



Doncaster
Council

Corporate Plan 2019-20

Doncaster – growing together

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

The priorities for 2019/20 in this Plan demonstrate the Council's unwavering **focus on ensuring Doncaster and its people thrive**, despite continued budget constraints and domestic policy uncertainty. They are the “**must dos**” – our choices on where to take action and invest resources to achieve our ambitions for the borough, balanced with realism.

Over the past year we have continued to modernise and integrate services and direct them to the areas of greatest need. We are two years into the four year **Doncaster Growing Together (DGT) Plan** with our Team Doncaster partners and have already achieved some of the agreed transformations.

We have added to the **learning opportunities** in the Borough by securing agreement for a new University Technical College (**UTC**), opening the UK's first big picture learning school and by starting work on our new library and museum. Our four priority areas for Social Mobility are helping children get the **best start in life** and 'Expect Youth' is providing **youth-centred provision** across the borough. More Doncaster 5 year olds are experiencing a good level of development, however child poverty remains relatively high.

In response to increases in the number of homeless people we have created the 'Complex Lives Team', which together with the further integration of Health and Social Care provision shows our determination to be a borough that **cares for its most vulnerable residents and connects them to opportunity**. The increase in residents living independently in their own homes is therefore very positive.

The **employment rate** is at a record high and the completion of phase two of the Great Yorkshire Way, further growth at the airport and iPort, together with record levels of **investment** and **house building** are boosting jobs and quality of life across the borough. However, wage rates remain lower than the national average. With the success of major events like the **Tour de Yorkshire, Delicious Doncaster Food Festival** and **Museum of the Moon** we are creating a vibrant place where people enjoy spending time.

To be a **modern, connected Council** we need to combine effective service delivery and budget management with a broader place shaping and enabling role. Local tax payers rightly expect that over time Doncaster improves as a place to live, work, visit and invest. As a local anchor institution, we have a key role in creating **social value** through our actions, for example through our local commissioning processes.

Looking ahead, the **UTC** provides us with a stronger case to become a **University City**. The proposed **360 Degrees Media** investment at High Melton will be a long-term game-changer alongside 'Culture 2020-22'. The delivery of the **Town Centre Masterplan** will continue as will our push for a **train station at the airport**. We also have the **Tour de Yorkshire** and **cycling world championships** to look forward to.

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, taking the total gap we've had to bridge since 2010/11 to £272m. Over this time, Government funding will have more than halved. **Difficult decisions** are required – we may need to stop providing a universal service or accept a reduction in the standard of a service. We will continue to look outwards for the resources, powers and partnerships to deliver our ambitions including pursuing a Yorkshire-wide **Devolution Deal**.

A stronger focus on early **intervention and prevention is now required** for example by continuing to increase residents' physical activity rates. This must be accompanied by more **community level work** which harnesses local strengths and collaboration to tackle inequalities and enable more improvements in well-being to be delivered by communities. Strong, vibrant communities and strong vibrant economies go hand in hand, as reflected in Team Doncaster's new **Inclusive Growth Strategy**. This is accompanied by a new Community Engagement Strategy to improve community participation in shaping Doncaster's future.

Throughout all the uncertainty surrounding Brexit and funding, one constant remains – **people and places** – holding on to our sense of purpose, delivering quality services and supporting and inspiring others to make a daily difference. That's why we are **continuing to crack on** with our ambitions for Doncaster.

Overview

This Corporate Plan summarises:

- The council's contribution over the next year to the Doncaster Growing Together (DGT) plan – the Borough Strategy for Team Doncaster.
- The overall quality of life improvements the council will contribute to, including those relating to Equality, Diversity and Inclusion.
- How the council will ensure it delivers quality services - as measured by service standards.

Priority Themes

This Corporate Plan is framed around the same 4 themes as the DGT Plan, with the addition of 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 |

Resources

The council continues to face the **significant challenge of setting a balanced budget** with reducing funding, rising demand for services and increasing costs (e.g. inflation), whilst continuing to invest in the borough and protect the most vulnerable in our communities. 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. This will take the total budget gap the council has had to bridge since 2010/11 to £272m. Over this time period, **Government funding will have more than halved.**

Despite continued budget constraints, we have a clear plan to manage our resources in 2019/20 and a robust and balanced **gross revenue budget of £485m** is expected to be in place for 2019/20.

As well as funding high quality services for residents, the council will **continue to invest in the future of the borough** with £135.6m of capital spending estimated for 2019/20. This is part of an overall package of £323m of investment to 2022/23 to stimulate growth and prosperity. 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. Wherever possible, we will spend our money locally to support local businesses and organisations.

The council's services are delivered through people, directly and indirectly, and by far the largest element of investment is connected with the cost of employing and developing staff. The satisfaction of our customers, our efficiency and overall performance depend on **our workforce's skills, abilities, behaviour** and motivation in modernising services and changing the way it works to meet customer needs.

Approach

Five imperatives must now guide our transformation work more than ever before:

1. Harnessing **community strengths, collaboration and assets**, particularly to enable more improvements in well-being to be delivered by communities.
2. A stronger focus on **early intervention and prevention**.
3. Demand management, including ensuring we **deliver services right first time for residents**.
4. Ensuring **services are targeted** and make a difference to those people who need them most.
5. **Growing our economy** and improving people's ability to access opportunities.

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

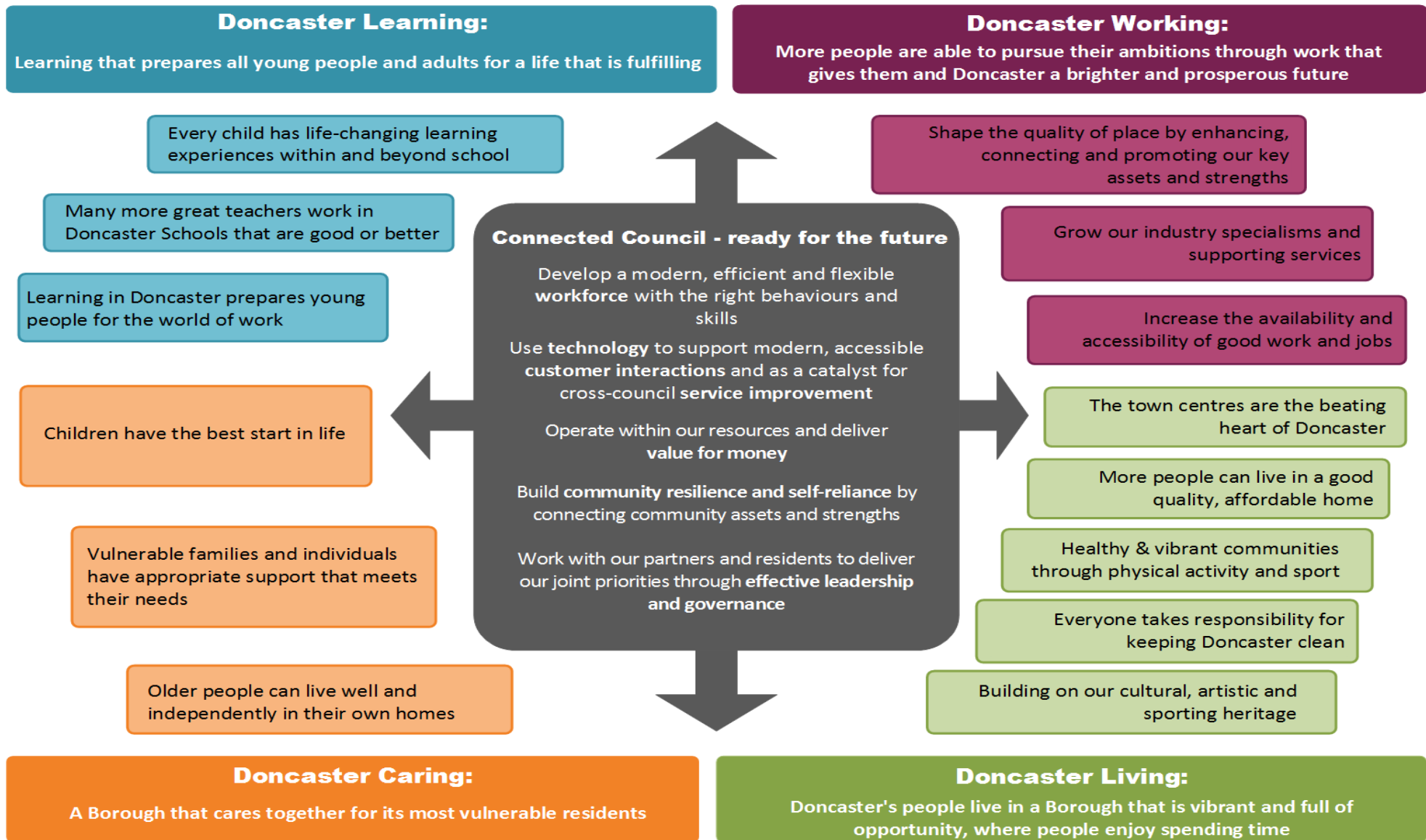
- Governance arrangements that include partnership boards and sub-boards with clear accountabilities.
- A Programme Management approach to the day-to-day delivery of priorities.
- Quality of life indicators to measure overall success.

The **Council's performance management framework** captures:

- The Council's progress in delivering the DGT Programmes (or parts of) it is responsible for.
- The latest data for the DGT quality of life indicators.
- Service Standards - reflecting what the council needs to do well, day in, day out.
- An effective performance and development scheme linked to a corporate skills framework.
- Equalities, Diversity and Inclusion objectives.
- Progress in quarterly monitoring reports to the council's Leadership.

A new **council policy register** provides a single place to access the key plans and strategies that underpin all our work.

Corporate Plan 2019/20 – Impact & Areas for Action



Learning

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

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 year's settings to provide good or excellent provision.
- Ensure Education, Health and Care 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 19-20

We will:

- Deliver the priorities in the Children and Young People's plan¹ in partnership to make Doncaster the most child friendly borough in the country
- Drive forward our four priority areas for Social Mobility:
 - Building solid foundations for all children
 - Brilliant teaching and leadership for all secondary pupils
 - No career out of bounds
 - Opportunity extends to all
- Provide leadership across the local education system to ensure inclusion is equitable and accessible to all, including;
 - Opening of new provision
 - Supporting schools to be inclusive
 - Children with SEND have their needs met
- Develop our proposals around:
 - An integrated commissioning model building on the joint agreement between our health partners and the council
 - Opportunities to ensure all internal services are ready to respond to new service demands and deliver value for money services
 - A joint commissioning strategy and underpinning work plan
- Work in partnership to ensure families and residents are receiving high quality information and advice on the services that are important to them.
- Work in partnership to strengthen early help and prevention activity to support child and family development to encourage self-care and build resilience through whole family working
- Explore and develop a pathway for Doncaster to become a University City including, progressing the new University Technical College opening in 2020.

¹ <http://www.doncaster.gov.uk/services/schools/children-and-young-people-s-plan>

Working

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

Areas for action

1. Shape the quality of place by enhancing, connecting and promoting our key assets and strengths.
2. Grow our industry specialisms and supporting services.
3. Increase the availability and accessibility of good work and jobs.

How we want to make life better for residents

- Doncaster's economy is more productive.
- More people are employed in good quality jobs.
- Wages increase for Doncaster residents.
- The number of businesses in Doncaster increases and more of them export.
- More people are in sustained work.
- More quality jobs are created in the local economy.
- More people in Doncaster are completing good quality apprenticeships.
- Fewer people claim out of work benefits, including Universal Credit.
- More care leavers enter employment, education or training.
- 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 the borough 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 19-20

We will:

- Deliver on-going development projects and develop the investment pipeline, in particular:
 - Urban Centre Masterplan²
 - iPort development (expansion, rail link, new routes)
 - Road network investment
 - Integrated and sustainable transport, active travel and Smart Cities
 - DN7 Unity and the wider northern growth corridor (e.g. A1-A19 link)
 - Improving digital connectivity across the borough
- Market the borough to investors and visitors and take destination management to the next level.
- Lobby government over the preparation for HS2 routes through the borough.
- Continue to lobby for a train station at the airport.
- Develop targeted programmes to grow our existing/potential industry specialisms: Engineering & Technology; Digital & Creative; Future Mobility (via rail, road & air); and Advanced Materials (e.g. for manufacturing).
- Develop targeted programmes to grow of Supporting Services (e.g. finance and professional services).
- Direct business support resources to growth opportunities and challenges, including accessing new export markets and supply chains.
- Provide support for employment, recruitment and in-work progression including those with the poorest health:
 - 'Advance' – a project to support people into work, self-employment and particularly to thrive in their chosen career
 - Early Intervention Employment Support Pilot
 - Working Win - Health-Led Employment Trial
- Respond to the challenges of Brexit and assess the impacts on the borough and its economy.
- Leverage social value from inward investment.

² <http://www.doncaster.gov.uk/services/planning/doncaster-town-centre-masterplan>

Living

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

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 Plan³ 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 19-20

We will:

- Support the reduction of crime, reoffending, domestic abuse and anti-social behaviour.
- Develop the borough's arts and culture offer, including development of the new library and museum and raising the profile of quality cultural opportunities and major events, for example the Mayflower 400 celebration.
- Increase social connections through increased physical activity, sport and asset based community development.
- Consider the impacts on health in our key planning, licensing and environmental decisions.
- Create the conditions to sustain housing growth.
- Ensure we are fit to respond to the housing needs of our residents by delivering homes and providing housing related support especially to those who need it most.
- Create vibrant town centre(s) including supporting a bid into the national Future High Streets Fund.
- Developing a longer term vision for the environment across the borough leading on change for a greener borough.
- Explore a single technology solution that will help us report and understand places across the borough better.
- Support the partnership anti-poverty strategy, including updates on Universal Credit.

³ <http://www.doncaster.gov.uk/services/planning/local-plan>

Caring

A borough that cares together for its most vulnerable residents

Areas for action

1. Children have the best start in life.
2. Vulnerable families and individuals have the appropriate support that meets their needs.
3. Older people can live well and independently in their own homes.

How we want to make life better for residents

- 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.
- Fewer people are delayed from leaving hospital.
- People in end of life care die in a place of their choosing.

What the Council needs to do well

- Work with communities to improve people's well-being
- 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 19-20

We will:

- Improve the information and advice available to promote independence and make communities more resilient.
- Make best use of people's and community strengths
- Develop our services for health and social care with providers and service users to make sure it meets the needs of local people.
- Improve residents' experience of services for health and social care promoting healthy and independent lives and effectively managing the requirement for care and support including carers.
- Protect vulnerable people and support people to keep safe.
- Transform services for people of all ages through the Your Life Doncaster Programme with a focus:
 - Early intervention and prevention / integrated area based working.
 - Multi-agency front door
 - Joint commissioning.
 - Practice development.
- Improve services through a joined up, evidence based, approach to commissioning services including Public Health, Children's and Adults' services and NHS commissioners
- Deliver the right technology solution to improve how we deliver health and care services all in one system.
- Improve the lives of people of all ages taking a whole family approach, joining up our services, promoting recovery and enabling families to focus on their strengths.
- Develop a range of opportunities for individuals to keep and develop their independence in communities for example through the use of Assistive Technology
- Continue to deliver joined up services for those most at risk of rough sleeping and with complex needs.
- Improve healthy life expectancy through effective public health programmes including smoking, alcohol, obesity and mental health.
- Deliver an improved offer for families in early years (first 1001 days) and for vulnerable adolescents.

Connected Council

A connected council – ready for the future.

Areas for action

1. Develop a modern, efficient and flexible workforce with the right behaviours and skills.
2. Use technology to support modern, accessible customer interactions and as a catalyst for cross-council service improvement.
3. Operate within our resources and deliver value for money.
4. Build community resilience and self-reliance by connecting community assets and strengths.
5. Work with our partners and residents to deliver our joint priorities through effective leadership, governance and democratic processes.

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 that champions diversity
- Wherever possible spend our money locally.
- Support employees to improve performance, engagement and attendance.
- Provide expert advice for all aspects of council business.

Key priorities that our resources will support in 19-20

We will:

- Secure the best possible Devolution Deal for Doncaster.
- Ensure we have a consistent approach to policy development and implementation across the organisation.
- Ensure priority decisions around demand, need and performance are based on a strong evidence base of effective and modern business intelligence and research.
- Prepare organisation for significant legislative changes arising from Brexit.
- Deliver our partnership priorities, particularly the actions in the Inclusive Growth⁴ and Community Engagement Strategies⁵
- Develop effective communications with partners to engage more creatively through a revised communications and engagement strategy
- Implement the Workforce Strategy that equips staff with the right skills and behaviours to work in partnership to deliver and commission good quality services.
- Further improve the Council's 'front door' improving the experience of Doncaster residents.
 - Progress a further phase of digital improvement to services, including a further increase of services available on-line for self-service 24/7.
- Deliver the council's key technology projects.
- Continue with disciplined financial monitoring, working towards a smaller base budget in 20/21 onwards.
- Refresh of our Medium Term Financial Strategy, budget planning and additional savings for 20/21.
- Promote and deliver Social Value through effective procurement and contract management practices.
- Manage our corporate assets effectively to support service delivery.
- Try different ways to test approaches to community working taking the bits that work best forward to our approach in the future.

⁴ <http://www.doncaster.gov.uk/services/business-investment/doncaster-inclusive-growth-strategy>

⁵ <http://www.doncaster.gov.uk/services/the-council-democracy/community-engagement-framework>

Glossary of Terms

BME

Black and Minority Ethnic

Social Mobility

Movement of individuals, families, households, or other categories of people within or between social classes in a society.

SEND

Special educational needs and disability.

Social Value

Term that describes how public bodies should consider how the services they commission and procure might improve the economic, social and environmental well-being of the area.

Smart Cities

A Smart City uses information and communication technologies and other means to improve quality of life, for example relating to public safety to health and transportation.

HS2

High Speed Rail Two (proposed route through Doncaster).

DN7 Unity

642ha regeneration and housing site adjacent to J5 of M18.

Supply chains

Networks of individuals, organisations, resources, activities and technology involved in the creation and sale of a product or service.

Devolution Deal

A deal between the Government and a region to transfer powers and funding to improve local quality of life.

Complex Lives

Integrated partnership team that works to support a cohort of people who have complex needs including addiction, mental health, domestic abuse and rough sleeping.

Mayflower 400

2020 marks the 400th anniversary of the Mayflower's voyage from Plymouth UK to Plymouth Massachusetts. The 'Pilgrim Fathers' story has its origins within the wider Doncaster area.

Assistive Technology

Aids that help people stay independent or manage their health. It includes things like walking frames, voice recognition programs and motion sensors.