

**Date: 30<sup>th</sup> March 2022**

**To the Chair and Members of Cabinet**

**Doncaster's Locality Plans 2022-2023**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Rachael Blake	All	Yes

## **1. EXECUTIVE SUMMARY**

- 1.1 This report seeks approval of Doncaster's four Locality Plans for 2022-23, and also outlines further work to embed the ways of working that will connect our Borough's public services more strongly with local people, businesses and communities at a time when this will be needed more than ever.
- 1.2 The report describes how Locality Plans have drawn upon the views of local people and will harness strong collaboration in each Locality to both build on community strengths and to address identified challenges.
- 1.3 The Locality Plans will be revised each year to incorporate further engagement with communities and to build on local partnerships, becoming more ambitious and progressive over time.

## **2. EXEMPT REPORT**

- 2.1 This is not an exempt report.

## **3. RECOMMENDATIONS**

- 3.1 To approve the attached Locality Plans, noting
  - The strong degree of engagement carried out with local communities enabling a "you said, we did" focus
  - The joining up of a range of existing plans and strategies, and the focus within Locality Plans on better delivering these alongside local people and businesses
  - The priorities identified within each Plan that will be worked on in partnership within each area
  - The plans to continually improve local engagement, data analysis and partnership working year on year so that annually refreshed Locality Plans support increasing ambition and better results for Doncaster's communities throughout the lifetime of the Borough Strategy.

#### 4. WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

- 4.1 Locality Plans are intended to drive local solutions in Doncaster that will support our people and places to thrive. They encompass all aspects of community living, from the economy through the environment to personal safety, health and wellbeing.

#### 5. BACKGROUND

##### The need for Locality Plans

- 5.1 Doncaster is England's largest metropolitan borough council by geographical size. The borough is too large and diffuse to do everything in a one-size-fits-all way.
- 5.2 Wards are much more local. They are essential in developing accountable relationships with Doncaster people. However they are small and can feel isolated. We need to find a way of magnifying their local focus.
- 5.3 Localities can do this by bringing together a number of wards within an area to manage the balance between being nimble and being influential. Doncaster has four Localities, each containing between 5 and 6 wards.
- 5.4 Localities also support better partnership engagement. For example our General Practitioners (GPs) are organised on our locality footprints and South Yorkshire Police also plan to take this step.
- 5.5 Therefore collaboration across Localities, reflected in Locality Plans, supports strong partnership work for the benefit of local people.

##### The way of working that will help Locality Plans succeed

- 5.6 Locality Plans will do no good if they are not underpinned by ways of working which help turn their vision into reality. Work to embed this is divided into five main themes which are covered below.
- 5.7 **Empowering and engaging local people, businesses and communities** provides the foundation. Locality Plans have been built on strong engagement with many Doncaster communities to understand the strengths local people want to build on and the gaps they want to address. This will be built on, harnessing strong leadership that already exists from Doncaster's voluntary and community organisations, key representative bodies like Town and Parish Councils.
- 5.8 **Joined-up partnership from the Council and local organisations** is required once issues arise that individuals, families or communities can't manage by themselves. This is being developed via Local Solutions partnerships in each locality.
- 5.9 Locality Plans, in setting out the opportunities and the gaps in each area, provide a strong basis for **local commissioning and investment** that identifies sources of funding and makes sure the money follows the need in each area, including giving people more opportunity to shape the recovery and growth of their own communities
- 5.10 **Clear and visible leadership** is required to hold the above together. This is provided through clearly structured Locality partnerships, meeting to coordinate responses to existing issues as well as to plan ahead strategically. The role of elected Councillors of all parties is critical also. As elected representatives of their communities they can hold the process to account

and can also help officers identify opportunities through their close connections with local people and issues. The ongoing effectiveness of Locality Plans will be monitored by the Overview and Scrutiny Management Committee, and lead Ward Members will come together in each Locality to work collaboratively with officers and help steer further developments.

### **The community engagement that has supported Locality Plans**

- 5.11 Locality Plans are part of a wider way of working that is intended to bring the Council and partners closer to local people, businesses and communities. The intention is to develop a local “you said, we did” approach that brings the services and teams covering a patch together in partnership. Better connection with communities also highlights their existing strengths and motivations. Sometimes rather than getting involved statutory organisations need to get out of the way.
- 5.12 In each Locality there has been a wide range of engagement that has supported the development of these plans:
- There has been consideration of the wide range of survey work over the last couple of years and the things Doncaster people have already told us, for example via Doncaster Talks.
  - In depth appreciative enquiry work has been carried out in twenty Doncaster wards that are most affected by deprivation and disadvantage. Drawing out the strengths and issues of these communities has been especially important to avoid them being further left behind as Doncaster recovers from Covid and deals with increases in the cost of living. Well Doncaster colleagues have led a fully participative process in each place that connects with local people and businesses on the ground, discovers strengths and areas of concern, co-designs solutions and supports the community to deliver these.
  - There has been further bespoke engagement in other communities, focusing on people whose voice seemed missing in other feedback.
  - There was focused liaison with local Members and, critically, Town and Parish Councils that often do huge amounts of unsung work in communities.
  - Finally there was discussion with partnership organisations to draw upon their own intelligence of working with local people.
- 5.13 The insights from this engagement, combined with local data, provide the basis for action. Both engagement and data will be improved year-on-year, picking up additional voices and interests and enabling a progressively stronger understanding and response.

### **Using Locality Plans both to address local gaps and to coordinate existing activity**

- 5.14 Each Locality Plan highlights the issues that local feedback suggests should be prioritised. There is significant consistency between Localities in relation to shared themes such as community safety, youth provision, the environment and local facilities, and both mental and physical health. Within these and other themes though, different Locality Plans have identified different underlying issues and approaches that relate to their unique circumstances, local strengths and motivations.
- 5.15 Locality Plans each connect to the Borough Strategy, localising actions that will help achieve better outcomes for Doncaster and all its residents. The Locality Plans also connect with a range of existing plans covering a wide range of activity. It was a notable aspect in pulling Locality Plans together that many gaps which residents and businesses perceived were already factored into existing plans and strategies such as:
- The Community Safety Strategy

- The Health and Wellbeing Strategy
- Get Doncaster Moving
- The Education and Skills Strategy
- The Environment and Sustainability Plan

5.16 These (and other) plans and strategies need to be connected more strongly with local actions so that Doncaster people are better aware of existing actions and can get involved with shaping future actions. Each Locality Plan maps existing plans and strategies onto the challenges and issues that have been raised locally. Strategic and operational partnerships in each locality will be out in a stronger position to consider existing Doncaster-wide plans more locally, and drive actions with communities to help them come about more effectively.

### Ensuring ongoing progress

5.17 These Locality Plans provide a starting point and not an end point. They help provide a structure to ongoing work that will better build on strengths in Doncaster’s communities, address challenges and build trust over time.

5.18 Local democracy is built on accountability to local people and is therefore key to further development of the model. There has been strong all-party commitment to this way of working, and Members will be in a position to oversee progress in two ways:

- Through the Overview and Scrutiny Management Committee which will link to all scrutiny work
- Through nominated Locality Lead Members from each ward who will regularly come together with the lead Director for that Locality

5.19 Engagement with Town and Parish Councils will also be strengthened alongside work with other local groups and Team Doncaster partners.

5.20 Locality Plans will be refreshed annually, building on a process of improved coordination, continuous engagement, collaboration and communication.

## 6 OPTIONS CONSIDERED

6.1 The Council could have chosen to continue as now, and not develop a Locality focus.

## 7 REASONS FOR RECOMMENDED OPTION

7.1 The recommended option is to produce, develop and promote Locality Plans as a catalyst for local improvement, bringing people together in a way that better improves the prospects of the Borough as a whole as well as the diverse communities within it.

## 8 IMPACT ON THE COUNCIL’S KEY OUTCOMES

	Outcomes	Implications
1.	<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> </ul>	<p>Locality Plans are designed to enable improvements in Working, Living, Learning and Caring. Their scope relates to the wishes and needs of Doncaster people rather than the limitations of any particular services.</p>

	<ul style="list-style-type: none"> <li>• Inward Investment</li> </ul>	
2.	<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>	
3.	<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>	
4.	<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>	
5.	<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 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>Locality Plans will not be effective unless the Council connects with local communities, but also operates in a joined up way itself. The scope of the plans has required involvement from teams across every Directorate, and partnership engagement with a large number of local organisations and representative bodies.</p>

## **9 RISKS AND ASSUMPTIONS**

9.1 Risks and assumptions are picked up in the main body of the report.

## **10 LEGAL IMPLICATIONS [Officer initials: SRF Date: 11/03/22]**

10.1 Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do. Section 111 of the Local Government Act 1972 gives an Authority power to purchase goods and services. S112 Local Government Act 1972 allows an Authority to ability to employ such staff as they think necessary for the proper discharge by the authority of such of their functions. The Council also has a number of statutory duties which it must deliver within its area. The Locality model is intended to enhance the Council's ability to deliver those duties.

## **11 FINANCIAL IMPLICATIONS [Officer initials: DB Date: 16/03/22]**

11.1 There are no specific financial implications arising from this report at this stage but we will need to consider financial implications and appropriate governance requirements if and where proposing any related service changes and/or allocating budgets on a locality basis.

There is a £5m contingency budget included in the council's capital programme 22/23 to 25/26 which provides flexibility for any new schemes identified in year which includes any additional capital requirements arising from the locality plans. Any additional investment required for community hubs etc will be subject to appropriate funding approval and dependant on assets already held in the areas for instance.

There is a £2.039m locality commissioning allocation set aside within the authorities non-recurrent better care fund earmarked reserve, planned to be targeted to localities through proposed investment each of the four localities, with overall allocation split on a per capita basis. The final approach, including business case process and management of funds, is to be considered further at Joint Commissioning Management Board (JCMB) and approved through separate council key decision.

## **12 HUMAN RESOURCES IMPLICATIONS [Officer initials: AT Date: 16/03/22]**

12.1 There are no Human Resources implications.

## **13 TECHNOLOGY IMPLICATIONS [Officer initials: PW Date 16/03/22]**

13.1 Technology is a key enabler that will underpin the delivery of the Locality Plans. Digital and ICT are already working on a localities case management system and reporting. Early engagement with Digital and ICT will be needed in relation to any planned location changes and/or new sites, as there may be significant lead times for third party suppliers to commission new services. Consideration also needs to be given to the impact of the locality plans on current technology (for example CRM, DRS and Total Mobile), with any required changes being requested via the Request Change to System(s) forms in iServe. The Your Life Doncaster website is currently being redeveloped in house and the locality pages are being built into the new site.

## **14 HEALTH IMPLICATIONS [Officer initials: RL Date: 16.03.22]**

- 14.1 Locality Plans and locality working provide an opportunity to use community based approaches to improve health and wellbeing on a more local scale. The plans describe an aim to mobilise partners around the insights gained from individuals and communities about the assets in their communities that keep them well. The method for gaining insight is well described, although partners should consider that the voice of some individuals or communities may not be fully described in these earlier stages. The ongoing engagement described in the plans alongside the use and understanding of key health related metrics as presented in the JSNA should be used to provide additional context for Locality Plans and locality working.

## **15 EQUALITY IMPLICATIONS [Officer initials PH Date 10.03.22]**

- 15.1 By their very nature Locality Plans require a focus on diversity. They have been drawn together through engagement with local people and recognition of differential outcomes for different communities and different geographies within Doncaster. They are plans for Doncaster and all its people but their intention is to narrow the gap between people, families and communities with less opportunity, and those with more.

## **16 CONSULTATION**

- 16.1 Extensive consultation has been carried out in producing these Locality Plans as set out in the preceding report.

## **17 BACKGROUND PAPERS**

- 17.1 Appendix One: Central Locality Plan  
Appendix Two: East Locality Plan  
Appendix Three: North Locality Plan  
Appendix Four: South Locality Plan

## **18 REPORT AUTHOR & CONTRIBUTORS**

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