



# Doncaster Council

## Report

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Date: 12 February 2019

### To the Mayor and members of the Cabinet

#### CORPORATE PLAN 2019-20

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 2018/19. An updated 2019/20 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 summarises:
  - The council's contribution over the next year to the Doncaster Growing Together Plan (DGT).
  - How the council will ensure it has the capacity to deliver DGT transformational priorities and quality services day in, day out.
2. The overall structure and format of the Corporate Plan has been retained from 2018-19. The Corporate Plan is framed around the 4 DGT priority themes and the cross-cutting 'Connected Council' theme. The following changes have been made to reflect the latest priorities and significant budgetary challenges:
  - The overall tone of the document is more direct and focused on the "must dos".
  - The Foreword and Overview provide a clearer focus on the imperatives that must guide our transformation work (e.g. early intervention and prevention).
  - The 'Areas for Action' under the DGT Working Theme have been updated to reflect the drivers for inclusive growth in the new Inclusive Growth Strategy.
  - The 'Areas for Action' under the Connected Council theme have been refreshed to capture updated priorities for improvement.
  - The 'Key things we will deliver' sections under each DGT Theme have been updated to capture the priorities identified as part of 2019/20 service planning.
3. The Council has already made significant progress in modernising and integrating services whilst delivering significant budget savings. We have a clear plan to manage our resources in 2019/20, despite reducing funding, rising demand for services and increasing costs. The council faces an estimated budget gap of £13m in 2020/21.

## EXEMPT REPORT

- This report is not exempt.

## RECOMMENDATIONS


- It is recommended that Cabinet:
  - Considers the updated Corporate Plan.
  - Agrees the Corporate Plan for submission to Full Council 4 March 2019.

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

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

## BACKGROUND

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

PROCESS	STAGE	IMPROVEMENT CYCLE
State of the Borough Assessment	ANALYSE	
<b>Updating and resourcing the Corporate Plan</b>	PLAN	
Updating Delivery Programmes, Service Plans and staff Performance & Development Reviews	DO	
Performance monitoring and reporting	REVIEW	

- Cabinet agreed a new Inclusive Growth Strategy on the 6 November 2018. Delivery of the Strategy is focused on 6 drivers for inclusive growth:
  - Quality of Place
  - Industry Specialisms
  - Education & Skills
  - Better Work & Jobs
  - Social Value & Community Wealth Building
  - Reaching Vulnerable People & Places

## UPDATED CORPORATE PLAN 2019-20

- The Corporate Plan sets out the Council's contribution to the DGT Plan with a focus on the key deliverables for 2019/20. The overall tone of the 2019/20 Corporate Plan is more direct and focused on the "must dos". We have a clear plan to manage our resources in 2019/20, despite reducing funding, rising demand for services and increasing costs. The overall funding gap is £21m for 2019/20 and following the use of £3m one-off reserves, the gap for 2020/21 is £13m, taking the total gap we've had to bridge since 2010/11 to £272m. Over this time, Government funding will have more than halved.
- The Foreword and Overview provide a clearer focus on the imperatives that must guide our transformation work (e.g. early intervention and prevention).

11. Each of the four DGT Themes and the Connected Council Theme has a specific page in the Corporate Plan which sets out the vision, areas for action, service standards, outcomes and key deliverables. The vision for each Theme has been retained from the 2018/19 Plan, however the additional paragraph under them has been removed to provide a sharper focus on the key deliverables for 2019/20. The 'key strategies and plans that will support this theme' under each DGT Theme have been removed and replaced by a signpost to the new Policy Register pages on the council website.
12. The 'Areas for Action' for the Working theme have been updated to reflect the priorities in the Inclusive Growth Strategy. The wording of second Area for Action in the Caring Theme has been revised. The Areas for Action for the Connected Council theme have also been refreshed to capture updated priorities for improvement. These changes are set out below:

Themes	2018/19 'Areas of Action'	2019/20 'Areas of Action'
<b>Working</b>	<ol style="list-style-type: none"> <li>1. Support for Doncaster businesses to flourish</li> <li>2. Better access to fulfilling work</li> <li>3. Target the Inward Investment we need</li> </ol>	<ol style="list-style-type: none"> <li>1. Shape the quality of place by enhancing, connecting and promoting our key assets and strengths.</li> <li>2. Grow our industry specialisms and supporting services.</li> <li>3. Increase the availability and accessibility of good work and jobs.</li> </ol>
<b>Caring</b>	<ol style="list-style-type: none"> <li>1. Children have the best start in life.</li> <li>2. Vulnerable families and individuals have support from someone they trust.</li> <li>3. Older people can live well and independently in their own homes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Children have the best start in life.</li> <li>2. Vulnerable families and individuals have the appropriate support that meets their needs.</li> <li>3. Older people can live well and independently in their own homes.</li> </ol>
<b>Connected Council</b>	<ol style="list-style-type: none"> <li>1. A modern, efficient and flexible workforce.</li> <li>2. Modern, accessible customer interactions.</li> <li>3. Operating within our resources and delivering value for money.</li> <li>4. A co-ordinated, whole person, whole life focus on the needs and aspirations of residents.</li> <li>5. Building community resilience and self-reliance by connecting community assets and strengths.</li> <li>6. Working with our partners and residents to provide effective leadership and governance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop a modern, efficient and flexible workforce with the right behaviours and skills.</li> <li>2. Use technology to support modern, accessible customer interactions and as a catalyst for cross council service improvement.</li> <li>3. Operate within our resources and deliver value for money.</li> <li>4. Build community resilience and self-reliance by connecting, community assets and strengths.</li> <li>5. Work with our partners and residents to deliver our joint priorities through effective leadership, governance and democratic processes.</li> </ol>

13. The 'Key priorities that our resources will support' sections under each DGT Theme have been updated to capture the priorities identified as part of the 2019/20 service planning process.

## OPTIONS CONSIDERED

14. 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 2019-20 - but which signposts to further detail.

## REASONS FOR RECOMMENDED OPTION

15. 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

16.

Outcomes	Implications
<p><b>Doncaster Working:</b> Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> <li>Better access to good fulfilling work</li> <li>Doncaster businesses are supported to flourish</li> <li>Inward Investment</li> </ul>	<p>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><b>Doncaster Living:</b> Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> <li>The town centres are the beating heart of Doncaster</li> <li>More people can live in a good quality, affordable home</li> <li>Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>Everyone takes responsibility for keeping Doncaster Clean</li> <li>Building on our cultural, artistic and sporting heritage</li> </ul>	<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><b>Doncaster Learning:</b> Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> <li>Every child has life-changing learning experiences within and beyond school</li> </ul>	<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</p>

<ul style="list-style-type: none"> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>	contribution towards them.
<p><b>Doncaster Caring:</b> Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> <li>• Children have the best start in life</li> <li>• Vulnerable families and individuals have support from someone they trust</li> <li>• Older people can live well and independently in their own homes</li> </ul>	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><b>Connected Council:</b></p> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> <li>• Operating within our resources and delivering value for money</li> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	The Corporate Plan is the key document for focusing the Council's attention on these priorities.

## RISKS AND ASSUMPTIONS

17. There is a risk that the priorities in the Corporate Plan do not drive the council's activity and resource allocation. This is mitigated by:
- 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.
18. 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 the quarterly corporate reporting level if appropriate.

## LEGAL IMPLICATIONS [SRF 17/12/18]

19. 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 20/12/18]

20. The financial implications of the priorities and actions in the Corporate Plan are contained within the Revenue, Capital and Housing Revenue Account 2019/20

budget reports that will be considered by Council in March 2019. As specific actions and programmes of activity are developed further, more specific financial implications will be provided in relevant reports

**HUMAN RESOURCES IMPLICATIONS [KG 17/12/2018]**

- 21. 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 [ET 31/12/2018]**

- 22. 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. Any new technology requirements to support the delivery of the key priorities will need to be considered by the Council’s Technology Governance Board (TGB) for inclusion in the Technology Forward Plan, to ensure the resources, expertise and capacity within services is available. This will be monitored and continuously reviewed via TGB.

**HEALTH IMPLICATIONS [SH 8/1/19]**

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

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

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

- 24. Local authorities can play a significant part in creating health and addressing unequal patterns of illness. The Corporate Plan which sets out the Council’s contribution to the Doncaster Growing Together (DGT) plan aims to set the conditions to improve health and reduce inequality. The Corporate Plan and service priorities for 2019/20 are both informed by current health outcomes and use health outcomes to monitor impact. It

will be essential that the 'Review' phase of Council's annual 'Define and Deliver' improvement cycle monitors progress in terms of creating health and assures that inequalities in patterns of illness are not increased. On-going vigilance and attention to these issues should be a key component in the successful delivery of the new Corporate Plan. The public health function within the council can provide on-going support and advice in this area.

## **EQUALITY IMPLICATIONS [AW 09.01.19]**

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. Consultation on the updated Corporate Plan document is summarised below:

- 14.01.19 - Directors
- 29.01.19 - Executive Board
- 07.02.19 - OSMC
- 12.02.19 - Cabinet
- 04.03.19 - Full Council

## **BACKGROUND PAPERS**

27. None.

## **REPORT AUTHOR & CONTRIBUTORS**

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