



Doncaster Council

Report

16 February 2021

To the Mayor and members of Cabinet

CORPORATE PLAN 2021-22

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 2020/21. An updated Corporate Plan for 2021/22 is presented at **Annex 1**. It reflects the transition to a new Borough Strategy which will replace the Doncaster Growing Together (DGT) Plan. The Corporate Plan summarises:
 - Doncaster's six emerging wellbeing goals for a new Borough Strategy and the approach that will be taken to deliver them.
 - The actions the Council will take over the next year to contribute to the wellbeing goals.
 - How the Council will ensure it has the capacity to deliver its contribution to the wellbeing goals.
2. The wellbeing goals seek to build upon the successes of DGT and drive a transformation in wellbeing over the next 10 years. They mark a significant turning point in Doncaster's commitment to improve life now and for future generations, as they are guided by the fundamental need to balance the wellbeing of people with the wellbeing of the planet.
3. After the Foreword, the Corporate Plan provides a summary of the wellbeing goals. Each of the six wellbeing goals then has a specific page that captures the Directorate priorities for 2021/22 that will help to deliver them. These are followed by a 'Connected Council' section that describes how the Council will ensure it has the capacity to fully contribute to the delivery of the goals. The Borough Strategy will be submitted for approval by September 2021.

EXEMPT REPORT

4. This report is not exempt.

RECOMMENDATIONS

5. It is recommended that Cabinet:
 - a. Considers and agrees the Corporate Plan for submission to Council 1 March 2021.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. The Corporate Plan is the Council's key strategic document for directing its work towards ensuring Doncaster and its people thrive.

BACKGROUND

7. 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	

8. Over the past eighteen months, there have been seismic changes to the policy context for the Corporate Plan. In November 2019, devastating floods affected hundreds of Doncaster homes and businesses. Just as the borough was dealing with aftermath of this, at the start of 2020 the Covid-19 pandemic triggered an unprecedented health and economic crisis. In December 2020, the final report of the Climate and Biodiversity Commission set out the enormity of the effort required for Doncaster to become net carbon zero by 2040 – all of which starkly demonstrate how Doncaster is a 'place of places' in an interconnected world.
9. Within this context, there are opportunities to achieve significant and lasting improvements in wellbeing, including by:
 - Developing a more regenerative borough that renews and improves its assets, strengths and capabilities, for example by developing a circular economy that keeps finite resources in a loop of use and reuse.
 - Creating and attracting new quality 'green' jobs and businesses.
 - Working across local and regional boundaries on shared priorities with a 'one catchment' perspective, for example to reduce the risk of flooding.
 - Developing the 'foundational economy' (e.g. health and social care) and promoting health as the new wealth that can deliver multiple direct and indirect wellbeing improvements.
10. At the same time, feedback from the borough-wide 'Doncaster Talks' listening exercise has reinforced the requirement for the council to respond to the distinctive local needs, aspirations and character of our local communities

through its place shaping role and front-line service delivery. The pandemic has accelerated the transition to more agile, responsive and innovative approaches to service delivery and we have the opportunity to capitalise on them to meet the changing needs of people, places and businesses.

UPDATED CORPORATE PLAN 2021-22

11. After the Foreword, the Corporate Plan provides a summary of the wellbeing goals. The Doncaster Wellbeing Wheel below provides an overview of the wellbeing goals which collectively contribute to one central mission: *Thriving People, Places and Planet*.



12. The wellbeing goals seek to build upon the successes of DGT and drive a transformation in wellbeing over the next 10 years. They mark a significant turning point in Doncaster's commitment to improve life now and for future generations, as they are guided by the fundamental need to balance the wellbeing of people and the well-being of the planet.
13. Each of the six wellbeing goals then has a specific page, which sets out the vision, service standards (where appropriate) and directorate priorities for 2021/22 that will help to deliver the wellbeing goals. However, new actions will also need to be considered as the work on the Borough Strategy priorities progresses. The Borough Strategy will be submitted for approval by September 2021.
14. A 'Connected Council' section comes after the wellbeing goals and describes how the Council will ensure it has the capacity to fully contribute to the delivery of the goals.

OPTIONS CONSIDERED

15. Three main options were considered for the updated Corporate Plan:
- a) A plan focused on building the ‘Connected Council’ capacity to deliver quality services and an effective place-shaping role.
 - b) A plan that combines ‘Connected Council’ capacity with the actions needed to deliver the existing DGT priority themes, given that a new Borough Strategy has not yet been agreed.
 - c) A plan that combines actions which will contribute to delivering the emerging wellbeing goals, with actions to build the ‘Connected Council’ delivery capacity for the future.

REASONS FOR RECOMMENDED OPTION

16. Option ‘c’ is the recommended option as this provides a Corporate Plan that:
- Starts the transition to delivering Doncaster’s emerging wellbeing goals that reflect a number of seismic changes to the policy context for the work of the Council and its Team Doncaster partners.
 - Sets out how the Council will ensure it has the capacity to deliver its contribution to the wellbeing goals and quality services.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

17.

Outcomes	Implications
<p>Doncaster Working: 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"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>The wellbeing goals and approach to delivering them seek to build upon the successes of DGT and drive a transformation in wellbeing over the next 10 years. In particular, the ‘Prosperous & Connected’ goal.</p>
<p>Doncaster Living: 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"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster clean • Building on our cultural, artistic & sporting heritage 	<p>The wellbeing goals and approach to delivering them seek to build upon the successes of DGT and drive a transformation in wellbeing over the next 10 years. In particular the ‘Greener & Cleaner’, ‘Safe & Resilient’, ‘Skilled & Creative’ & ‘Fair & Inclusive’ goals.</p>
<p>Doncaster Learning: 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"> • Every child has life-changing learning 	<p>The wellbeing goals and approach to delivering them seek to build upon the successes of DGT and drive</p>

<p>experiences within and beyond school</p> <ul style="list-style-type: none"> • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>a transformation in wellbeing over the next 10 years. In particular, the 'Skilled & Creative' goal.</p>
<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>The wellbeing goals and approach to delivering them seek to build upon the successes of DGT and drive a transformation in wellbeing over the next 10 years. In particular the 'Healthy & Caring' goal.</p>
<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>The Corporate Plan is the key document for ensuring the Council has the capacity to deliver: quality, targeted, value for money services; build and connect community assets; and work in partnership to deliver the borough's priorities.</p>

18. Following agreement of the updated Corporate Plan, changes will be required to the Council's report templates to reflect the wellbeing goals. The Council's performance management framework will also need to be updated.

RISKS AND ASSUMPTIONS

19. The Corporate Plan marks the transition to a new Borough Strategy which will replace the DGT Plan. Work on the Borough Strategy is ongoing to develop outcomes, objectives and actions. There is a risk that the priorities in the Corporate Plan are therefore subject to change. However, the likelihood of significant changes being required has been reduced as a consequence of the following:
- The consultation on the draft Borough Strategy which has already taken place within the Council and with Team Doncaster partners. This includes St Leger Homes, the Health and Wellbeing Board and the Horizon, Policy & Design Group.
 - The Borough Strategy dovetailing with recently updated supported strategies, including the Environment and Sustainability Strategy and the Education and Skills Strategy.

LEGAL IMPLICATIONS [SF 24.12.20]

20. Whilst there are no specific legal implications arising out of the report, the programmes of activity which will deliver the Corporate Plan 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 be approved by Full Council.

FINANCIAL IMPLICATIONS [MS 24.12.20]

21. The financial implications of the priorities and actions in the Corporate Plan are contained within the Revenue, Capital and Housing Revenue Account 2021/22 budget reports that will be considered by Council in March 2021. As specific actions and programmes of activity are developed further, more specific financial implications will be provided in relevant reports.

HUMAN RESOURCES IMPLICATIONS [RH 07.01.21]

22. 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 07.01.21]

23. Technology is an essential enabler to support the delivery of all services together with the wellbeing goals and key deliverables 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. 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 [CT 6.1.21]

24. 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

25. Local authorities can play a significant part in creating healthy communities and addressing unequal patterns of poor health and wellbeing. The Corporate Plan plays a key role in setting the conditions to improve health and wellbeing 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 improving health and wellbeing and assures that inequalities in the wider determinants of health and patterns of ill health are not increased. On-going observation 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 will provide on-going support and advice in this area.

EQUALITY IMPLICATIONS [AP 13.01.21]

26. 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

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

- Directors - 18 Jan
- Executive Board - 26 Jan
- Informal OSMC - 29 Jan
- Formal OSMC - 11 Feb

28. The Plan will then be submitted for approval to:

- Cabinet - 16 Feb
- Council - 1 March

BACKGROUND PAPERS

29. None.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

- DGT - Doncaster Growing Together
OSMC - Overview & Scrutiny Management Committee
SCR - Sheffield City Region

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