



Doncaster  
Council

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# Corporate Plan 2021-22

*Thriving People, Places & Planet.*

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# Foreword

Ros Jones, Mayor of Doncaster & Damian Allen, CEO

**The year 2020 tested the resilience of Doncaster people to breaking point.**

Whilst Doncaster was recovering from the devastating impact of the **2019 floods**, the **COVID pandemic** created an unprecedented **health and economic crisis**.

Within days of the first lockdown, we put a **response plan** in place to support residents and businesses.

We have **persevered, innovated and delivered** for our communities as part of an incredible Team Doncaster effort to save lives, provide care and stop the virus spreading.

Team Doncaster and Sheffield City Region (SCR) colleagues have worked tirelessly to get **financial support** out to those whose businesses and livelihoods have been affected.

We have rapidly developed **new approaches** to co-ordinate support and advice, for example through Community Hubs and the Employment Hub.

Despite the pandemic, it was also **a year of delivery** with **new homes being built** across the borough and **major projects** coming to fruition – supporting jobs, leisure, culture and learning. The Danum Gallery, Library and Museum, a new cinema and restaurants and a University Technical College are all due to open in 2021. The new railway station forecourt creates an impressive gateway into the town and urban centre master planning is inspiring **bold new plans** for developing prime sites like the Waterfront.

**Responding to, and recovering from the pandemic will be our priority in 2021.**

This includes continuing to roll out the **Test, Track and Trace** programmes and supporting NHS **mass local vaccinations**, which are a great cause for optimism.

Helping **residents get back to work**, alongside **supporting businesses** to survive the pandemic and thrive as Doncaster emerges from it, remain key priorities. We have seen sharp rises in the **claimant count** and **sectors** reliant on face-to-face interactions, like hospitality and leisure, have been badly affected by the loss of trade. Most businesses have experienced reduced demand and supply chain disruption.

At the same time, we must also **continue to deliver essential services** to support our communities, our businesses and our more vulnerable residents.

**In 2021 a sense of hope for the future will come more clearly into view.**

The pandemic is still amongst us and its legacy will be felt for years to come, but we have worked with our Team Doncaster partners to plan Doncaster's **longer-term recovery and resurgence**.

A **new Borough Strategy** will be launched in 2021, framed around **six wellbeing goals** which seek to balance the wellbeing of people and places with the wellbeing of the planet, recognising that Doncaster is part of an interconnected world. This **Corporate Plan starts the transition** to the new Borough Strategy.

We will step up Doncaster's response to the **climate change and biodiversity** crisis to create a sustainable borough that is a beacon for decarbonisation, green jobs and greenspace. The report of the Doncaster Climate and Biodiversity Commission and a new Environment and Sustainability Strategy are major milestones in the borough's drive to tackle this profound and pressing challenge.

Alongside this, we will seize every opportunity to create a more **prosperous, skilled, creative, healthy and resilient** borough. We will learn from the COVID lockdowns which have shown there are choices in how we organise and balance work, education and home life and how we design buildings and urban spaces.

The pandemic has **worsened inequalities** in society, for example for vulnerable people with underlying **mental and physical health** conditions and other risk factors. Now, more than ever, all of our efforts need to be underpinned by a vigorous, relentless approach to equalities and **tackling deprivation** with the goal of creating a **fair and inclusive borough**.

### **It is almost four years since the launch of the Doncaster Growing Together (DGT) Plan.**

This marked the collective **commitment of Team Doncaster** to create a thriving place to live, learn, care and work. Successes include the:

- Award winning Complex Lives programme which is tackling homelessness.
- Get Doncaster Moving programme to increase physical activity.
- Integration of health and care to support the most vulnerable and enable people to live independently.
- Working Win health-led employment trial, providing support for employment and in-work progression.

This improved partnership working has been crucial to the effectiveness of the response to the pandemic and the new Borough Strategy will build upon DGT's achievements.

### **We have strategic opportunities to achieve significant borough-wide change.**

This includes the chance to:

- Develop a **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.
- Create and attract a significant number of **new green jobs and businesses** and use a fair and just green revolution to address challenges like unemployment, poverty and health inequalities.
- Work in partnership across regional boundaries with a **'one catchment'** perspective, for example to reduce the risk of flooding.
- Develop the **'foundational economy'** which produces essential goods and services (e.g. health and social care) and promote health as the new wealth, which is valuable in its own right and also contributes to a thriving economy and place.

### **Our focus also needs to be local.**

Doncaster is a diverse **'place of places'** and we must respond to the distinctive needs, aspirations and character of our communities as reflected within the **'Doncaster Talks'** feedback. We need to work closer with communities, revitalise civic engagement and build on **local assets and strengths** to improve wellbeing.

Our approach needs to be **intelligence-led**, to enable the targeting of resources to where they are most needed and **whole-system**, in order to tackle interconnected challenges and to support people before they tip into crisis.

### **The pandemic has placed unprecedented stress on council services and resources.**

We have incurred additional costs and lost income and although additional funding from the Government has helped, the future financial position remains uncertain. Despite this, the Council has still set a **three year balanced budget** whilst maintaining investment in the borough and protecting our most vulnerable residents.

We will ensure Doncaster benefits from the Government's **'levelling up' agenda**, building on successes like the SCR Devolution Deal that provides £30m for each of the next 30 years for the region.

We will continue to develop the skills and capabilities to be a **Connected Council** ready for the future.

### **The pandemic has highlighted the best of Doncaster.**

We have seen compassion, community spirit, innovation and resourcefulness in abundance.

Let's ensure this is a lasting legacy that supports one central mission: **Thriving People, Places and Planet.**

# Doncaster Wellbeing Goals

This Corporate Plan summarises:

- Doncaster’s emerging wellbeing goals for a new Doncaster Borough Strategy and how they will impact on residents, communities, businesses and the environment.
- The actions the council will take over the next year to contribute to the wellbeing goals.
- How the council will ensure it delivers quality services - as measured by service standards.
- How the council will continue to develop the capabilities, resources, technology and knowledge needed to be an effective ‘Connected Council’ that works with partners to improve wellbeing.

## Doncaster Wellbeing Wheel

The Wellbeing Wheel opposite shows the **six emerging wellbeing goals** for a new Borough Strategy.

The **overall mission** is: *Thriving People, Places & Planet.*

To achieve this, the **goals sharpen the focus** on a number of key imperatives, including:

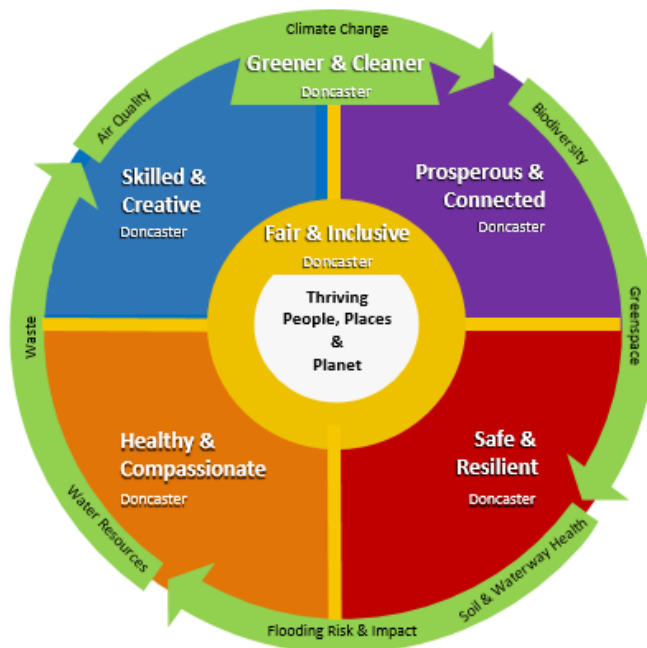
- Improving skills and supporting creativity.
- Improving the safety and resilience of people and business to challenges like pandemics.
- Developing a more compassionate approach to improving health and wellbeing.
- Developing an economy that provides good, well paid jobs and connecting residents to them.

The ‘Greener & Cleaner’ outer circle prioritises:

- The need to consider the impact on the local and global environment in all we do.

The ‘Fair & Inclusive’ inner circle provides a focus on:

- Tackling inequalities and improving social mobility.



## Wellbeing Goals – Vision

Goal	Vision
<b>Greener &amp; Cleaner</b> Doncaster	A borough that takes every opportunity to protect and improve the local and global environment to improve wellbeing.
<b>Prosperous &amp; Connected</b> Doncaster	A stronger, greener and fairer economy that provides good, well paid jobs and is supported by improved transport, active travel and digital infrastructure.
<b>Safe &amp; Resilient</b> Doncaster	Residents feel safe and communities are more resilient to challenges and emergencies.
<b>Healthy &amp; Compassionate</b> Doncaster	A Compassionate Doncaster that improves the conditions and opportunities for better health and how we care for our most vulnerable residents.
<b>Skilled &amp; Creative</b> Doncaster	Residents have improved skills and a creative culture supports wellbeing, business success and solutions to the borough’s challenges.
<b>Fair &amp; Inclusive</b> Doncaster	A borough with reduced inequalities and improved access for all to social and economic opportunities.

## Wellbeing Goals – Approach

Delivering the wellbeing goals will require innovation, new perspectives and new ways of working.

The chart opposite includes the key approaches that must guide how we improve wellbeing.

They are essential if we are to achieve long-term improvements.

Many of these approaches are already being taken and the requirement now is to embed and mainstream them.

Their relative importance will vary depending on the particular actions, projects or programmes being developed; but they should all be considered.

These are imperatives, but they do not exclude other approaches.



### **New ways of doing things - to improve the future**

- Supporting innovation and behaviour change - to move from 'business as usual' to new approaches to improving wellbeing.
- Using the 'Three Horizons' model to develop a vision and consider the innovation required to achieve it.

### **Regenerative development**

- Pushing beyond sustainability (i.e. 'doing no harm') to regenerative development that renews and improves, including our biodiversity and waterways. Also moving from a linear 'take-make-dispose' economic system to a circular one that keeps finite resources in a loop of use and reuse.
- 'One catchment' joint working across boundaries, e.g. to consider whole river systems and flood risks.

### **Working closer with communities**

- Place-based collaborative working to improve wellbeing.
- Asset-based community development, building on distinctive local strengths and opportunities.

### **Shared responsibilities - locally and regionally**

- Residents, businesses and organisations all contributing to improvements in wellbeing.
- A leading role for Team Doncaster's anchor institutions.
- Working with regional partners, including those in the SCR, to deliver shared priorities.

### **Intelligence led interventions**

- Using data to understand the factors driving relatively poor outcomes for different population groups and communities.
- Combining different local data and insights to target services and interventions.
- Using data to measure the impact of interventions on the wellbeing goals.
- Broadening access to information, knowledge and emerging technologies.

### **Whole life, whole system integration**

- Considering all life stages and the transitions between them - starting well, living well and ageing well.
- Integrating whole systems and considering the relationships and trade-offs between different actions.
- Early intervention and prevention - identifying and addressing concerns, risks and opportunities early.

# Greener & Cleaner

*A borough that takes every opportunity to protect and improve the local and global environment to improve well-being.*

## What the Council needs to do well

- Support more people to recycle and to reduce waste.
- Regularly clean the streets and roads, removing litter, detritus, fly posting, graffiti and fly tips.
- Protect, maintain and enhance green spaces, for example by cutting the grass in a timely manner.

## Key priorities that our resources will support in 21-22

We will:

- Continue to implement recommendations from **Doncaster's Climate & Biodiversity Commission** and the **Environment & Sustainability Strategy** as appropriate, covering actions relating to:
  - The natural environment.
  - The built environment, including designing and starting to deliver a long-term borough-wide **Housing Retrofit programme**. Net zero carbon funding is provided in the 2021/22 budget for more energy efficient buildings.
  - The economy and green technology.
  - Sustainable consumption, education and behaviour change.
- Deliver **Biodiversity Net Gain** – to ensure developments become more ecologically sustainable.
- Support the **low-carbon transition**, to ensure the benefits of acting on climate change are shared widely and the costs of a sustainable transition do not fall on those least able to pay, or whose livelihoods are most at risk as the economy changes.
- Commence the rollout of **electric vehicle charging infrastructure** for the council's ultra-low emission transport fleet.
- Invest in the **public estate to reduce carbon emissions**.

- Continue to implement the **Environment Services Improvement Plan** with a focus on short-term operational improvements (getting the basics right) and longer-term transformational change. This includes actions covering:
  - A rapid response to COVID public health risks from fly tipping and littering.
  - Moving to a 'needs-based' approach to Street Scene operations.
  - Establishing three Area-Based 'Rapid Response' teams.
  - A trial of naturalising areas of green space across the borough.
  - Increasing the number of Green Flags awarded to Doncaster's parks from three to four.
  - Planting new trees across the Borough.
- Continue to **operate environment services in a safe and risk-based way**, in line with national and organisational guidance and approaches regarding COVID.
- Continue to improve the use of **data and supporting IT systems** to inform service planning, delivery and management within Environment Services.

# Prosperous & Connected

*A stronger, greener and fairer economy that provides good, well paid jobs and is supported by improved transport, active travel and digital infrastructure.*

## 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 business growth and investment (indigenous and inward), targeting key employment sectors.

## Key priorities that our resources will support in 21-22

We will:

- Move the **Local Plan** forward to adoption.
- Deliver **major projects** and review contracts for future resilience.
- Progress initiatives such as **Town Deals** and the **High Streets recovery programme** to support the changing nature of retail, leisure, home working etc.
- Contribute towards shaping local and regional **economic recovery plans** – this includes through actioning a **town centre recovery plan**, maximising opportunities to improve connectivity, transport, network resilience and air quality.
- Support local Doncaster companies to **safeguard local jobs** and to cope with the changing national COVID legislation and guidance.
- Scale up and refocus existing programmes through targeted funding to speed up the pace of **support for residents impacted by COVID**, e.g. Advance, Launchpad, RISE Programme and South Yorkshire Futures.
- Support residents and businesses to access and utilise **superfast broadband**.
- Agree a joint plan with public sector partners to deliver **better use of our assets** and new assets for our communities.

- Implement our accelerated **New Homes Delivery Plan**, including well designed, highly energy efficient new council homes.
  - Design and start to build new council homes on 10 sites across Doncaster (Phase 1 & 2 of the Council House Build Programme).
  - Develop Phase 3 (2020-2025) of the Council House Build Programme, which aims to build more than 300 new homes across the borough over the five year period.
  - Support our local Housing Associations to develop more affordable homes, including older people's housing and other specialist homes.
- Evaluate the potential options for delivering **mixed tenure developments**, that have a mixture of **affordable homes** for rental and purchase.
- Maximise **active travel opportunities** and increase modal shift through participation in walking and cycling.
- Continue to push for a **train station at Doncaster Sheffield Airport**
- Work to maximise our agreed **South Yorkshire Devolution deal** and continue to explore a wider Yorkshire approach.
- Provide leadership to ensure Team Doncaster considers the opportunity and challenges arising from the UK's **EU exit**, including:
  - Harnessing the opportunities that the EU transition will bring
  - Supporting businesses to improve their trading position and growth their businesses in a post COVID environment.
- **Maximise external funding** including:
  - 'Levelling up' funds from the Government.
  - Shared Prosperity funding.



# Safe & Resilient

*Residents feel safe and communities are more resilient to challenges and emergencies.*

## What the Council needs to do well

- Encourage and educate people on road safety.
- Maintain the roads to appropriate standards across the borough.
- Deal with identified dangerous/nuisance trees.
- Deal with housing hazards, resolving any issues quickly.

## Key priorities that our resources will support in 21-22

We will:

- Continue with **flood mitigation projects** and embed **lessons learned** to ensure robust response and recovery from **flooding emergencies** in the future.
- Develop a new **strategic approach to housing** which will include:
  - A renewed focus on poor property condition in the private sector.
  - Support for households in danger of losing their home due to COVID economic impact.
  - Ensuring homes managed by St. Leger are modern, decent, safe and energy efficient.
- Deliver safe, high quality **front-line services for children and families**.
- Support, quality assurance, and constructive collective challenge across the **Children's Safeguarding Partnership** to ensure an effective safeguarding system in Doncaster.
- Increase the **resilience of the Children's Safeguarding Partnership** through improving:
  - Early intervention and prevention.
  - The 'front door' model.
  - Multi-agency practice.
  - Intelligence-led performance management.
  - Governance.

- Ensure delivery of **high quality safeguarding services** for children, young people and their families through effective contract management of **Doncaster Children's Services Trust**.
- Explore implementing a **contextual safeguarding approach** that supports the localities delivery model, with an emphasis on place based discussions through **Local Solution Groups**.
- Embed **whole family working for the safeguarding of children**, in particular those deemed vulnerable and living in households where there are vulnerabilities, e.g. domestic violence, mental health and substance misuse.
- Help people feel safe through **focused work with vulnerable individuals** and affected communities.
- Continue to work closely with the **police and prisons** to tackle crime, in particular **domestic abuse**.

# Healthy & Compassionate

*A Compassionate Doncaster that improves the conditions and opportunities for better health and how we care for our most vulnerable residents.*

## What the Council needs to do well

- Work with communities to improve people's well-being
- Encourage more people to take up NHS health checks.
- 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 21-22

We will:

- **Minimise the impact of COVID** on Doncaster people, families, communities and institutions through effective COVID control arrangements, with a focus on BAME communities, those vulnerable to poverty, homelessness, unemployment, abuse and discrimination. This includes using intelligence to ensure hard to reach groups access COVID testing and vaccinations.
- Support the borough's **recovery and renewal following COVID** by developing Asset Based Community Development, locality commissioning and the foundational health and wellbeing system, with a focus on BAME communities, those vulnerable to poverty, homelessness, unemployment, abuse and discrimination
- Create the **conditions for healthy behaviours** and in particular deliver the **Get Doncaster Moving** whole system approach to address physical inactivity, including park developments and the leisure facilities developments.

- **Improve population physical and mental health and reduce health inequalities** through strategic commissioning and the creation of key partnerships, including with the NHS, businesses, research organisations, and the Voluntary, Community, Faith and Social Enterprise sector.
- Revise the **Health in All Policies** approach including the consideration of health in our key planning, licensing and environmental decisions.
- Review the capacity and capability of the **public health function** (and Council) in light of expected changes to Public Health England and the likely increased demands this creates, including the need to be ever more evidence informed and research led.
- **Build better lives** with people already known to social care or community teams.
- Enable **people to be independent, safe and well** and when services are needed, ensuring they are provided to a good standard.
- Target **prevention to build resilience** with people and places most at risk of escalating needs.
- Prioritise **'Home First'** by working with NHS partners so people spend less time in urgent care.
- Improve 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.
- **Simplify and coordinate services** so that people get more continuity and fewer hand-offs.
- Develop **information, advice and guidance**, so that there is an increased ability to give the right information in the right way at the right time.
- Develop the vision, ambition and principles for our partnership approach to **early intervention and prevention for vulnerable families and communities**, with a clear plan to support an offer that delivers sustainable outcomes for families, starting with children and families and moving to an all age integrated offer.
- Develop a new strategic approach to housing which will include:
  - Further improvement of **homelessness** prevention and the housing options for homeless people.
  - **Working with our communities** to help make homes healthier and safer.

# Skilled & Creative

*Residents have improved skills and a creative culture supports well-being, business success and solutions to the borough's challenges.*

## What the Council needs to do well

- Support schools and Early Years settings to deliver 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.
- Work in partnership with educational settings and communities to integrate cultural opportunities into the local offer.

## Key priorities that our resources will support in 21-22

We will:

- Implement a new long-term **Education and Skills Strategy** to refocus and extend the borough-wide lifelong learning offer, and to improve outcomes.
- Support positive learning outcomes in 'the Basics' through implementing targeted **Reading and Maths strategies**.
- Ensure all children and young people are well-prepared for all ages and stages, through embedding an **all-age approach to transitions**.
- Continue to develop our **University City prospectus** to enhance the 'hybrid' Post-16 education offer across the borough.
- Embed the work of the **Social Mobility Opportunity Area Programme** as it comes to an end.
- Ensure that all people engaged in supporting **learners with special educational needs and disabilities** are clear about their responsibilities and that they deliver these in line with the principles of early intervention and the graduated response to need.

- Support the **wellbeing and curriculum needs of educational staff** and learners through the COVID pandemic, the wider reopening of educational settings transition and beyond.
- Collaboratively work with partners to **support the economic response to COVID** by increasing opportunities for adult learning and re-skilling and promoting **digital literacy**.
- Work collaboratively to establish a **Talent and Innovation Ecosystem** for Doncaster that deepens relationships and pathways between the education and employment sectors.
- Work with partners to develop a new **Culture Strategy** which supports the post-COVID recovery of the cultural sector, raises the profile of culture across the borough, and supports our wider plans for education, skills, wellbeing and economic growth.
- Capitalise on the **new library and museum** and maximise the long-term opportunities of this significant asset.

# Fair & Inclusive

## ***A borough with reduced inequalities and improved access for all to social and economic opportunities.***

The achievement of this vision depends upon the extent to which it shapes the development and delivery of other wellbeing goals and the Connected Council Theme. This is reflected in the ‘Key Priorities’ section below.

### **What the Council needs to do well**

- As an employer, be open and inclusive and champion diversity.
- As a service deliverer, ensure services are shaped by Equalities, Diversity and Inclusion (EDI) objectives and we target resources to where they are most needed.
- As a community leader, support Team Doncaster to take a relentless approach to equalities, tackling deprivation and supporting residents to maximise their income.

### **Key priorities that our resources will support in 21-22**

We will:

- Work with Team Doncaster partners to **develop the Fair and Inclusive wellbeing goal** as a mechanism for supporting and constructively challenging all other goals. For example by:
  - Establishing and communicating the borough’s ambitions and approach to reducing inequalities.
  - Supporting the Inclusion and Fairness Forum to develop and deliver EDI objectives, including by considering equalities best practice.
  - Providing equalities data and intelligence to inform policy development and to assess the impact of actions.
- Apply the **Fair and Inclusive ‘lens’** to the other goals and the ‘Connected Council’ theme to identify:
  - Priorities that are particularly important to achieving the vision - examples of this are provided in the table opposite.
  - Opportunities to join together similar priorities from across the goals that could be better co-ordinated as a package to reduce inequalities.

Goal/Theme	Priorities to deliver the ‘Fair & Inclusive’ goal
<b>Greener &amp; Cleaner</b>	<ul style="list-style-type: none"> <li>• Support the low-carbon transition - to ensure the benefits of acting on climate change are shared widely and the costs of a sustainable transition do not fall on those least able to pay.</li> </ul>
<b>Prosperous &amp; Connected</b>	<ul style="list-style-type: none"> <li>• Support for residents impacted by COVID through Advance, Launchpad, the RISE Programme and South Yorkshire Futures.</li> </ul>
<b>Safe &amp; Resilient</b>	<ul style="list-style-type: none"> <li>• A renewed focus on poor property conditions in the private sector.</li> <li>• Support for households in danger of losing their home due to the COVID economic impact</li> <li>• Embed whole family working for the safeguarding of children, in particular the most vulnerable.</li> <li>• Help people feel safe through focused work with vulnerable individuals.</li> </ul>
<b>Healthy &amp; Compassionate</b>	<ul style="list-style-type: none"> <li>• Minimise COVID’s impact and support the borough’s recovery and renewal from it – with a focus on BAME communities, those vulnerable to key factors e.g. poverty, unemployment and discrimination. This includes using intelligence to ensure hard to reach groups access COVID testing and vaccinations.</li> <li>• Improve population health and reduce health inequalities</li> </ul>
<b>Skilled &amp; Creative</b>	<ul style="list-style-type: none"> <li>• Embed the work and achievements of the Social Mobility Opportunity Area Programme.</li> <li>• Ensure that all people engaged in supporting learners with special educational needs and disabilities are clear about their responsibilities and deliver these, in line with the principles of early intervention and the graduated response to need.</li> </ul>
<b>Connected Council Theme</b>	<ul style="list-style-type: none"> <li>• Better understand our people and places and build this into our insight, policy and decision making.</li> <li>• Maximise the use of innovation technology and digital ways of working to support modern, accessible customer interactions.</li> </ul>

# Connected Council

## *The capacity to deliver for the future.*

We will continue to develop the **capabilities, resources, technology and knowledge** needed to innovate in how we deliver services and work with communities and partners to improve wellbeing.

## 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 £18.9m across 2021/22, 2022/23 and 2023/24. This comes on top of a long period of annual budget cuts. The Special Interest Group of Metropolitan Authorities (SIGOMA) has calculated that the average reduction in council core revenue spending power between 2010/11 and 2019/20 was 18.4% nationally but that the reduction for Doncaster was 26.2%

Despite continued budget constraints, we have a clear plan to manage our resources in 2021/22 and a robust and balanced **gross revenue budget of £503.5m** is expected to be in place for 2021/22. The savings proposals and budget framework that have enabled this budget to be set are driven by Doncaster's six wellbeing goals and Directorate priorities that will help to deliver them. Many of the savings proposed in the budget are a result of working more commercially, utilising technology and taking new approaches to commissioning. We will continue to explore opportunities to reduce costs and increase revenue generating options during 2021/22 by: increasing productivity and removing waste; delivering savings through transformation in a multitude of ways; and managing the demand for services through a range of targeted measures.

As well as funding high quality services for residents, the council will **continue to invest in the future of the borough** with £107.7m of capital spending estimated for 2021/22. This is part of an overall package of £341.3m of investment to 2024/25 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.

## Programme & Performance Management

To support the delivery of the wellbeing goals Team Doncaster already has:

- A streamlined **operating model** with new boards and support groups.
- A **programme management** approach to the delivery of priorities.
- Quality of life **indicators** to measure overall success. These will be updated as part of the development of a new Borough Strategy.

Further changes will be implemented once the new Borough Strategy has been agreed, including ensuring the assessment of progress towards delivering the goals considers all contributions from across council Directorates and partner organisations.

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

- The Council's progress in delivering its **contribution to borough priorities**, captured in quarterly monitoring reports to the council's leadership.
- The latest data for **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.

## 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.
- 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 21-22

We will:

- Support the work to develop and implement the **new Borough Strategy** and Team Doncaster's partnership operating model
- 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, partnership working, and safe working practices.
- Ensure the **Medium Term Financial Strategy** provides adequate resources to deliver on corporate priorities. Also that it is sufficiently flexible to respond to the unprecedented financial volatility in the short term and provides a sustainable funding strategy for the longer term.
- Maximise the use of **innovation technology and digital ways of working** to support the delivery of all priorities, service delivery and modern, accessible customer interactions.
- Better **understand our people and places** and build this into our insight, policy and decision making.
- 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.

- Support local democracy and the **2021 Local Elections** in a COVID compliant environment
- Implement **service restarts in Economy and Environment** and the stepping up of service provision in a safe and risk-based way, in line with national and organisational COVID guidance.
- Continue to build upon the ongoing **lessons learned from the response and recovery** from the COVID emergency, to develop more agile, responsive and innovative Economy and Environment service offers.
- Implement the **Buildings Recovery Plans** to support the timely stepping up of service provision across the borough
- Deliver refreshed **Responsive Asset Management Plans** for Directorates to inform the effective use of assets in supporting service delivery.
- Ensure that all the **corporate functions of the Learning and Opportunities Directorate** are closely monitored and delivered on time, including the effective implementation of the **Doncaster Integrated People Solution (DIPS) programme** and on-going business contingency planning.

# Glossary of Terms

## **Advance**

A programme funded by the European Regional Development Fund, operating under the Doncaster Employment Hub as a single gateway to streamline access to employment, skills, enterprise information and support.

## **Biodiversity Net Gain**

An approach which aims to leave the natural environment in a better state than beforehand.

## **Complex Lives**

Integrated partnership team working 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.

## **Home First**

An NHS funded service that supports those who are discharged from hospital, for example with care visits to provide support with everyday activities, like getting washed and dressed and preparing hot drinks and meals.

## **Launchpad**

A programme, funded by the European Regional Development Fund which provides support to pre-start and new businesses (trading up to three years) in the SCR. Doncaster Chamber delivers the Launchpad programme for Doncaster residents and businesses, in conjunction with Doncaster Council.

## **RISE Programme**

This supports small and medium sized enterprises (SMEs) to grow through the employment of graduate talent. RISE is delivered through a well-established collaboration of the region's local authorities, universities and a specialist private sector delivery partner working together to provide the tailored support businesses need

## **Sheffield City Region**

A diverse and connected economy bringing together Sheffield, Barnsley, Rotherham and Doncaster. It comprises a Mayoral Combined Authority, headed by an elected Mayor and a Local Enterprise Partnership. The organisation works at a regional level to deliver business growth, improved skills and economic development.

## **Social Mobility**

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

## **Social Value**

A 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.

## **South Yorkshire Futures**

A programme, convened by Sheffield Hallam University and backed by the Department for Education, which contributes to the national social mobility agenda through raising attainment and progression for pupils across South Yorkshire.

## **Supply chains**

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

## **'Three Horizons' model**

A tool for thinking about the future. It helps groups identify which of the dominant 'business as usual' approaches are no longer fit for purpose, how emerging trends/innovations can shape the future, and what action is needed to embrace them to move towards a new vision for the future.