

# City of Doncaster Council

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# Corporate Plan

# 2023-2024

<b>Foreword</b> Mayor Ros Jones and Chief Executive Damian Allen	Page <b>2</b>
<b>Section 1</b> Wellbeing Goals and Outcomes	Page <b>3</b>
<b>Section 2</b> Fairness and Inclusion	Page <b>4</b>
<b>Section 3</b> Local Solutions for People, Place and Planet	Page <b>5</b>
<b>Section 4</b> Resources	Page <b>6</b>
<b>Section 5</b> Key Priorities for this year	Page <b>7</b>
<b>The Great 8</b> 1. Tackling climate change 2. Developing the skills to thrive in life and work 3. Making Doncaster the best place to do business and create good jobs 4. Building opportunities for healthier, happier and longer lives for all 5. Creating safer, stronger, greener and cleaner communities where everyone belongs 6. Nurturing a child and family-friendly borough 7. Building transport and digital connections fit for the future 8. Promoting the borough and its cultural, sporting and heritage opportunities	
<b>Regenerative Council</b>	
<b>Section 6</b> Monitoring Our Progress Further Information	Page <b>12</b>

## Foreword



Ros Jones

**Mayor Ros Jones**

Team Doncaster has set out its long-term vision and ambition in the ten-year borough strategy, Doncaster Delivering Together (DDT). That document sets out our wellbeing essentials and Great 8 priorities for the whole of the borough, and is centred on one central mission: Thriving People, Places and Planet. This document is the Council's Corporate Plan – it sets out the Council's contribution to DDT for the year 2023/24.

The challenges we identified in 2021 still remain, and new challenges have materialised, for example dealing with the fall out of the airport closure and the continuing re-integration of children's services. However, at the heart of our work we are prioritising the here and now to support residents and businesses to cope with the cost of living crisis whilst also stimulating growth in our economy through better skills and greater investment.

These sit alongside our longer-term challenges such as tackling our high levels of deprivation, improving health, growing our economy, improving educational attainment and training opportunities, improving community safety, social care provision, and responding to climate change.

These are all huge challenges, especially with reduced resources, increasing demand, and no change to our minimum statutory duties. Difficult decisions will be required regarding the scaling back of some Council activities in order to maintain our more essential services and support.



Damian Allen

**Chief Executive**

Although our challenges and 'To Do' list are substantial, we have much to celebrate and build upon going forward.

Doncaster's new city status will help raise our profile on the national and international stage – helping business growth, increasing visitor numbers, and improving our chances of securing additional funding and investment.

Our City has, and continues to see significant regeneration in the form of commercial, residential, learning and cultural developments, with climate change and biodiversity protection at the focus of our activity.

The scale, scope and quality of our education and training provision is improving, and partnership working, whereby we get more from our collective resources, is better now than ever before.

We will continue to ensure 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 tens of millions of pounds of additional investment.

We will continue to make improvements to our services whilst ensuring we make the changes and savings we need according to our medium term financial plan. We will continue to operate as a 'Regenerative Council', i.e. one 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

[www.doncaster.gov.uk](http://www.doncaster.gov.uk)



# Section 1: Wellbeing Goals and Outcomes

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

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

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 and 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.



## Greener and Cleaner

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 and 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 and 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 and 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 and 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 and 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 and work



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



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



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



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



7. Building transport and digital connections fit for the future



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

This Corporate Plan details the Council's contribution to the 'Great 8' priorities for the coming year, 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 and 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 proposed key objectives for 2022-26:

- Support older adults to remain independent in their own homes.
- Support victims of domestic abuse and work with partners to reduce the levels of abuse in the Borough.
- Improve engagement with our most deprived communities to increase access to jobs and skills.
- Improve the mental health of our children and young people.
- Support those Children and Young people within our care to have a good start to life and have the same life chances as everyone else living in the Borough.

The Corporate EDI Board meets on a monthly basis to receive reports and/or updates on the progress made against the improvement and delivery of the EDI objectives.

The Board reviews performance against the indicators that underpin the delivery of the EDI objectives, via the Council's existing quarterly performance arrangements. Progress is reported within the Finance and Performance Report that is presented to Cabinet.



## Section 3: Local Solutions for People, Places and Planet

### Our Localities

The City of 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.

### Our progress in 22-23

- We have published Locality Plans which have been produced alongside local people and bring together existing plans and strategies with the things people have said should be prioritised.
- We have set up Leadership responsibilities aligned to each locality to ensure this way of working is embedded across all of the Councils work. This has included 'Silver' and 'Bronze' meetings where a partnership response to any issues in a community has been worked through.
- We have completed Master Plans in Thorne, Mexborough, Rossington and Edlington
- We have launched Your Life Doncaster which is the banner for locality working and a central place for information
- Introduced 'Your Place Your Family' teams in each locality,
- Continued, through 'Well Doncaster', the appreciative inquiry place to more areas of the borough to actively engage local places on what matters to them.

### So What Next?

In 2023-24 we are taking a number of steps forward to support Local Solutions for People, Places and Planet in Doncaster.



Building on the localities way of working develop a service model to focus more on community prevention services and take the learning from the Edlington Regenerative Neighbourhood Pilot to go deeper into other specific communities across the Borough.



Refresh our Locality Plans for 23-24 using recent local engagement and new locality based intelligence to ensure that the issues that matter most to local people are reflected in the plans.



Continue to engage and build capacity via our Well Doncaster and Locality based services.



Explore how we can introduce progress against our localities work into our usual quarterly reporting process



Refresh the Doncaster Delivering Together Investment Plan and ensure that investment activity can be shown digitally and by locality.



Examining our spending decisions and whether these can better targeted to need and locally delivered.

## Section 4: Resources

The Council continues to face the significant challenge of setting a balanced budget with reducing funding, increasing costs, increasing demand and no reduction in our statutory obligations to provide services.

This is not specific to Doncaster – councils across the country face the same situation. We continue to face uncertainties in our funding, and are also seeing volatility in our costs and the income we generate.

We have a Medium Term Financial Strategy (MTFS) in place that 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 the 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.

We have repeatedly been successful in achieving a balanced budget, through prudent financial management and careful planning, whilst always putting our support for Doncaster people, communities and businesses at the forefront of our decision-making.

The Council’s money comes from a range of sources, the amounts and proportions differing in any given year. Council Tax and Business Rates, for example, provide for just over a quarter of the money we needed to deliver our priorities in 2022.

Source of funding	2022/23
1 Council Tax requirement for Council services	£127.8
2 Collection Fund Surplus	£0.9
3 Revenue Support Grant & Top Up Grant	£56.0
4 Retained Business Rates	£34.7
5 Other Government Grants inc. Housing Benefits	£194.9
6 Other Income & Customer and Client Contributions	£110.7
7 Use of Reserves	£1.1

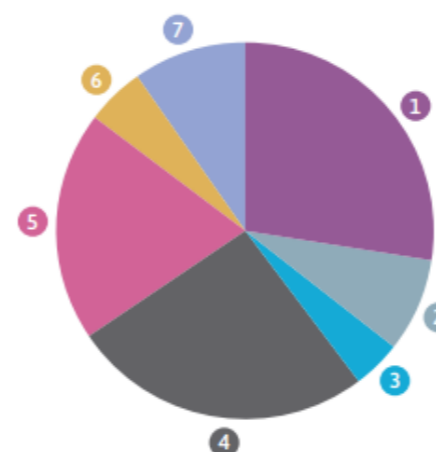
In addition to funding high quality frontline services for residents, we also continue to invest in our City’s future to help stimulate growth and prosperity in the form of programmes and projects covering education, skills, housing community safety, infrastructure, retail, leisure and culture – which provide benefits for local people, as well as attracting visitors to the area.

Our main financial pressure is from social care, which is consistent with national trends. Our spend in Adults, Health and Wellbeing (around 28%) and Children, Young People and Families (around 26%) account for more than half of Council expenditure – the 2022/23 budget for which totalled over £280m. Given additional pressures relating to the COVID pandemic and its aftermath, these cost pressures are expected to increase this year.

Where the money goes (£m) 2022/23

1 Adults, Health and Wellbeing	£145.0
2 Corporate Resources	£42.1
3 Council Wide	£22.1
4 Learning and Opportunities inc. Children's Services Trust	£136.3
5 Economy & Environment	£103.9
6 Public Health	£26.7
7 Housing Benefits	£50.0
<b>Total</b>	<b>£526.1</b>

Excludes expenditure incurred by Parish Councils and Schools



Wherever possible, the Council spends the borough’s money locally to help support local businesses and organisations. All our expenditure decisions are subject to appropriate and stringent financial management processes and rules, with financial management being a fully integrated element of our performance management framework – monitored throughout the year, by both corporate and elected leadership teams.

We will continue to be customer-focused, flexible and agile in the way we deliver our services, investing in our staff, processes, systems and technology to be as effective and efficient as we can be – regularly seeking the feedback from appropriate stakeholders as to how well we have done, and how we can do better.

Our 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 2023-24, that will contribute to the Doncaster Delivering Together (DDT) Strategy.

## Section 5: Key Priorities for 2023-2024

This Plan details our contribution to the 'Great 8' priorities during 2023-24. 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.
- Take steps to improve energy efficiency of buildings.
- Understand and monitor council carbon emissions, for example by monitoring energy use in council owned assets.
- Support adaptation measures, for example by increasing urban greenery to provide a cooling effect in heatwaves, or retaining walls for flood defences
- Support and provide opportunities for people to tackle climate change.

#### Key priorities that our resources will support in 2023-24

- Continued contributions to the implementation of the Environment and Sustainability Strategy as appropriate such as:
  - Housing retrofit schemes
  - Increasing the availability of electric vehicle charging infrastructure
  - 1 Million Trees programme
- 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 the approved supplementary planning guidance



### 2. Developing the skills to thrive in life and 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.
- Support residents to access the skills they need for meaningful work.
- Work in partnership with educational settings and communities to integrate cultural opportunities into the local offer.
- Prepare our children for adulthood; access and engage them in education, employment and training; and support them to positively contribute to their community.
- Give our children the very best start in life by supporting their parents and carers to optimise their child's development.

#### Key priorities that our resources will support in 2023-24

- Development and implementation of a new Inclusion Strategy, underpinned by service integration.
- Bring forward a vision for an enhanced business led higher education offer in the city.
- Support residents by reviewing and enhancing 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 the cessation of Social Mobility Opportunity Area funding





### 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.
- Sustain city centre footfall.

#### Key priorities that our resources will support in 2023-24

- 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 and drive key sector growth
- 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 plans and initiatives to improve our town centres across the borough especially in light of the changing retail landscape.
- Ensure the council plays a supportive role to commercial sectors to assist with attracting and securing investment / developments.



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

#### What we need to do well

- Information/advice: support more people to have the information they need, how and when needed.
- Wellbeing and independence: support more people to keep safe and well and to live the life they want.
- Active and supportive communities: support more people to keep family, friends and connections.
- When things need to change: support more people to stay in control of their lives in times of challenge or difficulty.
- Flexible and integrated care and support: support more people to receive the support they need in the way they prefer it
- Workforce: enable 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: increase opportunities for people and communities to hold us to account in delivering what good personalised support looks like from their point of view.

#### Key priorities that our resources will support in 2023-24

- Introduce Social Care locality working, which will promote improved partner relationships create efficiencies and moving forward into improved holistic service delivery.
- Continue to drive practice improvement in Social Care.
- Develop and deliver a Fairness and Wellbeing Commission that will propose action to address the stubborn social disparities for Doncaster residents.
- Publish a Joint Health and Wellbeing Strategy for Doncaster informed by the Joint Strategic Needs Assessment, outputs from the Fairness and Wellbeing Commission and insight with communities
- Establish the National Institute for Health and Care Research (NIHR) Health Determinants Research Collaboration (HDRC) Doncaster to become more research active and embed a culture of evidence-based decision making.
- 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.
- Ensure high quality, effective and affordable commissioned Public Health services are available and accessible for Doncaster residents.
- Improve population health, understand and reduce health inequalities and challenge the environmental and social structures that create inequalities to address the wider determinants of health through the creation and further development of key partnerships including with the NHS, businesses, research organisations, social enterprises, and voluntary and community 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 investments, developments and decisions.
- Ensure the Public Health function has the capability to lead improvement and respond to wider system changes and demands, including impact of cost of living, health protection, changes in the NHS and funding allocations.





## 5. Creating safer, stronger, greener and 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.
- Support and provide opportunities for people to be safer on our roads.
- Support and provide opportunities for people to enhance their local environment.

### Key priorities that our resources will support in 2023-24

- Protect the health of Doncaster people through effective health protection and emergency planning arrangements, with a focus on minimising impacts on residents.
- Provide Public Health input to the refresh of Doncaster's Air Quality Action Plan, developing and agreeing the intentions for working towards air quality objectives.
- 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
- Implement the service review of Street Scene building on progress to date, further optimise existing 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 South Yorkshire. Embed lessons learned into future operational plans to ensure robust response and recovery from flooding emergencies
- Continue delivery of the Council House Build Programme, both in terms of onsite delivery and preparation 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 recommendations following the Grenfell fire disaster.
- Commission and manage Support Housing contracts e.g. Wharf House, Open House Plus.
- Work with partners to expand the Housing First offer – dedicated units to support rough sleepers and those with complex needs.
- Commission services and provide 1-to-1 support for rough sleepers and those with complex needs.



## 6. Nurturing a child and family-friendly borough

### What we need to do well

- Support families to access free childcare entitlements
- Help families to get the support they need as early as possible whilst ensuring effective child protection arrangements are in place where deemed appropriate to do so.
- Support children to stay with their families in Doncaster, and where they cannot, be good corporate parents.
- Increase the range of accommodation in Doncaster for Looked after Children and Care Leavers.
- Provide services so that our children enjoy good health, have opportunities for positive activities, build resilience and life skills and optimise independence (agreed, reads better)

### Key priorities that our resources will support in 2023-24

- Continue to build upon the effective reintegration of former Children's Trust functions into Council services.
- Deliver year 2 of the post-Government/OFSTED inspection Directorate Improvement Plan.
- 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.
- Effective partnership Early Help Offer and Localities (to include the potential for multi-disciplinary teams as per the MacAlister review.
- Develop and Implement Youth Strategy building on the youth hub developed as part of the Department for Digital, Culture, Media and Sport pilot).
- Continue to lead on the complex abuse investigation, liaising closely with Ofsted, the provider and other Local Authorities
- Continue to develop and implement practice management and data quality improvements.
- Development of a single efficiency plan in Children, Young People and Families directorate that maximises available resources.
- Recruitment campaign – reducing vacancies and increasing capacity in posts that support children, young people and families.
- Child Placement Strategy – increasing local provision to reduce the need to place Doncaster children outside of Doncaster.



## 7. Building transport and 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 2023-24

- Working with the South Yorkshire Mayoral Combined Authority, 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 and lobbying 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 Road, improvements to Thorne and Conisbrough railway stations, and the Active Travel Programme.
- Maximise active travel opportunities and increase modal shift through participation in walking and cycling through the delivery of City Region Sustainable Transport and Transforming Cities Fund schemes
- Take all appropriate steps to secure the future of Doncaster Sheffield Airport
- Continue to deliver upon those projects contained within Levelling Up Fund (Round 1), Doncaster Town Deal and Stainforth Town Deal.



## 8. Promoting the borough and its cultural, sporting and heritage opportunities

### What we need to do well

- 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
- Increase volunteering in cultural, sporting and heritage settings

### Key priorities that our resources will support in 2023-24

- 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.
- Continue funding and support for partner organisations such as Doncaster Culture Leisure Trust, CAST Theatre, and other arts, heritage, sports and culture-focused organisations.
- Undertake feasibility study in relation to the investment requirements and business opportunities at the Dome Leisure Centre.
- Promotion of the borough and its cultural, sporting and heritage opportunities locally, regionally and nationally.
- Delivery of events to attract visitors to the area and contribute to the local economy.
- Complete the refurbishment of Askern Leisure Centre by spring 2023 and continue works at Thorne Leisure centre to modernise these facilities.
- Directed by the Get Doncaster Moving Strategy; deliver the first 5 Future Parks, co-design and deliver a resident-led behaviour change campaign and develop and implement a sector-led Local Skills Framework, in partnership with the Chartered Institute for the Management of Sport and Physical Activity.





# A Regenerative Council

We continually update our understanding and evidence associated with the challenges and opportunities we face as a borough, and individually as a Council. We want to be a development-led Regenerative Council and we have identified a set of key things that are required so that we are able to deliver our services well in the future:

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

## What we need to do well?

- Respond to our customers in a timely manner, focusing on a quality customer experience.
- Process Housing and Council Tax queries in a timely manner.
- 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.
- 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.
- Have an effective workforce strategy and deal with the current workforce issues.

## Key priorities that our resources will support in 2023-24

- Proactively work across the Team Doncaster partnership to reduce the impacts of the cost of living crisis on communities and businesses and continue to provide the much required appropriate financial support to the people who need it most.
- Drive the delivery of the DDT through a continuously improving and maturing Team Doncaster partnership via partnership summary agreements.
- Produce and deliver the DDT investment plan that maximises investment into the City that will contribute to economic, social and environmental well-being.

- Respond to and publish our Peer Review Action Plan.
- Strengthen Doncaster's influence in regional and sub-regional structures to deliver maximum impact for the City.
- 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.
- Improve morale and sense of professional pride within our workforce.
- 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 take full advantage 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 and 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.
- Begin the process of delivering upon the Council's Customer Experience Strategy (2023-26) to further improve the experience of residents when contacting us.
- Delivery and implementation of the Asset Management Strategy via the Doncaster Strategic Estates Group and a coordinated approach across public sector partners, particularly to bring forward investment across the City Centre.
- 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.
- Deliver a Strategic Commissioning function that provides a long-term view on priorities including support for people experiencing homelessness, older people, learning disabilities and mental health and supporting a locality

## 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 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.

