

Doncaster Council

Corporate Plan

2022-2023



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Foreword



Ros Jones

Mayor Ros Jones



Damian Allen

**Damian Allen
Chief Executive**

The Council and our Team Doncaster partners have committed to a decade of delivery for residents, communities and businesses, guided by a new Borough Strategy, Doncaster Delivering Together (DDT). This provides us with a sense of ambition and hope beyond COVID, but is shaped by its legacy. Let's ensure this is a lasting legacy that supports one central mission: **Thriving People, Places and Planet**.

The pandemic has placed unprecedented stress on council services and resources. It 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** to create a **fair and inclusive borough**.

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 have ensured Doncaster benefits from the Government's **'levelling up' agenda**, building on successes like the Towns Deals, Levelling Up Funding and Community Renewal Funding which have brought in £64m of additional investment. Wherever funding opportunities present themselves, we are using these to support community based initiatives, support those that need it the most and a strong, and effective, voluntary sector.

Adding to the sense of a major watershed created by the pandemic is the objective of becoming a regenerative Council and borough, delivering multiple wellbeing goals whilst tackling the climate change emergency and

reducing inequalities. This Corporate Plan details the Council's response to these issues during 2022-23 and helps deliver the new Borough Strategy, Doncaster Delivering Together.

The pandemic has highlighted the best of Doncaster. We have seen compassion, community spirit, innovation and resourcefulness in abundance.

We continued the rollout of Test, Track and Trace programmes and are supporting NHS mass local vaccinations. We have helped residents get back to work and supported businesses to survive the pandemic. We saw sharp rises in the claimant count and sectors reliant on face-to-face interactions, like hospitality and leisure, were badly affected by the loss of trade. Most businesses have experienced reduced demand and supply chain disruption. At the same time, we have continued to deliver essential services to support our communities, our businesses and our more vulnerable residents. We know that demand and access to primary care, and other public services, really matters to our residents.

We have rapidly developed new approaches and continued to make improvements to the quality of our place. New homes have been built across the borough, including new affordable homes. Major projects have come to fruition, for example, the opening of the University Technical College, the Savoy Cinema and new Danum Gallery, Library and Museum. Our Local Plan has been adopted and a range of external funding has been awarded.

We have stepped 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.

Alongside this, we will continue to seize every opportunity to create a more prosperous, skilled, creative, healthy and resilient borough. We have learned from the COVID lockdowns that there are choices in how we organise and

balance work, education and home life, and how we design buildings and urban spaces.

We are extremely proud of how we have all worked together with our colleagues, our partners and the community. We continue to adapt and embrace new ways of working in difficult circumstances, and against tough financial constraints.

The Council also had to change some traditional, mostly on-site or office based service delivery to home/remote based working, relying on the use of technology and a more agile and flexible workforce. It has also changed many of the ways we do things on a daily basis including our frontline services, such as interaction with each other, communication and engagement with those we serve, how we operate internally and the delivery of services via alternative means. We now work even more closely with our partners and communities, to meet the needs of communities' at the most local level. We will continue to develop this locality working, applying it to decisions on where investment and interventions in communities take place.

Our focus 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 **'Doncaster Talks'** feedback. It will take all of us working together within communities, revitalising civic engagement and building on **local assets and strengths** to improve wellbeing. We are enhancing our **intelligence-led approach** to enable targeting of resources to where they are most needed and working across the **whole-system** to tackle interconnected challenges and support people before they tip into crisis.

This Corporate Plan details how we will contribute to the Great 8 priorities in the DDT Borough Strategy to ensure we deliver quality services and continue to develop as an organisation.

Section 1: Wellbeing Goals & Outcomes

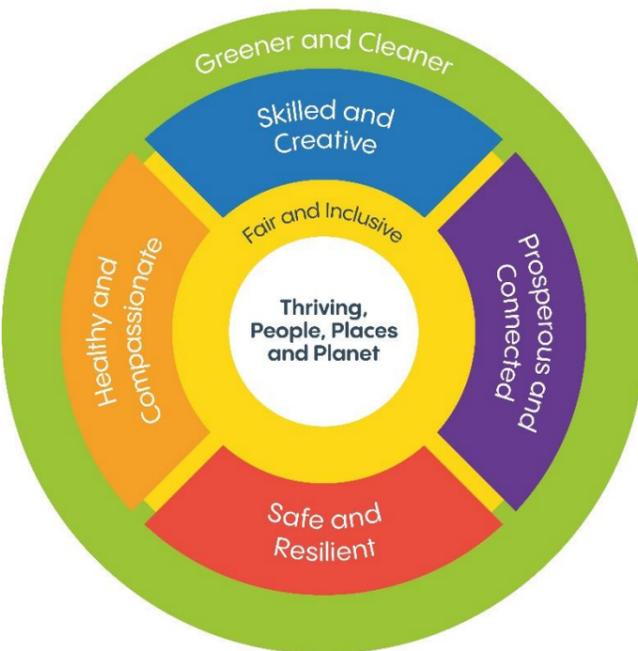
Launched in September 2021, Doncaster Delivering Together (DDT)¹ is our new 10 year Borough Strategy.

Doncaster and the world around us are changing in many different ways and it is time to rethink what it means for Doncaster's residents and communities to live well together now and in the future. We need a clear set of goals to aim for.

Doncaster Delivering Together is about **Thriving People, Places & Planet**. It emphasises the need to improve wellbeing and builds on the success of our previous Borough Strategy.

The Wellbeing Wheel shows Doncaster's six **Wellbeing Goals**. These are the long-term 'beacons in the distance' we will work towards.

The Wellbeing Goals interconnect - for example, reducing unemployment must go hand-in-hand with plans to improve health outcomes, skills and transport connections. Together the Goals contribute to one overall Mission: Thriving People, Places and Planet.



All residents, communities and organisations working together to protect and enhance the local and global environment to improve wellbeing. Work towards achieving this includes:

- Plant 1 million trees
- Improve air quality
- Have more places to enjoy nature and recreation
- Have cleaner neighbourhoods and less fly-tipping
- Reducing carbon emissions across the borough

Fair & Inclusive

A borough with reduced inequalities and improved access to social and economic opportunities for all. This includes working on:

- Reducing poverty
- Providing more support to our most deprived communities
- More local social opportunities and places to meet
- Providing residents with a greater voice to shape their community

Prosperous & Connected

A stronger, greener and fairer economy that provides good, well-paid jobs and is supported by improved transport and active travel infrastructure and access to good broadband. Examples of this include:

- More quality jobs and residents in work
- Better public transport connections
- Vibrant town centres
- More thriving local business

Safe & Resilient

Residents feel safe and communities are more resilient to challenges and emergencies. Overall community resilience can be improved by:

- Investing in more affordable homes
- Reduction of crime and anti-social behaviour
- More local services providing support closer to communities
- Strengthened voluntary sector

Healthy & Compassionate

A compassionate borough where collectively everyone is supported to add life to years and years to life. Health impacts on many aspects of life and addressing health inequalities is a priority for our Integrated Care System. Improving this includes working on:

- More opportunities for walking and cycling
- More support for physical and mental health
- Pushing for a new hospital

Skilled & Creative

Residents have improved skills and a creative culture supports wellbeing, business success and solutions to the borough's challenges. This can be achieved by:

- Improving education attainment across all key stages
- Providing more options to gain the skills needed for good jobs
- Providing more work-based learning opportunities
- More opportunities to enjoy arts and culture

To meet the Goals in the Wellbeing Wheel we need to build on Doncaster's strengths and achievements, and identify new opportunities to tackle the things that get in the way of improved wellbeing. We need clear actions to recover from COVID, reduce inequalities and create a better borough.

The Team Doncaster partnership listened to the views of residents, businesses, community groups and organisations and agreed the '**Great 8**' priorities. Delivering these priorities will require working closely with communities on local solutions – we need to use all the skills, ideas, resources and passion Doncaster has to offer. Government and regional support is also required and we will need to work with a variety of partners outside of Doncaster on the shared actions that will make the biggest difference.



1. Tackling climate change



2. Developing the skills to thrive in life & work



3. Making Doncaster the best place to do business & create good jobs



4. Building opportunities for healthier, happier & longer lives for all



5. Creating safer, stronger, greener & cleaner communities where



6. Nurturing a child & family-friendly borough everyone belongs



7. Building transport & digital connections fit for the future



8. Promoting the borough & its cultural, sporting & heritage opportunities



A Regenerative Council

¹ <https://www.teamdoncaster.org.uk/doncaster-delivering-together>

This Corporate Plan details the Council's contribution to the 'Great 8' priorities during 2022-23, plus an internal 'Regenerative Council' priority.

Delivery of these priorities requires innovation, new perspectives and different ways of working. The diagram below illustrates the key approaches that guide how we are making long-term improvements to wellbeing.



New ways of doing things to improve wellbeing

- 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. 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' approach - 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 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 South Yorkshire Mayoral Combined Authority, to deliver shared priorities

Intelligence led interventions

- Using data to understand the causes of differing outcomes between population groups or communities
- Combining local data and insights to target services and interventions where they are needed most
- Using data to measure the impact of interventions
- 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 options and actions
- Early intervention and prevention - identifying and addressing concerns, risks and opportunities early

Section 2: Fairness & Inclusion

Most people in Doncaster want to live in a community where they know their neighbour, feel safe and have the opportunities to achieve their potential, regardless of their background, their circumstances, or where they live.

As a Council, we have roles and responsibilities as:

Community Leaders - We have an important role in securing economic prosperity, achieving the right outcomes for all, empowering communities and creating sustainable and cohesive communities. We will:

- Demonstrate visible leadership and accountability at all levels
- Build good relationships with and between different communities so everyone can participate, contribute and achieve.
- Achieve measurable increases in the extent to which those facing inequality and exclusion can contribute and share in Doncaster's success,

Service providers – We have an important role in ensuring services are customer-focused, inclusive, accessible and meet individual needs irrespective of how services are delivered. We will:

- Develop, commission and deliver inclusive and responsive services which actively address disadvantages and enable people to achieve and succeed
- Actively listen and empower our clients, customers and communities, enabling them to take ownership of decisions that affect them
- Address gaps in knowledge or evidence

Employers - We have a responsibility to meet the diverse needs of our employees and to ensure they create the right culture by promoting equality, diversity and inclusion. We will:

- Strive to be an inclusive employer, creating a culture where diversity is valued and celebrated

- Ensure staff have a good understanding of Equality Diversity and Inclusion (EDI) and are equipped to design and deliver inclusive services.
- Embed EDI to build a positive reputation internally and externally, through policies and practices

Our **Equality, Diversity and Inclusion Framework** sets out in one place our EDI objectives, arrangements and commitment for embedding equality, diversity and inclusion into everything we do. This links directly to the strategic ambitions set out in the Borough Strategy and Corporate Plan. It focuses on the following key objectives for 2022-26:

- Support older adults to remain independent in their own homes
- People no longer experience domestic abuse
- Improve engagement with our most deprived communities to increase access to jobs and skills
- Improve the mental health of our children and young people

Section 3: Local Solutions for People, Places & Planet

Our Localities

Doncaster Council is the largest Metropolitan Borough in England. Our large geography and diverse issues mean it is not appropriate to try to solve everything at Borough level.

Like all Councils we are founded on local democracy, with two or three Councillors elected for every one of our 21 Electoral Wards, with 55 members in total. Each Ward has its own unique challenges and opportunities.

Doncaster's Localities are comprised of groupings of wards in the North, South, East and Central parts of our Borough. They are a helpful compromise, small enough to be more attuned to local issues than a Council-wide focus would allow, but big enough so that issues and opportunities can be dealt with more effectively.

Our localities also line up with similar geographies used by our partners, for example, Primary Care Networks covering GP Practices and neighbourhood support from South Yorkshire Police.

A more local way of working

The Council is acting alongside our Team Doncaster partners to bring our work closer to the communities we are here to serve. By getting alongside local people, families, businesses and organisations, and through more strongly coordinating the work that different teams and partners do, we'll be in a better position to help enable the local solutions that Doncaster people need to live life on their terms.

We talk about Local Solutions for People, Places and Planet because this way of working will have implications for all of us, whether we see ourselves providing tailored support for individual people or place-based services for Doncaster's towns and villages. Although we know that protecting the environment cannot

be achieved without national and global action, it is also essential that we work with our communities on local solutions to preserve our planet for future generations of Doncaster people.

There are **four key strands of work** that come together and guide our approach to the work:

- We need to work in all of Doncaster's communities to better understand local priorities and to build on the strengths that already exist, in each and every person, and in each and every place. It requires all of us, whatever our job, to be able to think locally and act personally, using an 'Appreciative Inquiry' approach to ensure a constructive way forward.
- Where people, families or communities have significant needs we need to use a Local Solutions approach to bring teams and services together to provide access to necessary support in a joined-up way.
- We need to help attract investment into local communities and also ensure existing investment and strategies are properly joined up. In particular, we need to address inequalities so no Doncaster people, families or communities are left behind.
- We need to pull the above work together into deals for our communities that draw on local strengths, properly coordinate local services and harness investment to best effect.

This will mean we have to start supporting our staff and Team Doncaster partners differently, for example providing them with data that gives local insights and giving them opportunities to develop working practices alongside one another, rather than in separate silos.

So What Next?

In 2022 we are taking a number of steps forward to support Local Solutions for People, Places and Planet in Doncaster.



We're publishing Locality Plans for each of our four localities. These have been produced alongside local people and tie together existing plans and strategies with the things they have said should be prioritised.



We're asking existing Directors and Assistant Directors to take lead responsibilities for bringing local people, staff and partners in localities together to drive a more local way of working. We're also appointing Locality Leads to help make strong connections between everything that goes on.



We're tying more and more of our work into this approach, whether we're supporting younger people, or adults, or community safety, or local businesses, or cleanliness, or environmental change.



We'll refresh and update our Locality Plans every year so that we're more and more driven by our communities, the pride local people have, the problems they want to solve and the strengths they are able to harness alongside us.

Section 4: Resources

The Council continues to face the significant challenge of setting a balanced budget with reducing funding, strong demand, increasing costs and no reduction in our statutory obligations to provide services. We are working hard to bridge the gap; with our support for Doncaster people, communities and businesses remaining at the forefront of all decision-making.

We have a clear plan to manage our resources in 2022/23 and a robust and balanced gross revenue budget is expected to be in place.

The Medium Term Financial Strategy (MTFS) is our three-year financial plan, which sets out the Council's commitment to providing value for money services to deliver our mission for Thriving People, Places and Planet, within the overall resources available to it. The MTFS shows how our Council's finances will be structured and managed to ensure that this fits with, and supports, the delivery of our Wellbeing Goals and the Great 8 priorities.

The council is estimating a funding gap of around £13.1 million for 2022/23 and £21.74 million over the next three financial years. Doncaster also has 28% less to spend on services than it did in 2010/11 which represents a £335 reduction per resident. Nationally, this reduction is 21%.

The main financial pressures are in Adult Social Care and Children's Social Care, consistent with national trends, with some of the additional pressures relating to the pandemic.

We are not alone, councils up and down the country are in a similar position. We continue to face uncertainties in our funding, and are also seeing volatility in our costs and the income we generate, worsened by the pandemic. In addition, the recently published 'People at the Heart of Care' adult social care reform white paper generates further risks and uncertainties.

We have continuously strived to achieve a balanced budget and through prudently managed finances and careful planning, we have done this well. We are managing financial pressures utilising underspends and specific COVID funding that we have received. However, we are seeing our pressures increase due to various factors, which are expected to have an ongoing impact on the Council's baseline position.

As well as funding high quality services for residents, we will continue to invest in the future of the borough with an overall package of £389.6m of investment up to 2025/26, to stimulate growth and prosperity. Residents across Doncaster will benefit from investment in projects to further improve education, skills, 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 seek to maximise social value. We will consider long-term social, environmental and economic sustainability and resilience.

The Council will continue to protect the most vulnerable across the borough and provide resources to improve life chances. The budget includes £750,000 for additional apprenticeships within the Council, which will target hard to fill roles or where further training and skills development are needed. In addition, we recognise the importance of safe and resilient health and wellbeing services for residents, and will work collaboratively with partners providing these essential services.

We have invested significantly in modern customer interaction and service delivery to meet the changing needs and expectations of our customers. We have an increasingly agile, customer-focused and skilled workforce, have integrated our customer services 'front-desk' and fully embraced the use of digital technology to deliver more services online. However, we know there are still ways in which we can improve across all our services.

The workforce strategy sets out how we will equip our staff with the tools, skills and behaviours to deliver and commission good quality services. This will be underpinned by high standards of distributed leadership and collaborative working, with a refreshed set of values for the organisation. We will continue to support and develop our staff and change the way we work to improve performance and better engage with our residents to meet their needs.

This Corporate Plan details the alignment of our policy, resources and budgetary actions during 2022-23, that will contribute to the Doncaster Delivering Together (DDT) Strategy.

Section 5: Key Priorities for 2022-2023

This Plan details our contribution to the 'Great 8' priorities during 2022-23. An additional 'Regenerative Council' priority details our internal transformational projects and service improvements.



1. Tackling climate change

What we need to do well

- Support more people to recycle and to reduce waste.
- Ensure council trees are properly mapped, managed and protected, and that coverage is increased across the borough
- Protect and enhance green spaces, for example allowing agreed areas to naturalise.
- Understand and monitor council carbon emissions, for example by monitoring energy use in council owned assets
- Take steps to improve energy efficiency of buildings
- Support adaptation measures, for example by increasing urban greenery to provide a cooling effect in heatwaves, or retaining walls for flood defences
- Encourage and educate people about how to tackle climate change

Key priorities that our resources will support in 2022-23

- Continue to implement recommendations from the Climate & Biodiversity Commission and Environment & Sustainability Strategy as appropriate such as
 - Secure and deliver £5.7m investment in housing retrofit for 600 homes via Social Housing Decarbonisation Fund and Gainshare funding
 - Increase the number of electric charging bays in Council owned car parks by 30 and investigate the development of charging hubs for mixed public and private sector use
 - Deliver year 2 of the 1 Million Trees programme, with 100,000 trees planted in partnerships with private landowners and communities
- Develop major programmes to support environmental and sustainability priorities
- Complete the strategic review of public and privately owned land assets, to identify key sites for investment and protection, for example, woodland creation and solar farms
- Biodiversity Net Gain: develop the councils approach to ensuring developments, through the planning system, become more ecologically sustainable. This includes the creation of habitat banks and the development of a net gain tariff backed by supplementary planning guidance



2. Developing the skills to thrive in life & work

What we need to do well

- Support schools and Early Years settings to deliver good or excellent provision.
- Ensure Education, Health and Care plans are issued quickly, effectively and are of high quality.
- 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.
- Support residents to access the skills they need for meaningful work

Key priorities that our resources will support in 2022-23

- To support residents with the impact of COVID, refocus delivery of existing, and add new, employment support programmes. This includes:
 - Employment Hubs and Academies
 - 'Advance' careers and training advice
 - 'Launchpad' support for businesses
 - Communication on Graduate employment opportunities
 - Apprenticeships
- Implement a new Education and Skills life-long learning strategy to improve outcomes for all including:
 - Support and challenge schools to ensure that our most vulnerable learners are well supported in school, particularly at transition points and that they receive the best educational offer to improve outcomes, enabling them to access the best post-16 education and training offers possible.
 - Plan for sustainability and continuation of effective initiatives post Social Mobility Opportunity Area



3. Making Doncaster the best place to do business and create good jobs

What we need to do well

- Encourage and support inclusive business growth, enterprise and investment while targeting key employment sectors.
- Process planning applications efficiently and in a timely way
- Use more of our resources to spend locally

Key priorities that our resources will support in 2022-23

- Update Doncaster's Economic Strategy to ensure it fully reflects Doncaster's ambition for inclusive and regenerative growth
- Deliver major programmes to support greater investment and economic growth in the Borough, such as: Transforming Cities, Town Deals, Levelling Up Funds, City Gateway
- Complete the strategic review of public and privately owned land assets, to identify key sites for economic growth and job creation
- Develop additional major programmes to support greater investment and economic growth in the Borough, such as Enhanced Partnerships, Shared Prosperity Fund, and Gain Share
- Deliver new investment with particular focus on the key employment sites, attracting new businesses and providing a higher level quality of employment
- Support local Doncaster businesses to recover, safeguard existing jobs, grow and create new jobs, improve their carbon footprint, increase local recruitment, local spend and cope with the changing national legislation and guidance
- Contribute to local and regional economic recovery plans including revised town centres recovery plans, and Masterplans in Mexborough, Edlington, Rossington and Thorne. Maximise opportunities, connectivity, transport network resilience, air quality, bus review, electric buses and tram-train extensions
- Develop proposals to support a bid to become the national headquarters for Great British Rail



4. Building opportunities for healthier, happier and longer lives for all

What we need 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 number of repeat referrals, specifically for children's care
- Support more residential homes to be rated good or better

Key priorities that our resources will support in 2022-23

- Information and advice: supporting a greater number of Doncaster people to have the information they need, how and when they need it
- Wellbeing and independence: supporting a greater number of Doncaster people to keep safe and well and to live the life they want
- Active and supportive communities: supporting a greater number of Doncaster people to keep family, friends and connections
- When things need to change: supporting a greater number of Doncaster people to stay in control of their lives in times of challenge or difficulty
- Flexible and integrated care and support: supporting a greater number of Doncaster people to receive the support they need in the way they prefer it
- Workforce: enabling our staff and local organisations to work in ways that achieve better wellbeing, information, community connections, support and independence for Doncaster people
- Making it real: increasing opportunities for Doncaster people and communities to hold us to account in delivering what good personalised support looks like from their point of view
- Support the partnership to reduce the impacts of poverty and continue to provide the much required appropriate financial support to eligible low-income families, individuals and businesses to assist them to recover economically
- Create the conditions and inclusive opportunities for good health, including through the Get Doncaster Moving whole system approach, compassionate approaches to weight, active travel and park and leisure facility developments
- Improve population health, reduce health inequalities and challenge the environmental and social structures that create inequalities through strategic commissioning, addressing the wider determinants of health and the creation and further development of key partnerships including with the NHS, businesses, research organisations, social enterprises, VCSE and faith sector
- Enhance and grow the Health and Wellbeing in All Policies approach through working with partners, to maximise the health and wellbeing opportunities in developments and decisions
- Public Health function has the capacity & capability to lead improvement and respond to wider system changes & demands, including health protection, changes in the NHS & funding allocations.



5. Creating safer, stronger, greener & cleaner communities where everyone belongs

What we need to do well

- Provide appropriate support and intervention to ensure residents are safe and looked after
- Regularly clean the streets and roads, removing litter, detritus, fly posting, graffiti and fly-tips
- Maintain and enhance green spaces by cutting grass within agreed areas in a timely manner
- Provide high quality parks and open spaces across the borough
- Ensure all required inspections and enforcement actions are completed within timescales
- Deal with housing hazards, resolving any issues quickly.
- Educate and inform people about how to be safer on our roads
- Educate and inform people about how they can enhance their local environment

Key priorities that our resources will support in 2022-23

- Completion of the Private Sector Housing Stock Condition Survey
- Implement the service review of Street Scene building on progress to date, further maximising resources to improve service resilience and enhance productivity
- Continue to improve the use of data and supporting IT systems to inform service planning, delivery, and management within Environment Services
- Continue with flood mitigation projects i.e. progress onto Phase 2 of Section 19 investigations, feasibility, funding submissions and scheme implementation working with partners across Sheffield City Region. Embed lessons learned to ensure robust response and recovery from flooding emergencies in the future
- Protect the health of Doncaster people through effective health protection and emergency planning arrangements, including COVID control, with a focus on minimising impacts on residents
- Complete 33 new homes as part of the Council House Build Programme, start on site for a further 129 and prepare for future phases.
- Develop a mixed tenure delivery model for Phase 3 of the Council House Build Programme
- Prepare for new Building Safety Act responsibilities, which respond to revelations following the Grenfell fire disaster
- Strengthen the recovery and renewal of the Borough through community centred approaches including Asset Based Community Development (ABCD), locality commissioning and the foundational health and wellbeing system



6. Nurturing a child & family-friendly borough

What we need to do well

- Support families to access free childcare entitlements
- Support schools and Early Years settings to deliver good or excellent provision
- Provide good quality, safe play areas for children and families to spend time together
- Help families to get the support they need as early as possible

Key priorities that our resources will support in 2022-23

- Lead on the development of the Performance, Quality Assurance & Improvement Framework across the Children's safeguarding partnership and review the impact on the effectiveness of multi-agency approaches to frontline practice on the whole family.
- Support transformation with the commissioning of high quality, outcome-based services for children, young people and their families ensuring the duty of care to safeguard service users and provide value for money.
- Lead on the robust and effective contract management of Doncaster Children's Services Trust
- Develop a 0-25 Sufficiency Strategy which ensures there are enough setting places available, to meet the needs of all children and young people, reducing the need for children to travel out of the borough for their education.
- Lead on the continued development of the Starting Well Joint Strategic Commissioning Plan. Ensuring steps are taken to create integrated care, working in line with the Integrated Care System (ICS) commissioning intention and to deliver plans across the 3 life stages, linking to the localities commissioning approach
- Contribute to the locality approach to commissioning of services and lead on the joint commissioning priorities that result from the Children and Young Peoples Plan
- Lead on the development and implementation of the Early Help Strategy to embed the practice and principles for our partnership approach to Early Interventions & Prevention for Vulnerable Families.
- Ensure Doncaster's early intervention and prevention offer is effective, local, visible and easily accessible, and works collaboratively with children, young people, their families and communities. This includes the implementation of the Think Families Local Solutions Model
- To lead the implementation of the refreshed Children and Young People's Plan which will embed the vision to be the most child friendly borough in the country.
- Lead on the complex abuse investigation, liaising closely with Ofsted, the provider and other Local Authorities



7. Building transport & digital connections fit for the future

What we need to do well

- Maintain the roads to appropriate standards across the borough.
- Work with regional colleagues to attract investment and promote the usage of public transport and active travel
- Encourage increased rollout of gigabit capable connectivity
- Encourage the rollout of faster 5G mobile services

Key priorities that our resources will support in 2022-23

- Working with the Mayoral Combined Authority, we will deliver the South Yorkshire Digital Infrastructure Strategy
- Develop additional major programmes to improve transport connections across the Borough, such as: Bus Service Improvement Plan, Zero Emissions Bus Regional Area Fund, Electric Buses, Parking Strategy Update, strategic rail opportunities, and seeking funding for the A1 Doncaster bypass widening
- Deliver major programmes to improve transport connections across the Borough, such as: City Region Sustainable Transport schemes, Stage 1 of Gateway East Rail, A18 Westmoor Link Road, Phase 1 of A1 - A19 Link



8. Promoting the borough & its cultural, sporting & heritage opportunities

What we need to do well

- Encourage people to volunteer in cultural, sporting and heritage settings
- Market the borough as a good place to live, work and visit
- Closer collaboration with national bodies, such as the Arts Council, English Heritage and Sport England

Key priorities that our resources will support in 2022-23

- Increased promotion of the borough and its cultural, sporting and heritage opportunities to increase visibility outside of the region, attract new visitors and deliver events that will make a difference to the Doncaster economy
- Working with RLWC and Dons RLFC to maximise the impact of hosting the Rugby League World Cup in October 2022. This includes: RLWC Development Officer working with Doncaster schools, Social Impact research through the Sport England Local Delivery Pilot and destination promotion.
- Refurbishment of Askern, Thorne and Edlington leisure centres to modernise facilities. This will provide greater access to communities and enable residents to be more active, as well as securing the buildings' futures.
- Review the Get Doncaster Moving strategy, ensuring the impact of our future efforts and investment is maximised by using what we have learnt from activities over the last four years.
- Deliver our contribution to Doncaster's new Cultural Strategy. Expand access to all sections of the community, increase visitor numbers, contribute to the borough's economic growth and help improve resident health and wellbeing:
 - Develop a Commercial Plan for our Cultural Services
 - Increase access and utilisation of our buildings across all sites to better engage with service users and attract non users
 - Enhance our approach to the planning of events



A Regenerative Council

Building on our journey as an organisation, and as a place, we need to respond to our understanding of the challenges and opportunities of the future. We want to be a development-led Regenerative Council and we have identified a set of key shifts that are required so that we are able to deliver our services well in the future.

These are:

- Shift 1: Local Solutions for People, Places and Planet
- Shift 2: Elected Members Central to Local Solutions for People, Places and Planet
- Shift 3: Intelligence-Led Organisation
- Shift 4: Reduced Overhead Costs, Improved decision making and delivery
- Shift 5: A Council that does the right thing in the right way

What we need to do well?

- Respond to our customers quickly, focusing on a quality customer experience
- Collect Council Tax and Business Rates effectively.
- Support and develop employees to improve performance, engagement and attendance
- Ensure more people can access council services digitally
- Process Housing and Council Tax queries quickly and appropriately
- As a community leader, support Team Doncaster to take a relentless approach to equalities, tackling deprivation and supporting residents to maximise their income
- As a service deliverer, ensure services are shaped by Equality, Diversity and Inclusion objectives and we target resources to where they are most needed
- As an employer, be open and inclusive and champion diversity

Key priorities that our resources will support in 2022-23

Development of Team Doncaster governance to support the delivery of Doncaster Delivering Together. This includes:

- Identification of key performance indicators and milestones
- Communication about the potential impact of DDT on our residents and communities
- Development of critical programmes and schemes with our partners, and agreement that we hold each other to account
- Revision of our internal decision making processes, so that there is clarity on how competing priorities, interdependencies and unintended consequences will be addressed
- Reviewing, and realigning, internal and external resources and capacity

- Continue to strengthen Doncaster's place in regional and sub-regional governance structures
- Developing a refreshed set of values for the organisation
- Continue to deliver the Workforce Strategy that equips staff with the right skills and behaviours to deliver and commission good quality services, underpinned by high standards of distributed leadership, collaborative working, and safe working practices
- Expand the Council's award winning apprenticeship programme to support further utilisation of apprenticeships across targeted areas within the organisation, in particular where we are experiencing hard to fill roles or where further training and skills development is needed
- Ensure the Medium Term Financial Strategy (MTFS) identifies the required savings, whilst continuing to provide adequate resources for our corporate priorities, remaining sufficiently flexible to respond to the unprecedented financial volatility in the short term and providing a sustainable funding strategy for the longer term. Deliver the approved savings targets over the medium-term, including the transformational council-wide proposals
- Continue to drive service change through the use of technology to support modern, effective and efficient service delivery and digital ways of working
- Undertake targeted and regular engagement to ensure we are equipped with customer feedback & public perception, and that this informs service change
- Continue to develop and embed effective communications and engagement with all stakeholders and increase the ability to give the right information in the right way at the right time
- Develop a new Customer Experience Strategy that continues to improve the Council's front door interaction with residents, informed by resident feedback, process review and innovations
- Delivery and implementation via the Doncaster Strategic Estates Group of a coordinated approach across public sector partners to Asset Management Strategy
- Build on the implementation and migration to Mosaic system by supporting the practice management, data quality and further system improvements
- Further develop the data and information systems that enable research led approaches to underpin our way of working, including advocating the health, wellbeing and economic benefits of being evidence based and insight informed.

Section 6: Monitoring Our Progress

A robust Performance Management Framework ensures that all the key components are in place across an organisation, ensuring both good governance and successful delivery of key priorities.

The Council's Performance Management Framework (PMF) is the mechanism by which we will manage, monitor and govern key activities that contribute to the successful delivery of the Corporate Plan. It will ensure that, as a Council, we are 'getting the basics right' and identify potential risks to the successful delivery of our plan.

The PMF brings together six key, standalone elements of governance under one framework:

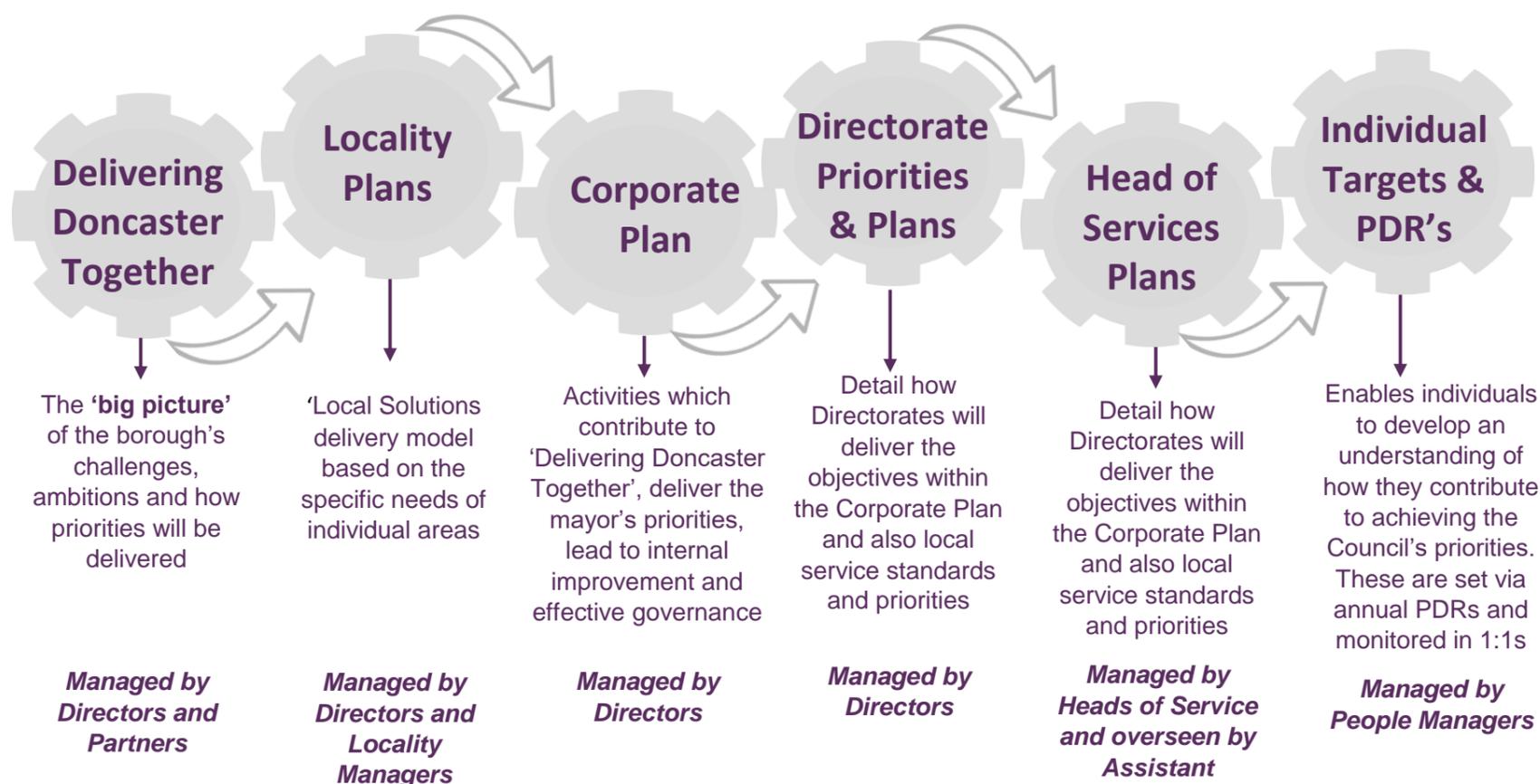
- Managing Performance
- Reporting Profile
- Service Planning
- Risk Management
- Data Quality
- Equality, Diversity and Inclusion

Together, these ensure individuals, teams, and the Council overall, have clear guidance and systems in place. It shows what we should be doing, how we should be doing it and outlines key responsibilities for delivery.

Performance management is used to continually improve the services the Council delivers and the way they are delivered, learning from experiences, from others and listening to customer needs. Its purpose is to:

- Assist Senior Managers, Staff and Councillors to understand the key components that contribute to effective performance as well as providing a corporate approach for the Council.
- Focus on the Council's key objectives, ensuring the right actions underpin their delivery as well as robust measures that evidence progress and to ultimately achieve our Outcomes.
- Continually improve the services the Council delivers and the way they are delivered, learning from experiences, from others and listening to customer needs.
- Pull together partnership contribution to our borough-wide priorities within 'Delivering Doncaster Together'. Setting out both the governance arrangements and the information flow.

This is delivered through our **Plan, Do, Monitor, Respond** structure that details how each element will be actioned and links directly to the '**Golden Thread**'. The Golden Thread is the term used to describe the link between the different plans within the organisation, connecting borough wide strategic objectives with the actions of individual employees at all levels.



Glossary

CHBC	Council House Build Programme
CRSTS	City Region Sustainable Transport Schemes
DCST	Doncaster Children's Services Trust
DDT	Doncaster Delivering Together
Doncaster Talks	Our community engagement platform
EDI	Equality, Diversity & Inclusion
Golden Thread	The link between the different plans within the Council, connecting borough wide strategic objectives with the actions of individual employees
Great 8 Priorities	The eight priorities that will help meet the goals in the Wellbeing Wheel
ICS	Integrated Care System
LGA	Local Government Association
MCA	Mayoral Combined Authority
Mosaic	Social Care Case Management System Software for Adults, Children and Education related services
MTFS	Medium Term Financial Strategy
Plan, Do, Monitor, Respond	The Council's annual 'Define and Deliver' improvement cycle
PMF	Performance Management Framework
Regenerative Council	A council that restores the local environment, develops the right conditions for the future economy and works alongside communities to improve people's lives and the places in which they live. It has internal processes which optimise performance and positive cultural values to support delivery
SLHD	St Leger Homes Doncaster
TCF	Transforming Cities Fund
Wellbeing Goals	Based on what matters most too local people, these long-term 'beacons' in the distance are what we are working towards
VCSE & Faith Sector	Voluntary, Community, Social Enterprise and Faith Sector