



# Doncaster Council

## Report

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To the Chair and Members of the Overview and Scrutiny  
Committee (OSMC)

Date: 19.08.21

### DONCASTER DELIVERING TOGETHER (DDT)

Relevant Cabinet Member(s)	Wards Affected	Key Decision
All	All	Yes

### EXECUTIVE SUMMARY

1. This report seeks comment on a new Borough Strategy - 'Doncaster Delivering Together' (DDT) - and delivery programme up to 2030. This is the next chapter in our journey, setting out our recovery and a confident, bold ambition for Doncaster's future. It set out a central mission for **Thriving People, Places and Planet** which balances the well-being of people and places with the planet
2. It is a partnership strategy, requiring inputs and collaboration from across the whole of the Council and from a wide range of public services, voluntary and community organisations, residents and the business community. It is designed to target everyone's attention and resources on the issues that matter most to Doncaster's present and its future.
3. It proposes **new ways of working** that respond to local needs and opportunities, seeks to reduce inequalities and improve people's well-being. There are six well-being goals that set out the vision for our future:-
  - Greener and Cleaner Doncaster
  - Skilled and Creative Doncaster
  - Prosperous and Connected Doncaster
  - Safe and Resilient Doncaster
  - Healthy and Compassionate Doncaster
  - Fair and Inclusive Doncaster
4. In order for us to deliver this longer-term vision, eight cross-cutting priorities (the 'Great 8') will drive the delivery of the work. Behind each of these priorities will be an action plan that sets out some high level deliverables that can be monitored and reported upon via Council and partnership performance management mechanisms.

5. A draft Executive Summary has been developed to ensure everyone can access and understand what we are trying to achieve. This will be presented for approval at Council on 23rd September 2021. This will be supported by a cross-partner communication and media strategy.

## **EXEMPT REPORT**

6. Not applicable

## **RECOMMENDATIONS**

7. It is recommended that OSMC comment upon and confirm support for the Doncaster Delivering Together approach, which will be for considered at Cabinet on 8th September 2021 and then Full Council on 23rd September.

## **WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

8. The principal mission of Doncaster Delivering Together is to have thriving people, places and planet that balances the well-being of all of these to create the kind of borough we want in the future. Bringing this to reality is a shared responsibility between public agencies, businesses, residents and the voluntary, community and faith sector. This strategy sets out how we can improve the well-being of residents whilst also improving the environment we hold for future generations.

## **BACKGROUND**

### **Why are we setting out a Borough Strategy to 2030 now?**

9. The existing Borough Strategy, Doncaster Growing Together, was agreed in 2017 and expires in 2021. It set out four key themes for delivery – Living, Learning, Working and Caring and a set of deliverables for each of these themes.
10. Furthermore the next decade present massive opportunities and challenges not only for Doncaster, its people, places and businesses but for the whole planet. Our ability to respond to challenges such as how we tackle climate change and how we build back fairer and better from COVID will be key for the 2020s - having a plan now to set the direction puts Doncaster in the right position to respond in a positive and proactive way.
11. The new strategy provides a sense of shared direction bringing clarity and purpose to councillors, staff, partners, businesses and our communities, about the direction of the borough. Its title ‘Doncaster Delivering Together’ reflects the emphasis on ‘getting things done’ and a whole system approach to delivery.
12. Setting out the DDT Strategy now enables us to align our policy and budgetary planning cycle, with our partners in Team Doncaster, to jointly agreed goals over the longer term.

### **The Improvement Journey**

13. Doncaster had made several key improvements leading up to the pandemic including:

- A £1.623bn (+35%) increase in GVA in five years (2013-2018) taking the total to £6.325bn.
- The business base grew from 6,705 to 9,050 (+35%) in five years (2014-2019)
- Over the five years to December 2019, Doncaster's Claimant Count rate fluctuated in a range between 2.4% and 3.7% and was marginally above the Yorkshire and Humber rate - by between 0.2 and 0.9 percentage points (pp) and England - by between 0.5 and 1.5 pp.
- The employment rate hit record highs and in June 2019 stood at 73.9% with 142,500 in work. This rate was marginally higher than the Yorkshire & Humber average (73.8%).
- Pupils reaching a Good Level of Development at Early Years Foundation Stage increased by +2.3pp in the three years to 2019 and the rate was above the national average by 0.7pp.
- The gap to the national average for Average Attainment 8 scores had started to close: from -3.2 to -2.8.
- Over 1,000 net homes were delivered for five years in a row (2015/16 - 2019/20). 2018/19 was a record year with approximately 1,327 net new homes built.
- Wage rates increased so that in 2020 the average Doncaster wage (£563 Weekly) was higher than the regional average
- Key capital projects were delivered delivering benefits across the borough for example, Great Yorkshire way, a new University Technical College (UTC), the new Railway Station Forecourt and the new Danum Gallery, Library and Museum.

14. However the disruption of the pandemic has really shone a light on inequalities and disrupted the progress we have made up to 2020. In addition the journey of recovery for the economy, residents, communities and public services as we learn to live with COVID may be a long and uncertain one.

### **How has the strategy been developed?**

15. There has been some excellent work by international organisations and various research that we have drawn upon to shape how we have approached the formation of DDT, including:

- Doughnut Economics<sup>1</sup> – we have used this work to shape the well-being goals and 'well-being essentials'. Also this work has helped to set out the balance between the well-being of people and places with the planet.
- The Welsh wellbeing goals – which are enshrined in the Well-being of Future Generations Act 2015<sup>2</sup>.
- United Nations Sustainable Development Goals (SDGs)<sup>3</sup> – we have used the SDGs as a cross check to ensure we have coverage in our indicators and that what we are trying to achieve in Doncaster contributes to wider international goals by 2030.
- Marmot (Build Back fairer)<sup>4</sup> – We have used the principles contained within this work to shape our approach to a fairer and inclusive Doncaster

<sup>1</sup> <https://www.kateraworth.com/doughnut/>

<sup>2</sup> <https://gov.wales/well-being-of-future-generations-wales>

<sup>3</sup> <https://sdgs.un.org/goals>

<sup>4</sup> <https://www.instituteofhealthequity.org/resources-reports/build-back-fairer-the-covid-19-marmot-review>

16. We have been listening and working closely with partners, residents and businesses to understand better the reality of life across the borough. Examples of this include:

- Doncaster Talks 2019 & 2020 – extensive surveys that have engaged people on the improvements and the hopes for the future of the borough.
- A specific Doncaster Talks survey for the DDT Strategy.
- Engagement with partners – this has taken place in a variety of forms from visiting formal boards to specific individual conversations with all Team Doncaster (TD) Partners
- Engagement on recent key strategies;
  - Environment & Sustainability Strategy (2021) – a survey and series of focus groups engaging people on their views on how we tackle climate change and improve our local environment for the better.
  - Education and Skills 2030 Strategy (2021) – a series of workshops with practitioners and stakeholders on how we shape our skills and education system for the future.
  - Housing Strategy (2021) – a Series of workshops to better understand the housing market and current issues.
- National Surveys that have allowed us to understand Doncaster better, for example the Make Your Mark Survey 2020 which showed the views of young people across the borough.
- The engagement on big projects, for example the Town Deal in the Town Centre and Stainforth, which we have used to shape some of the actions sitting behind our priorities.
- Discussions with regional partners in the South Yorkshire Mayoral Combined Authority (MCA) to ensure alignment with the Strategic Economic Plan<sup>5</sup>
- Engaging the Doncaster Citizens Panel<sup>6</sup> through a survey and three focus groups, including one specifically with young people, to get their views on what we were proposing as part of the DDT Strategy.
- Specific focus groups with;
  - Voluntary Action Doncaster and representatives from the Voluntary, Community and Faith Sector
  - The Inclusion and Fairness Forum
- Sessions to shape the well-being goals throughout 2020, including with:
  - Overview & Scrutiny Management Committee
  - Informal Cabinet
  - Health and Well Being Board
  - Safer Doncaster Partnership
  - Team Doncaster Renewal Board
  - Team Doncaster Horizon Policy & Design Group
  - Doncaster Chamber Board and a Roundtable

## **Policy and Strategy Relationships**

17. Doncaster Delivering Together does not sit in isolation to other adopted strategies, they have a relationship that we are bringing closer together with each new development. Doncaster Delivering Together sets the frame and ambition for

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<sup>5</sup> [https://sheffieldcityregion.org.uk/wp-content/uploads/2021/01/SCR\\_SEP\\_Full\\_Draft\\_Jan\\_21-DPS.pdf](https://sheffieldcityregion.org.uk/wp-content/uploads/2021/01/SCR_SEP_Full_Draft_Jan_21-DPS.pdf)

<sup>6</sup> The Citizens Panel is part of the work of Get Doncaster Moving and is a representative sample for the population in terms of Gender, Age and Ethnicity for the Borough.

other strategy work to align too. Figure 1 sets out this relationship showing key strategies aligning with Doncaster Delivering Together so there is a common purpose in our strategic ambition across the place.

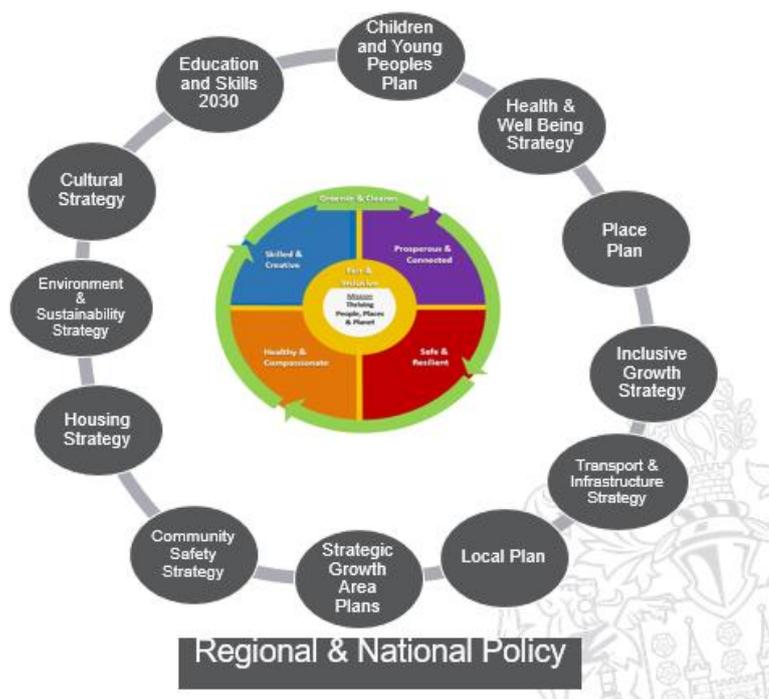


Figure 1: Strategic Alignment of Key Strategies

### What are we trying to achieve with Doncaster Delivering Together?

18. We do have a hopeful future in Doncaster and this strategy sets out the vision up to 2030 with a recognition that we will need to take review points along the way.
19. The next ten years we must maintain momentum and build on those improvements made pre-pandemic, but with a context of even less public service resources and in an uncertain economic environment. This will demand a relentless focus on the things that matter most for Doncaster. Meeting this challenge will need new ways of working, with a focus on working closer with communities and delivering together.

### Well Being Goals

20. We have set out a central mission of ‘Thriving People, Places and Planet’ with six well-being goals setting out a future vision for the Borough.

Goal	Vision
<b>Greener &amp; Cleaner</b> Doncaster	All residents, communities and organisations working together to protect and enhance the local and global environment to improve wellbeing
<b>Prosperous &amp; Connected</b> Doncaster	A stronger, greener & fairer economy that provides good, well paid jobs and is supported by improved transport & active travel infrastructure and access to good broadband
<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 borough where collectively everyone is supported to add life to years and years to life
<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

Figure 2: Six Well-Being Goals

21. For each of the well-being goals we have explained in further detail why this matters to Doncaster, what does long term success look like, how we will measure this and the opportunities and challenges associated with each goal. Annex A gives a presentation on the draft Doncaster Delivering Together Strategy that has more detail for each of the well-being Goals.

### 'Great 8' Priorities

22. Setting out the future vision, understanding the key measurements that will tell us how we are doing and understanding the challenges are fundamental in terms of the well-being goals. However we need to set out what we will do to achieve these visions and many of the things we will need to deliver together will hit a number of these well-being goals. For example tackling climate change will impact on our Greener and Cleaner Goal but also on several others. For this reason we have set out eight cross cutting priorities which will act as our delivery programme to deliver the well-being goals. The eight priorities are:
  1. Tackle climate change
  2. Skills to thrive in life & work
  3. Best place to do business & create good jobs
  4. Build opportunities for healthier, happier & longer lives for all
  5. Safer, cleaner & stronger communities where everyone belongs
  6. A child & family-friendly borough
  7. Transport & digital connections fit for the future
  8. Promote the borough & its cultural, sporting & heritage opportunities
23. Each of these priorities will have a high level action plan, drawing upon existing agreed strategies, setting out key important deliverables. They will also set out how residents and employers can contribute to achieving these priorities as the collective efforts of everyone are needed to achieve the future we want.

### How will we deliver Doncaster Delivering Together?

24. Delivering the DDT Strategy will require innovation, new perspectives and new ways of working. There are six key approaches that must guide how we go about delivering for Doncaster.

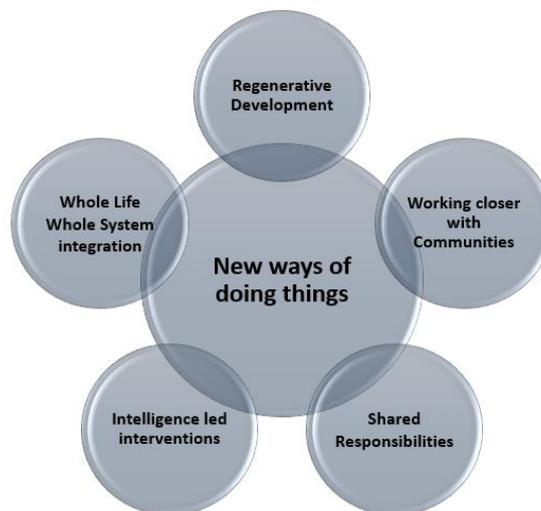


Figure 3: Six Approaches to Delivery

25. 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. The six approaches to delivery are explained in more detail below:

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:

- Local Solutions for People, Places and Planet ("thinking local / acting personal" to help Doncaster people, Doncaster places and our planet".
- Place-based collaboration to improve wellbeing and greater residents' participation in decision-making
- Asset-based community development as part of localities working, 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.
- In everything we do, we need to seek other benefits too.

26. There will be a strong focus on managing the delivery of Doncaster Delivering Together, with a programme management approach linked to our resource and budgetary cycles.

## What's next?

27. Following the launch of Doncaster Delivering Together, further refinement and wider engagement will take place to ensure the plans and delivery remain current and relevant for Doncaster. A Communication and Engagement Plan is currently being developed, which includes a series of media that will be released post approval to ensure we reach as many people as possible and we maximise everyone's contributions towards our goals. A timeline of key milestones is shown below:

19.08.21	OSMC
26.08.21	Team Doncaster Gold
08.09.21	Cabinet
23.09.21	Full Council
Sept. '21 to Nov. '21	Communications – Launch of the Great 8
Oct '21 to Feb '22	Engagement & further refinement of programmes & Governance
March 22	Full council – Budget 22-23 & Corporate Plan 22-23

28. In addition to this, we will refresh our Performance Management Framework and Governance model to support the delivery of the changes and reforms that make up Doncaster Delivering Together. This will be dynamic and reviewed regularly to ensure we respond quickly and adapt to the needs of the Borough whilst also fixing our eyes on our longer term goals. We plan to;

- Refresh the Team Doncaster Operating Model to ensure the partnership is configured to deliver this.
- Set out a spatial map of investment and initiatives linked to the Great 8 Priorities.
- Develop an interactive dashboard on the key indicators that will be accessible to all
- Explore how we make decisions linked to the Great 8 Priorities and the well-being goals

## OPTIONS CONSIDERED

29. The options that were considered were to:-

- I. Not develop an updated partnership strategy and delivery programme (not recommended)
- II. Develop a Team Doncaster long term strategy and delivery programme (**recommended option**)

## REASONS FOR RECOMMENDED OPTION

30. The issues that need to be addressed to successfully chart the next stage of the borough's journey can only be addressed in partnership. This will require a bold and confident approach that identifies key issues and aligns plans and resources behind this.

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

31. Doncaster Delivering Together sets the key outcomes that the Council will need

to contribute to.

	<b>Outcomes</b>	<b>Implications</b>
	<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>Doncaster Delivering Together sets the key outcomes that the Council will need to contribute to.</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> <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>Doncaster Delivering Together sets the key outcomes that the Council will need to contribute to.</p>
	<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>Doncaster Delivering Together sets the key outcomes that the Council will need to contribute to.</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>Doncaster Delivering Together sets the key outcomes that the Council will need to contribute to.</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>Doncaster Delivering Together sets the key outcomes that the Council will need to contribute to.</p>
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## **RISKS AND ASSUMPTIONS**

32. Due to the scope, and large number of, reforms and programmes in Doncaster Delivering Together, there is a risk that there are insufficient key staff and resources available to support and drive them.
33. There will need to be regular review points to ensure we continue to focus on the things that matter most. As a minimum we would review annually through progress reporting and a more in depth review in 2025 as a mid-term evaluation.

## **LEGAL IMPLICATIONS [SRF Date 09.08.21]**

34. There are no specific legal implications arising from this report. Further legal advice and assistance will be required as the Council begins to deliver the Doncaster Delivering Together themes and goals.

## **HUMAN RESOURCES IMPLICATIONS [SH Date 5.8.21]**

35. There are no immediate Human Resources implications arising from the recommendations. Doncaster Delivering Together will however require Human Resources engagement at the appropriate time, so that there is sufficient focus on Human Resources issues particularly in terms of resource deployment, workforce and organisational development, and building the principles of the Plan into roles.

## **FINANCIAL IMPLICATIONS [MS Date 10.8.21]**

36. There are no immediate financial implications as a result of adopting the proposed Borough Strategy. The strategy underpins the way the Council will set its budgets (revenue and capital) over the coming years.

## **TECHNOLOGY IMPLICATIONS [PW Date 06/08/21]**

37. The specific technology requirements and implications relating to Doncaster Delivering Together are unknown at this stage. However, Customers, Digital & ICT should be fully involved from the outset to ensure the right processes and business requirements are identified to inform the procurement, development and implementation of the right technology to support the delivery programmes.

38. Technology will be an essential enabler to support the delivery programmes. Robust and effective technology 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 [RL Date 06.08.2021]**

39. Each of the 6 wellbeing goals provide a clear opportunity to improve the health and wellbeing of Doncaster residents either directly or through enhancing the wider determinants of physical and mental health.
40. The slide set and summary report describes a focus and approach to improving health and wellbeing outcomes across the Borough. When developing and finalising the action plans for each of the 6 wellbeing goals, it is recommended that existing and new intelligence and insight continues to be used to understand where and how we can act to improve health wellbeing and reduce health inequalities.

### **EQUALITY IMPLICATIONS [AW Date 30.07.2021]**

41. Decision makers must consider the Council's duties under the Public Sector Equality Duty at s149 of the Equality Act 2010. The duty requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic.
42. As an over-arching key strategic approach the Doncaster Delivering Together Programme isn't subject to a 'due regard' statement. However, all the key programmes and projects that will deliver the DDT priorities will require a comprehensive due regard statement to evidence how equality, diversity and inclusion continues to underpin everything we do.
43. The engagement that has taken place to best understand the lived experience of residents and businesses is contained in Para. 16.

### **CONSULTATION**

44. A list of consultation and engagement in developing DDT is provided in Para. 16

### **BACKGROUND PAPERS**

45. Background Papers in support of this report are;
- Environment and Sustainability Strategy - <https://www.teamdoncaster.org.uk/environment-and-climate>
  - Education and Skills Strategy 2030 - <https://doncaster.moderngov.co.uk/documents/s28925/i6%20cab%2009022>

[1%20-%20Appendix%201%20-%20Education%20and%20skills%202030%20Strategy%2029.01.21.pdf](#)

- Inclusive Growth Strategy - <https://www.doncaster.gov.uk/services/business-investment/doncaster-inclusive-growth-strategy>
- Housing Strategy 2025 - <https://www.doncaster.gov.uk/services/housing/our-housing-strategy-2015-2025>
- Doncaster Place Plan - <https://www.doncasterccg.nhs.uk/your-care/doncaster-place-plan-refresh-2019-22/>

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

**DDT** – Doncaster Delivering Together

**DGT** – Doncaster Growing Together (previous Borough Strategy)

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