



Doncaster
Council

Corporate Plan 2020-21

Doncaster – growing together

Foreword by: Ros Jones, Mayor of Doncaster & Damien Allen, CEO

Doncaster is a huge and diverse **'place of places'** – most of its 226 square miles are rural, but the town centre is complemented by large, distinctive former mining settlements, historic market towns. Our priorities for the borough and how we deliver them must be grounded in this variety, as well as in our combined strengths, shared challenges and opportunities.

Actions taken now by the council and its partners have the **power to improve the lives** of residents people for **generations to come**, for example through the homes provided, community strengths nurtured, public transport made available, skills developed and how we reform public services.

The impact of greenhouse gas emissions on **climate change** also starkly demonstrates how previous local, national and global priorities can have profoundly damaging consequences. Doncaster has declared a **climate change and biodiversity emergency** and established a Local Commission to advise on how we achieve net zero emissions.

Crucially, the **low carbon transition** also provides major **opportunities** to improve well-being by, for example reducing energy costs and creating well-paid green-tech jobs.

Digitisation, globalisation, an ageing population and growing inequalities also demand radical new approaches to deliver lasting social, economic and environmental improvements.

Therefore, embedding longer-term **sustainability** into all that we do is a council imperative – and will shape a new 10 year Borough Strategy. This drive to be a **cleaner and greener** borough will include reviewing and improve our Environmental and Street-scene services.

The **2019 State of the Borough** assessment report highlights record levels of employment and investment, supported by a borough-wide portfolio of development projects. **Wage rates** have increased by 10% over the past 2 years which is a strong basis for improving living standards. However, too many residents are still not feeling the benefit of this success, which requires a renewed focus on building a **fair and inclusive borough**.

The agreement of a **South Yorkshire devolution deal** in January 2020 will unlock significant investment for Doncaster and we will also maximise the investment available from Town Deals and the Shared Prosperity Fund. A **Yorkshire wide devolution deal** remains the ultimate goal to deliver thousands of new jobs and homes, infrastructure and a public transport system to transform Doncaster into a **vibrant networked city**. Work to establish a Yorkshire Committee is already underway.

We must continue to support the creation of **well-paid jobs in high-value industries**, including engineering, creative, and digital, whilst ensuring our 'every-day economy' has the skilled workers it needs, particularly in health and social care.

A **University Technical College** will open in 2020 which is part of our **University City** ambitions to strengthen and diversify skills provision and the routes to work. The recently launched **Opportunities Doncaster** brings education and business together to raise awareness of the different careers and education pathways.

We have made positive progress in **early years education** and **GCSEs**, but we need to significantly improve skills at Level 3. A new **Education and Skills Strategy** will be launched in 2020 to focus our efforts on transforming lifelong learning and skills in Doncaster.

In 2020, a new cinema and a new library and museum will open in the Civic and Cultural Quarter and Doncaster is developing a dynamic **collaborative arts programme** to improve well-being.

Through major events like the **Tour de Yorkshire** and the cycling world championships, we continue to create a place where people enjoy spending time and support the promotion of **physical activity**.

House building remains strong and a **new strategic approach** to housing will enable the council to deliver an ambitious programme of new affordable council houses over a 10 year period. Levels of **homelessness** are lower than the England average and we will continue to work together to ensure nobody needs to sleep rough on our streets.

By integrating **health and care services** we are ensuring residents benefit from co-ordinated care and support, and where possible are more able to look after their own health and well-being. New **locality-based models** of support focus on early help and valuing the resources and knowledge in communities. Good progress has been made in enabling older people to **live independently** and it is encouraging that the long-term trend shows an improvement in **healthy life expectancy**.

The 3,610 residents who contributed to the '**Doncaster Talks**' consultation provided compelling feedback on the issues that matter most to them and should be borough priorities – including the environment, crime and ASB, public transport and support for community activities.

To deliver effective services and our broader **place-shaping role**, the council needs to be fit for the future. We have clear plans to **manage our resources** in 2020/21, despite reduced government funding, rising demand for services and increasing costs. However, we will have to make further difficult decisions about how services are delivered and funded.

Over the next year, the **One Council programme** will provide clarity about the type of organisation we should be and the capabilities, behaviour, technology and approaches needed. The devastation caused by the **2019 floods** remind us that our work must be **rooted in communities** and focussed on residents' lived experiences. The flood recovery will continue during 2020/21 and we will develop plans to improve the borough's **future resilience** to other major events.

With our growing **track record of delivery** and the transformational **opportunities** within our grasp, we must now set the borough on a path to a **sustainable and inclusive** step-change in well-being.

It has never been more possible.

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 four 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 £17.7m across 2020/21, 2021/22 and 2022/23. The unprecedented set of cuts and pressures faced required managers and service areas to deliver savings of £148.3m over the 5 year period 2014/15 to 2018/19 and a further £35.9m over the period 2019/20 to 2022/23.

Despite continued budget constraints, we have a clear plan to manage our resources in 2020/21 and a robust and balanced **gross revenue budget of £490.1m** is expected to be in place for 2020/21. The savings proposals and budget framework that have enabled this budget to be set are based on the Corporate Plan's six imperatives. Many of the savings proposed in the budget are a result of working more commercially, utilising technology and taking new approaches to commissioning. For example, the budget proposals include re-tendering the homelessness and substance misuse service and Healthwatch contracts; technology investments to deliver cost savings, such as chatbots to assist with customer enquiries and other savings from digital ways of working; and a more commercial approach through investments in properties and the Yorkshire Purchasing Organisation.

As well as funding high quality services for residents, the council will **continue to invest in the future of the borough** with £112.1m of capital spending estimated for 2020/21. This is part of an overall package of £307.8m 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, and create **social value** to maximise the social, economic and environmental impact of procurement to the benefits of our residents.

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.

Imperatives & Approach

Six imperatives are the focus for our transformation work:

1. **Sustainability** - to become a cleaner and greener Borough with net zero greenhouse gas emissions.
2. **Inclusive Growth** - particularly ensuring local people can access economic opportunities.
3. **Early intervention & Prevention** - through locality working which harnesses community strengths and targets services to where they are needed most.
4. **Lifelong Learning & Skills** - for inclusive growth and the overall well-being of residents.
5. **'Keeping It Real'** - understanding and responding to the lived experience of residents and communities.
6. **'Intelligence Led'** - ensuring we make the most of the insight and intelligence we have in the decisions we make.

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.
- Set a timetable to refresh the Borough Strategy by Summer 2020.

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. We will bring forward a Policy & Strategy Toolkit to support greater consistency and alignment in our policymaking

Corporate Plan 2020/21 – Delivering Our Imperatives

Imperative	We will prioritise new work to....	We will continue to....
1. Sustainability	<p>Embed Sustainability into all that we do for a cleaner and greener borough, in particular:</p> <ul style="list-style-type: none"> Respond to our Local Climate Commission recommendations. Develop a One Catchment approach to flooding resilience and implement our Flooding Recovery Plans. Bring forward a new Borough and Environment Strategy 	Review and improve our Environmental and Street-scene services we deliver.
2. Inclusive Growth	<p>Develop a new strategic approach to housing including a ten year Council house build programme</p> <p>Create the conditions for good economic growth in particular by:</p> <ul style="list-style-type: none"> Developing our place narrative - reflecting the potential of Doncaster's town centre, principal towns and major projects. Maximising the investment available, e.g. from Future High Street Fund, Town Deals, the Shared Prosperity Fund and the Sheffield City Region. 	<p>Enable people and businesses to enjoy improved prosperity by participating in a growing and productive economy.</p> <p>Embed arts, heritage and culture into our approach to well-being and economic growth.</p>
3. Early Intervention & Prevention	Develop and Implement our 'Locality Working' approach (OC).	<p>Enable people to be independent, safe and well and when services are needed, ensure they are provided to a good standard.</p> <p>Support families to be resilient and access services early when needed.</p> <p>Create conditions for healthy behaviours and in particular deliver the Get Doncaster Moving whole system approach to address physical inactivity.</p>
4. Lifelong Learning & Skills	Develop opportunities for more people to access skills that open pathways to employment and a better sense of well-being .	Continually develop our workforce with the skills necessary to deliver in an ever-changing environment (OC).
5. 'Keeping It Real'	<p>Better understand our people and places and build this into our insight, policy and decision making.</p> <p>Operate within our resources and deliver value for money (OC).</p>	<p>Continue to develop closer collaborative working with the police to reduce crime and ASB.</p> <p>Build a fair and inclusive Borough that celebrates equality and diversity.</p>
6. 'Intelligence Led'	Develop an integrated commissioning function across all services (OC).	Develop our technology to support modern, accessible customer interactions and act as a catalyst for cross council service improvement (OC).

Key: OC = One Council

Learning

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

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 20-21

We will:

- Develop opportunities for more people to access skills that open pathways to employment and a better sense of well-being.
- Develop our plans for a 'University City' that will enhance the Higher Education Offer across the Borough.
- Ensure that there is sufficient high quality education and care provision in all phases and sectors to enable all children and young people to access good provision within their local communities and enable them to achieve their full potential irrespective of disadvantage.
- Ensure that everyone engaged in supporting young people with special needs and disabilities are clear about their responsibilities and are supported and challenged to deliver them in line with the principles of early intervention and the graduated response to need.
- Have an agreed set of commissioning principles across the borough.
- Ensure that families have access to high quality advice and guidance through the Family Information Service
- As we move towards fulfilling our ambition of becoming the most child friendly borough in the country, we will ensure the voice of children and young people is central to all our decision-making and delivery of all our services. This will be delivered through the implementation of Participation Standards and the Child Friendly Doncaster Framework.

Working

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

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 20-21

We will:

- Create the conditions for economic growth and maximise investment for example by developing our town fund investment plans for Stainforth and Town Centre and taking forward our proposals under the Future high Street Fund.
- Enable people and businesses to enjoy improved prosperity by participating in a growing and productive economy.
- Deliver on-going development projects and develop the investment pipeline, in particular:
 - Urban Centre Masterplan¹
 - Integrated and sustainable transport, active travel and Smart Cities
 - DN7 Unity and the wider northern growth corridor (e.g. A1-A19 link)
 - Improving digital and transport connectivity across the borough
- Respond to the HS2 national review and the impact within the borough.
- Market the borough to investors and visitors and take destination management to the next level.
- Continue to lobby and work with government to develop a new train station at the airport.
- Develop targeted programmes to grow our existing/potential industry specialisms: Engineering & Technology; Digital & Creative; Future Mobility and Advanced Materials (e.g. for manufacturing).
- 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, for example the Working Win - Health-Led Employment Trial
- Respond to the challenges of Brexit and assess the impacts on the borough and its economy.
- Bring forward our strategy for Anchor institutions and leverage social value from inward investment.

Living

¹ <http://www.doncaster.gov.uk/services/planning/doncaster-town-centre-masterplan>

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

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.
- 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 20-21

We will:

- Create conditions for healthy behaviours and in particular deliver the Get Doncaster Moving whole system approach to address physical inactivity.

- Review and improve our Environmental and Street-scene services we deliver
- Embed arts, heritage and culture into our approach to well-being and economic growth, including opening the new library and museum and raising the profile of quality cultural opportunities and major events.
- Develop a new strategic approach to housing including a five-year Council house build programme, by delivering homes and providing housing related support especially to those who need it most.
- Embed sustainability into all that we do for a cleaner and greener borough
- Support the reduction of crime, reoffending, domestic abuse and ASB
- The Local Plan² is developed to facilitate Doncaster's economic, housing and population growth in a sustainable way.
- Consider the impacts on health in our key planning, licensing and environmental decisions.
- Help People Feel Safe through focused work with vulnerable individuals and with affected communities
- Support the partnership to reduce the impacts of poverty
- Building Better Lives with people already known to social care or community teams
- Create vibrant town centre(s) that people want to visit, work and live in.
- Support and respond to the work of the Local Commission on Climate change and biodiversity by bringing forward a new environment strategy for the Borough.
- Explore a single technology solution that will help us report and understand places across the borough better.

Caring

A borough that cares together for its most vulnerable residents

How we want to make life better for residents

² <http://www.doncaster.gov.uk/services/planning/local-plan>

- 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
- Respond to need quickly and appropriately, keeping people safe
- 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 20-21

We will:

- Develop and Implement our 'Locality Working' approach involving whole family multi agency integrated working
- Enable people to be independent, safe and well and when services are needed, ensure they are provided to a good standard.

- Support families to be resilient and access services early when needed supporting child and family development, encouraging self-care and build resilience through whole family working.
- Target prevention to build resilience with people and places most at risk of escalating needs
- Prioritising 'Home First' by working with NHS Partners so people spend less time in urgent care
- Improving Quality and Value by ensuring timely access to individually tailored services
- Act Personal using a clearer practice framework so our actions always reflect our principles
- Think Local to improve our connections with communities and partners to help joint working

Connected Council

A connected council – ready for the future.

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.

- Operate within our resources by continuing with disciplined financial monitoring and refreshing our Medium Term Financial Strategy and budget planning for 2021/22
- With the support of a new Digital Strategy, further develop our technology to support modern, accessible customer interactions and to connect people with new forms of support and with each other
- Develop an integrated commissioning function across all services
- Better understand our people and places and build this into our insight, policy and decision making
 - Ensure we have a consistent approach to policy development and implementation across the organisation
 - Develop a stronger base of intelligence that integrates new opportunities for research informing the key decisions we make.
- Work to maximise our agreed South Yorkshire Devolution deal and continue to explore a wider Yorkshire approach.
- Provide leadership to ensure the public sector provides a joint up response to the changes arising from leaving the EU
- Deliver our partnership priorities, particularly the actions in the Inclusive Growth and Community Engagement Strategies
- With the support of a revised communications and engagement strategy, continue to develop and embed effective communications with all stakeholders and increase the ability to give the right information in the right way at the right time
- Improve the 'front-door' service experience of residents by simplifying our co-ordination, providing more continuity and less hand-offs.
- Embed and promote the delivery of social value commitments with the Council's procurement and contracting activities
- Manage our corporate assets effectively to support service delivery
- Support the partnership to develop a new 10 year Borough Strategy to 2030 setting out the priorities over the long term.

Key priorities that our resources will support in 20-21

We will:

- Continue the implementation of the Workforce Strategy that equips staff with the right skills and behaviours to deliver and commission good quality services, underpinned by high standards of leadership and partnership working

Glossary of Terms

ASB

Anti-Social Behaviour

BME

Black and Minority Ethnic

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.

Devolution Deal

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

Digitisation

The process of converting information from a physical format into a digital one

DN7 Unity

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

Globalisation

The process by which businesses or other organisations develop international influence or start operating on an international scale.

HS2

High Speed Rail Two (proposed route through Doncaster).

SEND

Special educational needs and disability

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.

Social Mobility

Social mobility is the movement of an individual or group from one social position to another over time.

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.

Supply chains

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