



Doncaster Council

Report

Date: 28.02.22

To the Chair and members of Full Council

CORPORATE PLAN 2022-23

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

EXECUTIVE SUMMARY

1. This report presents a revised Corporate Plan for 2022-23 (Appendix 1). The Plan details how we will contribute to the Great 8 priorities in the Doncaster Delivering Together (DDT) Borough Strategy, ensure we deliver quality services and continue to develop as an organisation. It summarises:
 - The DDT Wellbeing Goals and Great 8 priorities
 - The actions the Council will take during 2022-23 to contribute to the Great 8 priorities
 - The key changes needed for the organisation to become a Regenerative Council, able to respond to the challenges and opportunities of the future.
2. DDT emphasises the need to improve wellbeing and builds on the success of our previous Borough Strategy. The six Wellbeing Goals are the long-term 'beacons in the distance' we will work towards. The Wellbeing Goals interconnect and together the Goals contribute to one overall Mission: Thriving People, Places and Planet. The Great 8 priorities will drive our work, over the next ten years, to meet the Wellbeing Goals.
3. Following the summary of the DDT Wellbeing Goals, each of the Great 8 Priorities has a specific page detailing the Directorate priorities that will contribute to them over the next year. These are followed by a 'Regenerative Council' section that describes the key changes needed within the organisation.
4. The Corporate Plan forms part of the Budgetary and Policy Framework, and must be approved by Full Council.
5. A robust Performance Management Framework (PMF) will ensure that all the key components are in place across the organisation, ensuring both good governance and successful delivery of our key priorities.

EXEMPT REPORT

6. This report is not exempt.

RECOMMENDATIONS


7. It is recommended that Council considers and approves the Corporate Plan for 2022-23.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

BACKGROUND

9. The Corporate Plan forms the 'Plan' phase of the Council's annual 'Define and Deliver' improvement cycle:

PROCESS	STAGE	IMPROVEMENT CYCLE
State of the Borough Assessment	ANALYSE	
Updating and resourcing the Corporate Plan	PLAN	
Updating Delivery Programmes, Service Plans and staff Performance & Development Reviews	DO	
Performance monitoring and reporting	REVIEW	

10. The Council and our Team Doncaster partners have committed to a decade of delivery for residents, communities and businesses, guided by the 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.
11. Adding to the sense of a major watershed, is the objective of becoming a regenerative council and borough, to deliver 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.
12. We have been in response mode since the November 2019 floods. Whilst grappling with the challenges of Brexit and recovering from the devastating impact of the floods, the COVID pandemic created an unprecedented health and economic crisis. Wildfires in 2020 created another immediate partnership priority. Throughout, there has been a constant focus on building the resilience to respond to both crises and the impact on our residents of longer-term changes to the economy.
13. We rapidly developed new approaches and have continued to make

improvements to the quality of our place. The Council had to change from traditional, mostly on-site or office based with some home working, to mostly home based and reliant on the use of technology. It has also changed many of the ways we do things on a daily basis such as interaction with each other, communication 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.

UPDATED CORPORATE PLAN 2022-23

14. The Corporate Plan is introduced by the Mayor and Chief Executive, and is followed by a summary of the DDT Wellbeing Goals and Great 8 priorities. The following sections outline
 - The Council's roles and responsibilities as a community leader, service provider and employer, regarding fairness and inclusion
 - Doncaster's Local Solutions approach to addressing need and vulnerability, at a local community level
15. Each of the Great 8 priorities has a specific section detailing the things we need to do well and the Directorate priorities that will contribute to them over the next year. These are followed by a 'Regenerative Council' section that describes the key changes needed within the organisation for it to be able to respond to the challenges and opportunities of the future.
16. Consultation has taken place during the development of the Corporate Plan and with the Overview and Scrutiny Management Committee.

REVISING THE PERFORMANCE MANAGEMENT FRAMEWORK

17. The PMF is the mechanism by which the Council 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 future proof for successful delivery of our plan and achievement of target levels.
18. The PMF brings together six key standalone elements of governance under one umbrella: Managing Performance; Reporting Profile; Service Planning; Risk Management; Data Quality; and, Equality, Diversity & Inclusion (EDI).
19. The PMF as a whole was last refreshed in 2019, but a light review was carried out in 2020 to ensure it remained fit for purpose during the challenging times of the pandemic.
20. It is recognised that there is some inconsistency in the performance focus and accountability within Directorates, and some clarity in reporting against priorities is required. Some of these issues can be attributed to our changing priorities in response to the pandemic.
21. These challenges will be addressed, as summarised below
 - Performance Management: no changes required
 - Performance Reporting Profile: will reflect the changes to the quarterly

reporting process and the changes in the format of Directors meetings. Also the change from reporting programmes and projects through DGT to reporting to relevant boards

- Service Planning: adopt a similar process to the last year
- Risk Management: review process in line with revised legislation
- Data Quality: no changes as recently reviewed just a few minor tweaks
- EDI: develop an interactive approach to due regard and include a visible reporting element.

OPTIONS CONSIDERED

23. The options considered for the Corporate Plan 2022-23: were to
- a) Develop a Corporate Plan aligned to Doncaster's new Borough Strategy, Doncaster Delivering Together
 - b) Continue with the format of the existing Corporate Plan

REASONS FOR RECOMMENDED OPTION

24. Option 'a' is the recommended option as this provides a Corporate Plan that details how we will contribute to the Great 8 priorities in the Doncaster Delivering Together (DDT) Borough Strategy, ensure we deliver quality services and continue to develop as an organisation.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

25.

Outcomes	Implications
<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>This Corporate Plan details how we will contribute to the Great 8 priorities in the DDT Borough Strategy, including</p> <ul style="list-style-type: none"> • Making Doncaster the best place to do business & create good jobs • Building transport & digital connections fit for the future
<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster clean 	<p>This Corporate Plan details how we will contribute to the Great 8 priorities in the DDT Borough Strategy, including</p> <ul style="list-style-type: none"> • Tackling climate change • Creating safer, stronger, greener & cleaner communities where everyone belongs • Promoting the borough & its cultural, sporting &

<ul style="list-style-type: none"> • Building on our cultural, artistic & sporting heritage 	heritage opportunities
<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>This Corporate Plan details how we will contribute to the Great 8 priorities in the DDT Borough Strategy, including</p> <ul style="list-style-type: none"> • Developing the skills to thrive in life & work
<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>This Corporate Plan details how we will contribute to the Great 8 priorities in the DDT Borough Strategy, including</p> <ul style="list-style-type: none"> • Building opportunities for healthier, happier & longer lives for all • Nurturing a child & family-friendly borough
<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>This Corporate Plan details how we will contribute to the Great 8 priorities in the DDT Borough Strategy, including our internal, Regenerative Council theme</p>

RISKS AND ASSUMPTIONS

26. The Corporate Plan details our contribution to DDT, our new Borough Strategy. It assumes that the Council is an equal partner within Team Doncaster and that the other organisations will deliver their contributions to the Great 8 priorities and Wellbeing Goals.
27. There is a risk that the response to the ongoing pandemic may result in the redirection of resources, including staff time and energy, away from delivery of other priorities in the Corporate Plan.

LEGAL IMPLICATIONS [SF 20.12.21]

28. Whilst there are no specific legal implications arising out of the report, the programmes of activity which will deliver the Corporate Plan will require specific and detailed legal advice as they develop further and move towards delivery. The Corporate Plan forms part of the budgetary and policy

framework and must be approved by Full Council.

FINANCIAL IMPLICATIONS [MS 31.01.22]

29. The financial implications of the priorities and actions in the Corporate Plan are contained within the Revenue, Capital and Housing Revenue Account 2022/23 budget reports that will be considered by Council on 28.02.22. As specific actions and programmes of activity are developed further, more specific financial implications will be provided in relevant reports.

HUMAN RESOURCES IMPLICATIONS [SH 20.12.21]

30. There are no specific HR implications arising from this report however there may be HR implications within specific projects arising from the Corporate Plan objectives; these will be included in the appropriate individual reports.

TECHNOLOGY IMPLICATIONS [PW 20.12.21]

31. Technology is an essential enabler to support the delivery of all services together with the wellbeing goals and actions the Council will take over the next year to contribute to the Great 8 priorities as outlined in the updated Corporate Plan. Robust and effective ICT governance arrangements will continue to be needed to ensure the delivery of the key priorities. New technology requirements to support the key priorities will be considered by the Council's Technology Governance Board (TGB) for inclusion in the Technology Forward Plan, to ensure the resources, expertise and capacity within services is available. This will be monitored and continuously reviewed via TGB.

HEALTH IMPLICATIONS [CT 20.12.21]

32. Health and inequalities in the pattern of health are caused by a range of different factors: socio-economic factors e.g. the availability of work, education, income housing and amenities; lifestyle and health-related behaviours e.g. smoking, diet, and physical activity; healthcare factors e.g. access to services, understanding the needs of the population; and personal factors e.g. age, gender, ethnicity, and genetics. All of these factors contribute to the likelihood that an individual will develop ill health. One of the best ways of describing the relative contribution of these factors is the Robert Wood Johnson Foundation work which estimates the contribution of each factor. The figure below outlines these contributions:

Health behaviours 30%	Socioeconomic factors 40%	Clinical care 20%	Built environment 10%
Smoking 10%	Education 10%	Access to care 10%	Environmental 5%
Diet/exercise 10%	Employment 10%	Quality of care 10%	Built environment 5%
Alcohol use 5%	Income 10%		
Poor sexual health 5%	Family/social support 5%		
	Community safety 5%		

Source: Robert Wood Johnson Foundation and University of Wisconsin Population Health Institute.
Used in US to rank counties by health status

33. Local authorities can play a significant part in creating healthy communities and addressing unequal patterns of poor health and wellbeing. The Corporate Plan plays a key role in setting the conditions to improve health and wellbeing and reduce inequality. The Corporate Plan and service priorities for 2021/22 are both informed by current health outcomes and use health outcomes to monitor impact. It will be essential that the 'Review' phase of Council's annual 'Define and Deliver' improvement cycle monitors progress in terms of improving health and wellbeing and assures that inequalities in the wider determinants of health and patterns of ill health are not increased. On-going observation and attention to these issues should be a key component in the successful delivery of the new Corporate Plan. The public health function within the Council will provide on-going support and advice in this area.

EQUALITY IMPLICATIONS [SW 09.12.21]

34. In line with the corporate approach to compliance against the Equality Act 2010, due regard must be shown across all activity within the Council. As the Corporate Plan brings together key plans and delivery programmes that are already shaping how we work a due regard statement is not required. However as the individual components and programmes that underpin the Plan become further developed, due regard statements will need to be completed and reported as and when appropriate. The Corporate Plan includes Equality, Diversity and Inclusion objectives, which form part of the Council's quarterly monitoring process.

CONSULTATION

35. Consultation that has taken place on the updated Corporate Plan document is summarised below:

• Directorate Leadership Teams	November 2021
• Executive Leadership Team	04.01.22
• Executive Board	19.01.22
• Informal OSMC	27.01.22
• Formal OSMC	10.02.22
• Cabinet	16.02.22

36. The Overview and Scrutiny Management Committee supported the proposed Corporate Plan. Members highlighted the importance of: contributing to the delivery of Doncaster Delivering Together and the implementation of local solutions; acknowledging which aspects will be the most challenging to deliver; monitoring progress via the performance management framework; and, ensuring staff know about and understand the Corporate Plan. The letter from the Chair of OSMC to the Mayor is attached as Appendix 2.

BACKGROUND PAPERS

37. None.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

DDT - Doncaster Delivering Together
OSMC - Overview & Scrutiny Management Committee

REPORT AUTHOR & CONTRIBUTORS

Sarah Abbotts, Senior Policy, Insight and Change Manager
Policy, Insight & Change Team

Tel: 01302 737854, E-mail: sarah.abbotts@doncaster.gov.uk

Sennette Wroot, Senior Policy, Insight and Change Manager
Policy, Insight & Change Team

Tel: 01302 862533, E-mail: Sennette.wroot@doncaster.gov.uk

Allan Wiltshire, Head of Policy, Performance & Intelligence
Policy, Insight & Change Team

Tel: 01302 862307, E-mail: allan.wiltshire@doncaster.gov.uk

Debbie Hogg
Director of Corporate Resources