycle:

- Analyse: State of the Borough Assessment²
- Plan: **Updating and resourcing the Corporate Plan**³
- Do: Updating Delivery Programmes, Service Plans and Performance & Development Reviews
- Review: Performance monitoring and reporting; producing an Annual Report.

Priority Themes

This Plan is framed around the same 4 themes as the DGT Plan, with the addition a fifth 'Connected Council' theme:

THEME	VISION
Doncaster Learning	Learning that prepares all young people and adults for a life that is fulfilling
Doncaster Working	More people are able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future
Doncaster Living	Doncaster's people live in a borough that is vibrant and full of opportunity, where people enjoy spending time
Doncaster Caring	A borough that cares together for its most vulnerable residents
Connected Council	A Connected Council, ready for the future

Delivering **inclusive growth** is an essential foundation for achieving the DGT vision. This means ensuring all Doncaster people and places can participate in a strong and productive economy - and feel the benefit of doing so through higher wages and living standards. A growing economy is essential to provide the local and national tax revenues to fund public services and invest in Doncaster's future.

¹ <http://www.doncaster.gov.uk/services/the-council-democracy/doncaster-growing-together>

² <http://www.doncaster.gov.uk/services/the-council-democracy/state-of-the-borough>

³ <http://www.doncaster.gov.uk/services/the-council-democracy/corporate-plan>

Resources

The Council continues to face the significant challenge of setting a balanced budget with reducing funding and increasing costs, whilst continuing to invest in the borough and protecting the most vulnerable in our communities. 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 £44.2m budget gap arises due to **government grant reductions** of over £10m a year from 2018/19, by 2020/21. On top of the grant reductions, the Council is facing significant expenditure pressures, estimated at £14.5m in 2018/19 and increasing to over £34m by 2020/21; this includes pay and price inflation.

Despite the considerable funding reductions, **a robust and balanced revenue budget** of almost £500m is expected to be in place for 2018/19.

As well as funding high quality services for residents, the Council will **continue to invest in the future of the borough** with £128m of capital spending estimated for 2018/19 as part of an overall package of £349m of investment to 2021/22. Residents across Doncaster will benefit from investment in projects to further improve education, housing, infrastructure, retail, leisure and culture, as well as attracting investors and visitors to the borough.

Approach

With limited resources, we are shifting our focus to the **highest priority, urgent and transformational** shared **programmes** of activity. On a day to day basis, ways of working which already guide the work of many Council staff and Members now need to run through all that we do, in particular:

- **Re-designing services** in partnership with our local communities to ensure they meet changing needs and are affordable – with the support of the latest technology.
- Ensuring **services are targeted** and make a difference to those people who need them most.
- A major shift to **prevention and early intervention** to reduce the demand on services and costs.
- Harnessing **community strengths, collaboration and assets** to build community resilience.
- A **whole person, whole life focus** – which means engaging residents throughout their life on their needs and aspirations - to better focus and co-ordinate our work with partners to support them.

Performance Management

To drive the delivery of the DGT Plan, Team Doncaster has:

- Agreed **new governance arrangements** (including: partnership boards and sub-boards with clear accountabilities; quality assurance arrangements).
- Implemented a robust **Programme Management** approach to the day-to-day delivery of priorities.
- Agreed new **quality of life indicators** to measure overall success.

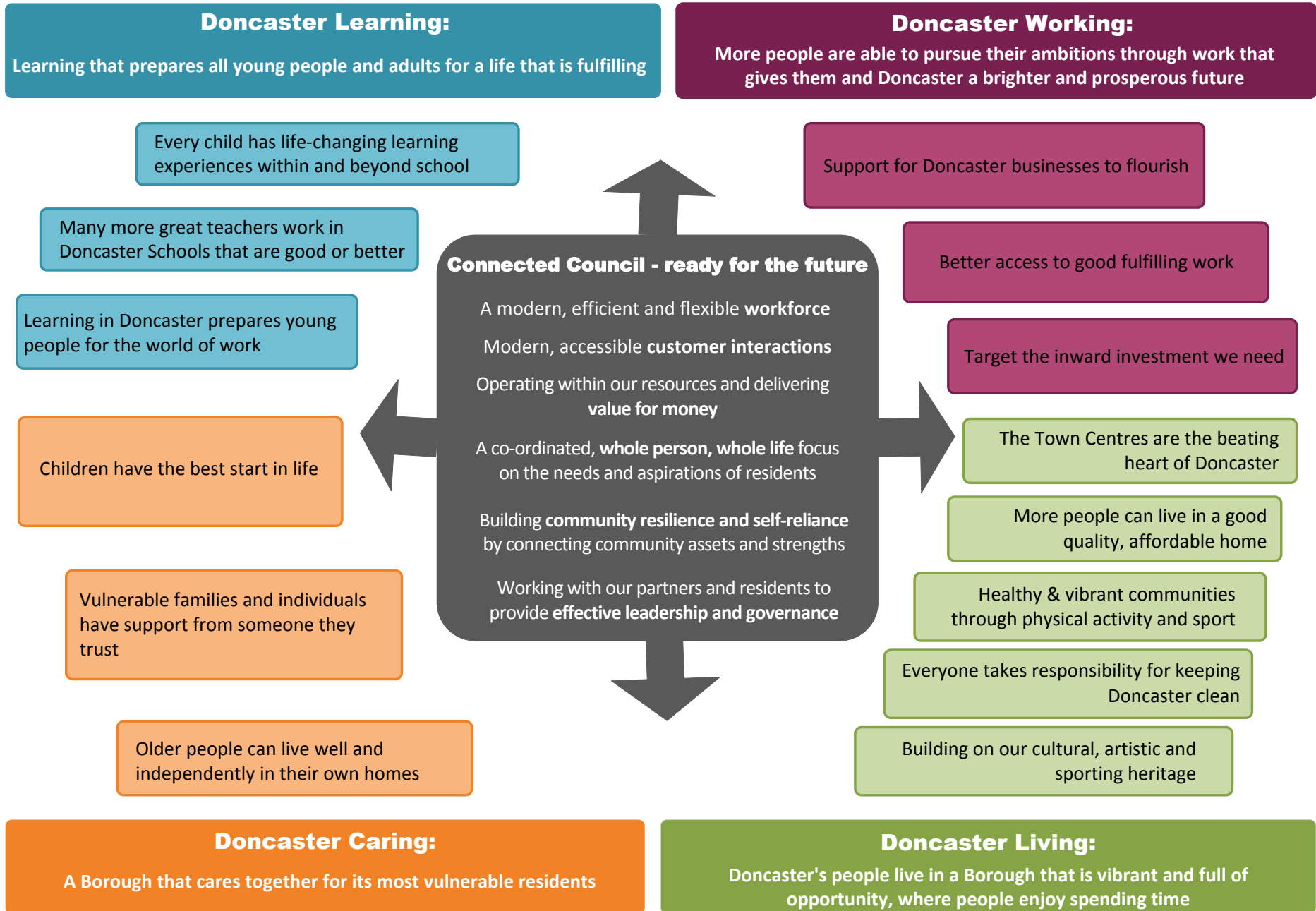
The Council's performance management framework (PMF) has also been updated to capture:

- The Council's progress in delivering the DGT Programmes (or parts of) it is responsible for.
- The DGT measures of success (outcome-based indicators) the Council's work is contributing to.
- Service Standards - reflecting what the Council needs to do well, day in, day out.

Quarterly monitoring reports to the Council's Leadership have been amended to reflect these changes.

An Annual Report is produced each year to reflect the Council's key achievements.

Corporate Plan 2018/19 – Impact & Areas for Action



Learning

Learning that prepares all young people and adults for a life that is fulfilling.

Ensuring we prepare our young people for fulfilling lives, with bold reforms that will broaden their horizons and ambitions, bringing our education system and business community together to give our young people more opportunities to flourish.

Areas for action

1. Every child has life-changing learning experiences within and beyond school.
2. Many more great teachers work in Doncaster schools that are good or better.
3. Learning in Doncaster prepares young people for the world of work.

How we want to make life better for residents

- More young people are equipped to access employment, training and higher education.
- More young people are ready for school.
- More people are learning throughout their lives and have the skills to access work.
- More young people do well in school.
- Pupil attendance and behaviour of disadvantaged young people is improved.
- Greater work readiness of all children and young people particularly for disadvantaged young people.
- More young people from BME backgrounds as well as people with a disability do well at school.

What the Council needs to do well

- Support schools and early years settings to provide good or excellent provision.
- Ensure Education, Health and Care (EHC) plans are issued quickly and effectively.
- Ensure as many children as possible gain entrance to their first choice school placement.

Key priorities that our resources will support in 18-19

We will:

- Roll out the '100 Things to Do Before You're 11' project.
- Improve materials and support for schools and young people for careers information, advice and guidance.
- Develop a new website for teacher recruitment and increasing graduate teacher placements in Doncaster.
- Provide teachers with support for quality professional development
- Develop a new model of alternative provision for young people who have high academic potential but who are disengaged from learning.
- Deliver the first year of the Social Mobility Opportunity Area action plan - include mentoring for young people from disadvantaged backgrounds, improvements to maths and literacy in primary schools and a review of post-16 education.

Key Strategies & Plans that will support this theme

- Children and Young People's Plan 2017-2021
- Early Help Strategy
- Education and Skills Commission 'One Doncaster' report
- Social Mobility Opportunity Area Action Plan

Working

More people are able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future.

Developing the economy through continued inward investment, targeting higher skilled jobs and more emphasis on supporting entrepreneurship and business growth. Ensuring local people can connect to opportunities.

Areas for action

1. Support for Doncaster businesses to flourish.
2. Better access to good, fulfilling work.
3. Target the inward investment we need.

How we want to make life better for residents

- Doncaster's economy is more productive.
- The number of businesses in Doncaster increases.
- More businesses achieve their potential to export goods and services.
- More jobs are created in the local economy.
- More people are employed in good quality jobs.
- More people are in sustained work.
- Wages increase for Doncaster residents.
- More people in Doncaster are completing good quality apprenticeships.
- Fewer people are claiming out of work benefits, including Universal Credit.
- The number of care leavers entering employment, education or training increases.
- The number of people from BME communities that take up apprenticeship opportunities in Doncaster increases.
- The gap in female employment and the female wage rate reduces within the organisations in Doncaster that we can influence.

What the Council needs to do well

- Process planning applications quickly and appropriately.
- Market Doncaster as a good place to live, work and visit.
- Encourage and support inward investment opportunities in the borough, targeting key employment sectors.

Key priorities that our resources will support in 18-19

We will:

- Develop an integrated Employment and Advancement Service.
- Improve the link between work pathways and health through a new Local Integration Board.
- Support Doncaster residents to set up their own business.
- Support target sectors, building on successful work with the rail industry.
- Support the delivery of a major events programme.
- Continue to support key employment sites at the airport.
- Deliver our major projects including:
 - The infrastructure for a new cinema (Civic & Cultural Quarter).
 - Improvements to the Waterfront site to attract inward investment.
 - A new Doncaster station forecourt - and gateway into the town.
- Progress the A630 Westmoor link to unlock housing and jobs.
- Progress a new M18 link road to support the DN7 Unity project.
- Increase the momentum for a train station at the Airport.
- Develop our proposition for a North Doncaster A1-A19 link road.
- Develop our proposition for improved Pan-Northern Connectivity.
- Support proposals for a PGA Golf Course at Rossington.
- Deliver our Highway Maintenance Programme.

Key Strategies & Plans that will support this theme

- Sheffield City Region (SCR) Inclusive Industrial Strategy.
- SCR Transport Strategy and Transport for the North Masterplan.
- Doncaster Inclusive Growth Plan; Local Plan; Urban Centre Masterplan.

Living

Doncaster's people live in a borough that is vibrant and full of opportunity, where people enjoy spending time.

Building upon our cultural, artistic and sporting heritage, we will continue to release the potential of our most creative people and bring new life and energy to our town centres. We want everyone who chooses to live in Doncaster to have a place they are proud to call home. We want to make the most of our local environment - to help improve levels of physical activity, health and happiness of everyone in the borough.

Areas for action

1. The town centres are the beating heart of Doncaster.
2. More people can live in a good quality, affordable home.
3. Healthy and vibrant communities through physical activity and sport.
4. Everyone takes responsibility for keeping Doncaster clean.
5. Building on our cultural, artistic and sporting heritage.

How we want to make life better for residents

- More homes are built and fewer people are homeless or in unsuitable accommodation.
- More people are physically active.
- More people feel safe in their community.
- Healthy life expectancy in Doncaster improves.
- The Local Plan is developed to facilitate Doncaster's economic, housing and population growth in a sustainable way.
- Our natural environment is enhanced and protected.
- Fewer children in poverty.
- People take part and enjoy great cultural experiences.
- Care leavers have a good place to live with the support they need.
- The inequalities of health outcomes of BME populations reduce.
- More people are supported to take up opportunities to get involved in community life.

What the Council needs to do well

- Support more people to recycle.
- Encourage and educate people on road safety.
- Regularly clean the streets and roads, removing litter, detritus, fly posting, graffiti and fly tips.
- Make sure we cut grass when we say we will.
- Maintain the roads to appropriate standards across the borough.
- Deal with dangerous/nuisance trees when we know about them.
- Deal with housing hazards, resolving any issues quickly.
- Encourage more people to take up NHS health checks.

Key priorities that our resources will support in 18-19

We will:

- Improve Doncaster markets.
- Invest in 'Quality Streets' to improve pavements and the appearance of our town centre.
- Deliver a new closed road cycle circuit at the Dome.
- Host the Tour De Yorkshire start/finish stages in May 2018.
- Utilise a new partnership with Sport England to pilot improvements in physical activity across the borough.
- Build and work with partners to deliver new affordable homes.
- Respond to new duties in the Homelessness Reduction Act.
- Support the development of a new town centre museum and library.

Key Strategies & Plans that will support this theme

- Doncaster Local Plan and area specific plans
- Physical Activity and Sport Strategy 2018-2028
- Housing Strategy 2015-2025
- Cultural Strategy 2016-2021
- Community Safety Strategy 2017-2021
- Director of Public Health Annual Report 2018-19

Caring

A borough that cares together for its most vulnerable residents

Supporting our most vulnerable residents, whether children, adults, disabled people, families, or older people. The emphasis here is on joining up social and health care and support and on shifting our focus to prevention and support that enables people to enjoy life with their families and communities.

Areas for action

1. Children have the best start in life.
2. Vulnerable families and individuals have support from someone they trust.
3. Older people can live well and independently in their own homes.

How we want to make life better for residents

- Fewer people are delayed from leaving hospital.
- Fewer children and adults require health and social care services and vulnerable people are safe.
- More people remain healthy and independent for longer with fewer people that are socially isolated.
- The number of preventable deaths reduces.
- People in end of life care die in a place of their choosing.

What the Council needs to do well

- Complete assessments quickly and appropriately, responding to need and keeping people safe.
- Increase the number of people who receive a direct payment.
- Support more people with disabilities into work.
- Make information about services easier to access.
- Support people to live well at home for as long as possible.
- Reduce the amount of repeat referrals, specifically for children's care.
- Support families to access free childcare entitlements.
- Support more residential homes to be rated good or better.

Key priorities that our resources will support in 18-19

We will:

- Support the partnership to deliver the Doncaster Place Plan and integrate Health and Social Care.
- Implement a dedicated 'Complex Lives' team, supporting some of the most vulnerable people in the borough.
- Continue to work with our partners to improve outcomes for children and families, focusing on prevention and early interventions.
- Develop a reformed model of housing related support to enable vulnerable people to live independently.
- Enhance integrated Intermediate Care services to maximise people's independence after periods of short term care.
- Develop a new strategy to support people with learning disabilities
- Transform Adult Day Services - with alternative opportunities for individuals to develop their independence.
- Develop new Supported Living Contracts to help people with Learning Disabilities or Mental Health issues to live independently with support.

Key Strategies & Plans that will support this theme

- Your life Doncaster Transformation Plan and Doncaster Place Plan.
- Joint Health and Well-Being Strategy; Early Help Strategy.

Connected Council

A connected council – ready for the future.

We are committed to being a Council that promotes growth and prosperity for its residents. We must ensure that services are targeted and make a difference to those people who need them most. We will continue to make the most of technology, re-designing our services so they are fit for the future and working in partnership with our local communities, voluntary, charity and faith sectors to deliver services together - as detailed in our Doncaster Growing Together Plan.

Areas for action

1. A modern, efficient and flexible workforce.
2. Modern, accessible customer interactions.
3. Operating within our resources and delivering value for money.
4. A co-ordinated, whole person, whole life focus on the needs and aspirations of residents.
5. Building community resilience and self-reliance by connecting community assets and strengths.
6. Working with our partners and residents to provide effective leadership and governance.

What the Council needs to do well

- Respond to our customers quickly, focusing on a quality customer experience.
- Process Housing and Council Tax queries quickly and appropriately.
- Ensure more people can access Council services digitally.
- Collect Council Tax and Business Rates effectively.
- Be an open and inclusive employer.
- Wherever possible spend our money locally.
- Support employees to improve productivity and reduce absence.
- Provide expert advice for all aspects of Council business.
- Secure the best Devolution Deal for Doncaster.

Key priorities that our resources will support in 18-19

We will:

- Invest in technology to improve service delivery, including an Integrated People solution to provide whole family intelligence to better serve customer needs.
- Oversee an investment management fund to support investment in service transformation and to realise longer-term savings.
- Support the organisation to be ready for the General Data Protection Regulation.
- Manage and improve the quality of data we hold and use
- Deliver the improvements identified in the Annual Governance Statement.
- Explore and develop our approach to commercialisation.
- Manage our corporate assets well.
- Develop our approach for making the most of community assets to support people who are vulnerable or at risk.
- Develop our approach to support the Voluntary, Community and Faith Sector and effective engagement with our communities.
- Deliver the outcomes in the Workforce Strategy, including publishing our Gender Pay Gap information.

Key Strategies & Plans that will support this theme

- State of the Borough Assessment.
- Workforce Strategy.
- Customer Services Strategy 2016-20.
- Information Management Strategy 2017-20.
- Data Quality Strategy 2017-20.
- Technology Strategy.
- Performance Management Framework 2018-19.
- Medium Term Financial Plan (MTFP) and Council Budget 2018-19.
- Communications and Engagement Strategy.