



# Doncaster Council

## Report

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Date: 04 March 2020

To the Mayor and members of the Cabinet

### DRAFT CORPORATE PLAN 2020-21

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 2019/20. An updated 2020/21 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) – the Borough Strategy.
  - 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 2019-2020. The Corporate Plan is framed around the four DGT Themes and the cross-cutting 'Connected Council' Theme. The following changes have been made to reflect the latest priorities and significant budgetary challenges:
  - There is a clearer focus on the six imperatives that must guide our transformation work for a better borough. These are supported through new priorities and existing pieces of work.
  - The 'Key priorities that our resources will support' sections under each DGT Theme has been updated to capture the priorities identified as part of the 2020/21 service planning.

### EXEMPT REPORT

3. This report is not exempt.

## RECOMMENDATIONS


4. It is recommended that Cabinet:-
  - a. Agrees the Draft Corporate Plan for submission to Full Council 5th March 2020.

## 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 achieving its purpose, to focus on the things that matter most to its citizens to create a better borough.

## 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. Over the past year since the last refresh of the Corporate Plan, the policy context to be integrated into the Corporate Plan has evolved significantly. On the 19 September 2019 Full Council declared a Climate and Biodiversity emergency. This was supported with the setting up and delivery of the Doncaster Local Commission on Climate and Biodiversity Crisis to advise the borough's response to this. The Commission, alongside the production of a new Environment Strategy, will help shape the agenda and local response to future sustainability.
8. In October 2019, a refresh of the Doncaster Place Plan was developed by the Council and relevant partners. Delivery of the Plan is focused on a four-layered model:
  - Supporting communities
  - Developing a 'front door system'
  - Joining up care and support at home
  - Ensuring specialist services can be used more appropriately
9. Team Doncaster has committed to a refresh of the DGT Borough Strategy in 2020. During Summer 2019, a borough-wide listening exercise 'Doncaster Talks' enabled 3,610 residents to inform the Council about the issues that matter the most to them. This has helped inform the direction of the Corporate Plan, and will help shape the development of the upcoming Borough Strategy.

## UPDATED CORPORATE PLAN 2020-21

10. The Corporate Plan sets out the Council's contribution to the DGT Plan with a focus on the key deliverables for 2020/21. The overall tone of the 2020/21 Corporate Plan is more direct, with the Forward and Overview providing a clear focus and emphasis on the six imperatives that must guide our transformation work for a better Borough.
11. In light of the Climate and Biodiversity crisis, the Corporate Plan now places a heavy focus on sustainability as part of creating of a cleaner and greener Borough. This will help shape the new 10 year Doncaster Growing Together Plan and forms one of the six imperatives. The Corporate Plan outlines the other imperatives that will drive our work in 2020/21. These are creating Inclusive Growth across the Borough, focusing on Early Help and Prevention, developing a Lifelong Skills and Learning approach to support inclusive growth, but also the overall well-being of citizens, 'Keeping It Real' through understanding and responding to lived experiences and being 'Intelligence Led' by ensuring we make the most of our insight and intelligence in the decisions we make.
12. Under each of the imperatives, the Corporate Plan identifies the new priorities we will focus on and on-going key areas of work for 2020/21.
13. We have a clear plan to manage our resources in 2020/21, in response to the challenging fiscal environment. Despite this, working more commercially, utilising technology and taking new approaches to commissioning have enabled the Council to be fiscally responsible. Through our house building programme and by inwardly investing into businesses in Doncaster, we can grow income streams whilst supporting key actions to facilitate inclusive growth. This will help form part of our sustainable funding base. The Council is also working to maximise social value to improve the social, economic and environmental impact of procurement to the benefits of our residents.
14. Each of the four DGT Themes and the Connected Council Theme has a specific page in the Corporate Plan, which sets out the vision and outcomes for residents, areas for action, and key directorate priorities for 2020/21. The vision, outcomes and areas for action for each theme has been retained from the 2019/20 Plan. The plans and strategies that underpin each theme can be found on our council policy register and a new Policy & Strategy Toolkit will be brought forward to support greater consistency and alignment in our policymaking.
15. To ensure synergy between the DGT Themes, imperatives and directorate priorities, consultation was undertaken with the different Director Leadership team 'DLT' meetings as part of the service planning process. This has helped to update the 'Key priorities that our resources will support' sections on the DGT Theme pages.
16. Within the Learning Theme greater prominence is given to:
  - Developing opportunities for more people to access the skills for employment and better well-being.
  - Developing our plans for a 'University City'.

- Ensuring sufficient high quality education and care provision so children and young people have access in their local communities.
- Moving towards becoming the most child friendly borough in the country by ensuring the voice of children and young people are central to decision-making and service delivery.
- Ensuring that everyone engaged in supporting young people with special needs and disabilities are clear about their responsibilities.

17. Within the Working Theme greater prominence is given to:

- Creating the conditions for economic growth and maximising investment opportunities.
- Enabling people and businesses to enjoy improved prosperity by participating in a growing and productive economy.
- Responding to the HS2 national review.
- Developing targeted programmes to grow our existing and potential industry specialisms outlined in our Inclusive Growth Strategy.
- Bringing forward our strategy for Anchor institutions and leveraging social value from inward investment.

18. Within the Living Theme greater prominence is given to:

- Embedding Sustainability into all that we do for a cleaner and greener borough, including supporting the work of the Local Commission on Climate Change and Biodiversity and bring forward a new environment strategy.
- Creating the conditions for healthy behaviours.
- Developing a new strategic approach to housing including a five year Council house build programme.
- Embedding arts and culture into our approach to well-being and economic growth.
- Growing inclusion by helping people already getting social care support to build better lives.

19. Within the Caring Theme greater prominence is given to:

- Enabling people to be independent, safe and well and when services are need they are provided to a good standard.
- Targeting prevention to build resilience with people and places.
- Supporting families to be resilient and to access services early when needed.
- Thinking local to improve our connections with communities and partners to help joint working.
- Using technology to connect people more easily.
- Charging fairly by using personal, timely and clear processes.

20. Within the Connected Council Theme greater prominence is given to:

- Developing and implementing our 'Locality Working' approach.
- Supporting the partnership to develop a new 10 year Borough Strategy to 2030.
- Work to maximise our agreed South Yorkshire Devolution deal and

- continue working towards a wider one Yorkshire approach.
- Better understanding of our people and places and building this into our insight, policy and decision making.
- Developing an integrated commissioning function across all services.
- Further developing our Digital Strategy to support modern, accessible customer interactions.

## OPTIONS CONSIDERED

21. Three main options were considered for the updated Corporate Plan:
- A plan that focuses on the internal 'Connect 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, focuses for the 2020/21 year – but which signposts to further detail.

## REASONS FOR RECOMMENDED OPTION

22. Option 'c' is the recommended option as this provides a Corporate Plan that:
- Dovetails with DGT and sets out the Council's contributions to it over the next year across the themes, 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

23.

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> </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>

<ul style="list-style-type: none"> <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><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> <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>	<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 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>	<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>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>	<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>

## **RISKS AND ASSUMPTIONS**

24. 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 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.
25. 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 is appropriate.

## **LEGAL IMPLICATIONS [SF 23.01.20]**

26. Although there are no specific legal implications arising out of the report, the programmes of activity which will deliver the Corporate Plan and the related programmes will require specific and detailed legal advice and in some instances further approvals 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 [MS 16.01.20]**

27. The financial implications of the priorities and actions in the Corporate Plan are contained within the Revenue, Capital and Housing Revenue Account 2020/21 budget reports that will be considered by Council in March 2020. As specific actions and programmes of activity are developed further, more specific financial implications will be provided in relevant reports.

## **HUMAN RESOURCES IMPLICATIONS [RH 21.01.20]**

28. 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 [PW 20.01.20]**

29. Technology is an essential enabler to support the delivery of all services together with the imperatives and key priorities outlined in the updated Corporate Plan. In particular 'developing our technology to support modern, accessible customer interactions and act as a catalyst for cross council service improvement'. 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.

## HEALTH IMPLICATIONS [RS 16.01.20]

30. Health and inequalities in the pattern of health are caused by a range of 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

31. Local authorities can play a significant part in creating health and addressing unequal patterns of illness. The Corporate Plan plays a key role in setting the conditions to improve health and reduce inequality. The Corporate Plan and service priorities for 2020/21 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 15.01.20]

32. In line with the corporate approach to compliance against the Equality Act 2010, 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 includes Equalities, Diversity and Inclusion objectives, which form part of the Council's quarterly monitoring process.



## CONSULTATION

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

- DLT's: Early January 2020
- Directors: 13.01.20
- Directors: 20.01.20
- Executive Board 28.01.2020
- OSMC 06.02.2020
- Cabinet 04.03.20

## BACKGROUND PAPERS

34. Letter of support from OSMC (**Annex 2**)

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