

City of Doncaster Council

Corporate Plan

2024-2025

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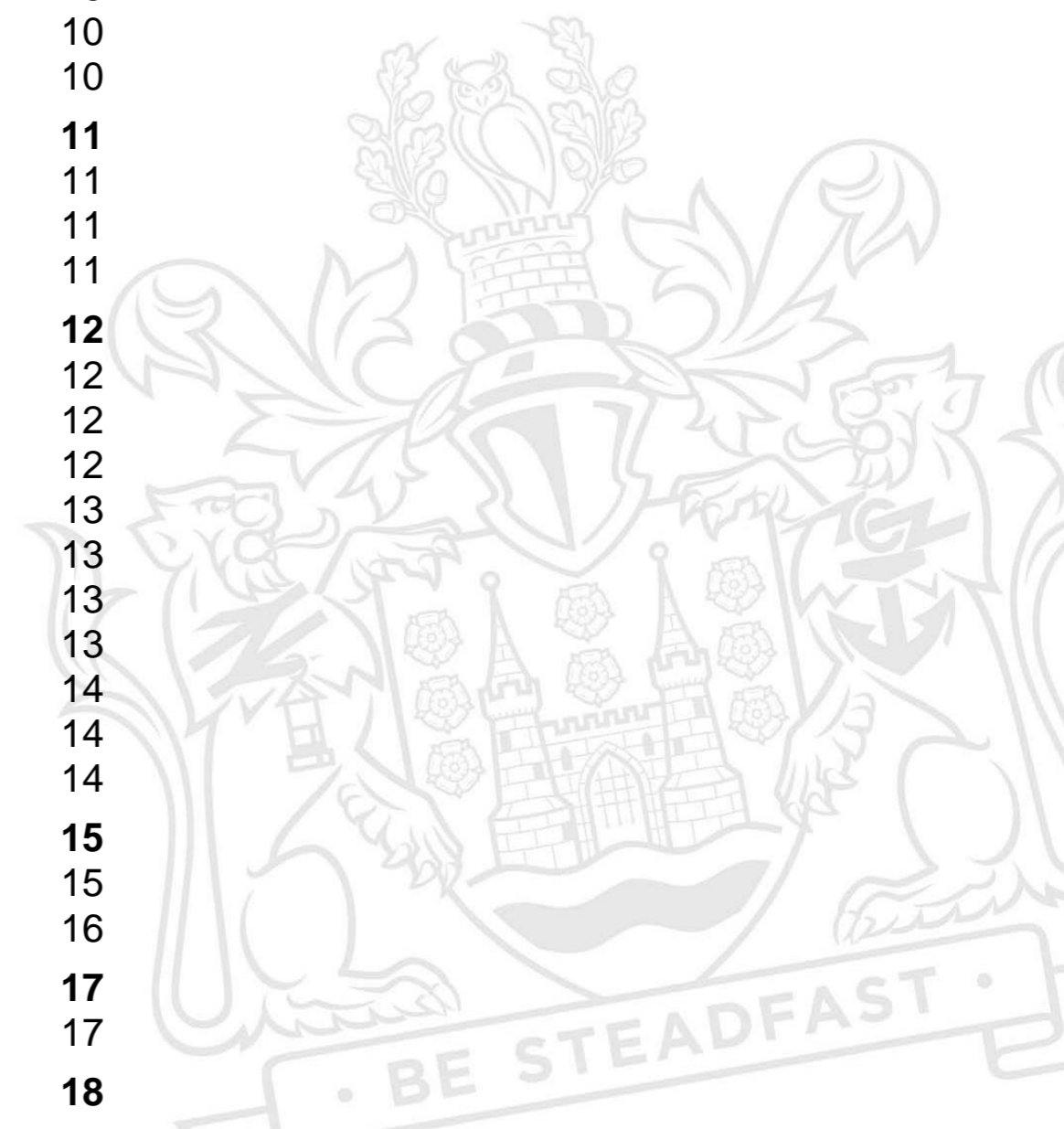
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INTRODUCTION

Foreword



Ros Jones

Mayor Ros Jones

Welcome to the Council's Corporate Plan for 2024-2025.

This sets out our short-term priorities and activity associated with the longer-term ambitions identified in Team Doncaster's 'Doncaster Delivering Together' borough strategy.

No single organisation can deliver these ambitions on their own, so this Plan should be considered a contribution to the overall activity, not the entirety of what is planned for Doncaster.

Although this is the Council's Plan, we make it clear that much of the work we will do will be done together with our Team Doncaster partners – this way we can get more from our collective resources and stand a better chance of achieving our central mission: Thriving People, Places and Planet.

We face a range of challenges of different scale and type. Some challenges are more significant and engrained and so need a longer-term response over multiple years – for example, tackling low healthy life expectancy or tackling deprivation. Much of the activity to respond to such issues is already established and so this year will see a continuation and/or expansion of such projects, services, and interventions.

On the other hand, some challenges pop up unexpectedly – such as responding to the closure of the airport or supporting our residents in response to adverse weather-related emergencies such as flooding.



Damian Allen

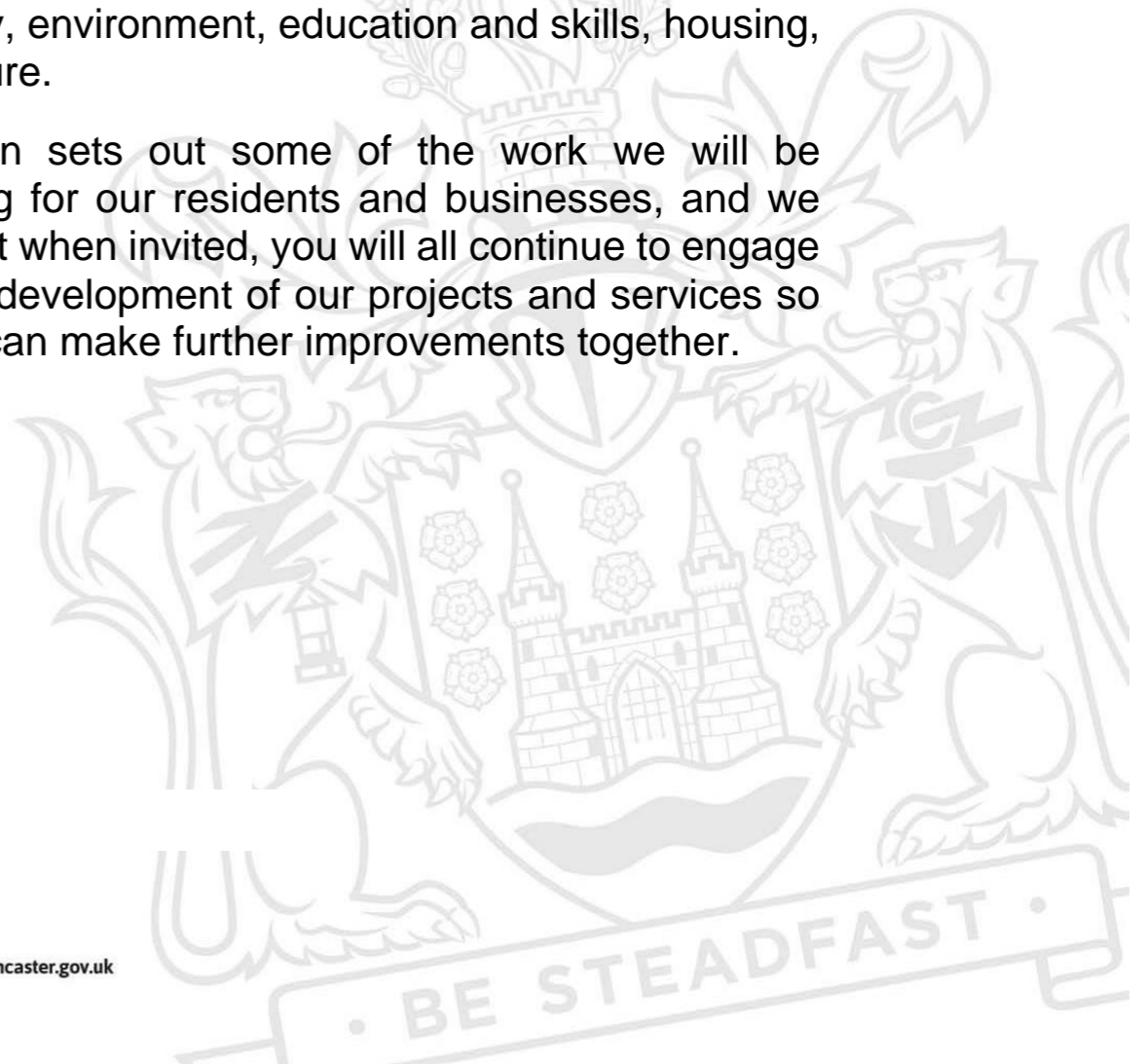
**Damian Allen
Chief Executive**

Whatever the issue, residents and businesses can be assured that we are working hard to effectively respond to such challenges, together with work to prevent or limit the impact of future events.

To deliver on both fronts is becoming more difficult every year as we are continually left with reduced resources with which to work. This is why we put so much emphasis on the joining up of efforts by multiple organisations, together with the resident-informed initiatives that target resources where they are needed the most.

Despite the challenges, there is much to be positive about in Doncaster, from continued significant regeneration in the city centre, towns, and villages throughout the borough; to an array of activity set out in the agreed partnership-wide strategies for the economy, environment, education and skills, housing, and culture.

This Plan sets out some of the work we will be delivering for our residents and businesses, and we hope that when invited, you will all continue to engage with the development of our projects and services so that we can make further improvements together.



Wellbeing Goals and Outcomes

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

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

Doncaster and the world around us are changing in many 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.

DDT 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 ambitions that we will work towards.

The Wellbeing Goals interconnect – for example, reducing unemployment must go together 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. This includes:

- Planting 1 million trees
- Improving air quality
- Having more places to enjoy nature and recreation
- Cleaner neighbourhoods and less fly-tipping
- Reducing carbon emissions

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. This includes:

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

HEALTHY AND COMPASSIONATE

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

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

FAIR AND INCLUSIVE

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

- 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

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
- Reducing crime & antisocial behaviour
- More local services providing support closer to communities
- Strengthened voluntary sector

SKILLED AND CREATIVE

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

- Improving educational 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

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 collaborating 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 are 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 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

Our Priorities for 2024/25

Our priorities are grouped into three themes: **Organisational**, **People-focused**, and **Place-focused**. Each priority has an elected member that has overall responsibility for its achievement and a senior Council officer responsible for delivering activity.

The logos show which of the DDT Great 8 priorities to which they contribute. **Please note that the priority numbers do not represent an order of importance.**




 Tackling Climate Change	 Developing the skills to thrive in life and work	 Making Doncaster the best place to do business and create good jobs	 Building opportunities for healthier, happier, and longer lives for all	 Regenerative Council
 Nurturing a child and family-friendly borough	 Building transport and digital connections fit for the future	 Promoting the borough and its cultural, sporting and heritage opportunities	 Creating safer, stronger, greener, and cleaner communities where everyone belongs	

Organisational

Priority 1. Cultivate a Dynamic, Diverse, Informed & Empowered Workforce 

Cabinet Lead: Cabinet Member for Corporate Resources
Lead Officer: Assistant Director Policy Insight and Change

Attracting and developing the best talent with a diverse range of skills, experiences, and perspectives. Embedding our Values, taking advantage of technology and delivering efficient services.

Priority 2. Think Local, Act Personal   

Cabinet Lead: Cabinet Member for Public Health, Communities, Leisure, and Culture
Lead Officer: Assistant Director Policy Insight and Change


Embedding our Localities working model, where services and interventions are tailored to the needs of and delivered from within our communities.

Priority 3. Create a fairer, kinder & more inclusive city   

Cabinet Lead: Cabinet Member for Children's Social Care and Equalities; Cabinet Member for Public Health, Communities, Leisure, and Culture
Lead Officer: Assistant Director Policy Insight & Change / Director of Public Health & Prevention


Developing and coordinating a coherent programme focussing in on the DDT Fair and Inclusive wellbeing goal.

People-focused

Priority 4. Improve outcomes in Adult Social Care 




Cabinet Lead: Cabinet Member for Adult Social Care
Lead Officer: Director Adults, Well-being, and Culture

Addressing existing challenges within the Adult Social Care services to improve efficiency and effectiveness of the support we provide to residents.

Priority 5. Co-deliver an impactful NHS partnership  

Cabinet Lead: Cabinet Member for Adult Social Care; Cabinet Member for Public Health, Communities, Leisure, and Culture; Cabinet Member for Children's Social Care and Equalities
Lead Officer: Director Adults, Well-being and Culture, Director of Public Health & Prevention



Improving the way Council services work together with the NHS to deliver joined-up health and social care services to residents.

Priority 6. Improve outcomes for children through a high-performing Children's directorate   

Cabinet Lead: Cabinet Member for Children's Social Care and Equalities; Cabinet Member for Early Help, Education, Skills, and Young People
Lead Officer: Director Children and Families



Addressing existing challenges within the Children's services to improve efficiency and effectiveness of the support we provide to residents.

Place-focused

Priority 7. Develop our South Yorkshire Airport City  

Cabinet Lead: Mayor
Lead Officer: Director of Corporate Services

Reopening the Airport for commercial flights and developing the broader area for economic use.

Priority 8. Deliver Major Projects  

Cabinet Lead: Cabinet Member for Highways, Infrastructure and Enforcement; Cabinet Member for Finance, Traded Services and Planning
Lead Officer: Director of Corporate Services

Delivery of Levelling Up Round 1 funded schemes, our two Town Deal funded programmes, and a range of Transport improvement interventions.

Priority 9. Create Safer, Stronger, cleaner neighbourhoods    

Cabinet Lead: Cabinet Member for Highways, Infrastructure and Enforcement; Cabinet Member for Housing and Business; Cabinet Member for Sustainability and Waste. **Lead Officer:** Director of Place

Delivering value for money community services linked to the environment and safety.

Priority 10. Deliver Council contributions to Team Doncaster strategies

EDUCATION & SKILLS
Cabinet Lead: Cabinet Member for Early Help, Education, Skills, and Young People.
Lead Officer: Director Children and Families

CULTURE
Cabinet Lead: Cabinet Member for Public Health, Communities, Leisure, and Culture
Lead Officer: Director Adults, Wellbeing & Culture

HEALTH & WELLBEING
Cabinet Lead: Cabinet Member for Adult Social Care; Cabinet Member for Public Health, Communities, Leisure, and Culture; Cabinet Member for Children's Social Care and Equalities, Cabinet Member for Early Help, Education, Skills, and Young People.
Lead Officer: Director Adults, Wellbeing and Culture

ECONOMY
Cabinet Lead: Mayor, Cabinet Member for Housing and Business.
Lead Officer: Director Place

HOUSING
Cabinet Lead: Cabinet Member for Housing and Business.
Lead Officer: Director Place

ENVIRONMENT & SUSTAINABILITY
Cabinet Lead: Cabinet Member for Sustainability & Waste.
Lead Officer: Director Place



What resources do we have available?

Context

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

We have repeatedly been successful in achieving a balanced budget each year, 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.

Financial Pressures

Our main financial pressure continues to be from social care, which is consistent with national trends.

Increasing demand for services, together with limited supply and increased costs, continue to prompt the development of innovative ways of working and cross-partner delivery, enabling our residents to get the support they need in the way they want it.

Our expenditure in Adults, Health, and Wellbeing; Children, Young People and Families; and Public Health accounts for around two-thirds of our total expenditure.

How much do we have available?

In 2024/25 the gross revenue budget is £633m. In addition, the capital programme provides further investment of £507m over 2024/25 to 2027/28.

Where does our money come from?

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 around 45% of the revenue funding we need to deliver our priorities in 2024/25. Additional funding comes from Government grants and fees and charges to the public.

Our Strategy

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.

The financial strategy aims to use our limited resources to do as much as possible whilst prioritising the continued protection of the most vulnerable people in our community.

We seek to maximise income from a range of sources, and work in partnership with others to get more from our collective resources.

We use our capital programme to invest in regeneration of the city by improving infrastructure and the efficiency and effectiveness of services.

How we spend

Wherever possible, the Council spends the city'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.

Our Workforce

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 is 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.

ORGANISATIONAL PRIORITIES – How we will work

Key Principles

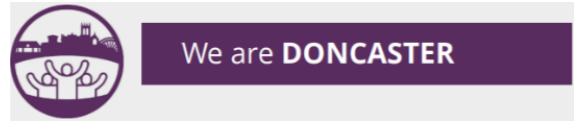
- **Intelligence-led interventions:** using locality-specific data, opinions, and insights to target interventions where needed most.
- **Shared responsibilities:** using partner collaboration to get more from our collective resources.
- **Whole-life, whole-system integration:** considering all life stages and their transitions points - Starting Well, Living Well and Ageing Well.
- **Early intervention and prevention:** identifying and addressing concerns, risks, and opportunities early.
- **Cross-boundary thinking:** considering nearby areas too – issues and opportunities often spread across local authority boundaries.
- **Developing Resilience:** helping people to help themselves.
- Adopting a **Regenerative mindset**, rather than sustainability i.e., Renew and Improve, rather than ‘do no harm’.
- **Asset-based** community development: building on distinctive local strengths and opportunities.

Our Values

Just as important as what we do, is how we do it.

Our four values set out the expectations on how we work together as one team, to achieve our vision and the priorities for the people of Doncaster.

Our values underpin our organisational culture and guide the way we think and act.



We are **DONCASTER**



We are **INCLUSIVE**



We are **RESPONSIBLE**



We are **SUPPORTIVE**

Our Behaviours

- We are proud and ambitious.
- We work with colleagues, partners, and the wider community to develop the best services with and for the people of Doncaster.
- We want to make Doncaster a vibrant place, working alongside our people, businesses, and communities, delivering together.
- We are authentic, open and embrace diversity.
- We listen and engage, working collaboratively together.
- We ensure our colleagues and customers have a voice.
- We understand our role, are reliable and committed.
- We keep our promises and do what we say we will do.
- We take personal responsibility for our performance and development, looking to always improve and provide quality services.
- We create an environment based on trust, flexibility, honesty, and compassion.
- We work flexibly and promote a healthy work/life balance.
- We encourage our workforce to share skills, knowledge, and be creative in order to develop and grow.

Priority 1. Cultivate a Dynamic, Diverse, Informed & Empowered Workforce

- Attract and engage the best talent, embracing diversity and inclusion to build a range of skills, experiences, and perspectives.
- Be innovative about how we recruit and retain quality staff in ‘hard to fill’ positions whilst investing in the organisational development priorities.
- Reform the way we think about people, place, and communities – identify interdependencies with better cross departmental working in terms of building intelligence and improving outcomes.
- Drive delivery of the Team Doncaster borough strategy.
- Embed our Council workforce behaviours across the whole organisation.
- Deliver our Medium-Term Financial Strategy – reducing costs, whilst maintaining adequate resources to deliver services.
- Respond to customers in a timely manner, focusing on a quality customer experience.
- Take advantage of technology to support modern, effective, and efficient service delivery and digital ways of working.
- Represent Doncaster in regional and sub-regional structures to deliver maximum impact locally.

Locality Working

Doncaster is the largest metropolitan borough in England and has many communities, each with their own strengths and challenges – therefore a one-size-fits-all approach does not always work. Our ‘Localities’ are the groups of electoral wards in the North, South, East and Central parts of the city. They are a helpful compromise - small enough to be more attuned to local issues than a city-wide focus would allow, but big enough so that issues and opportunities can be dealt with more effectively. They also line up with similar geographies used by partners.

Priority 2. Think Local, Act Personally

We will ensure a whole-organisation approach to locality-working. This will involve empowering communities by including them in the design and delivery of locality-specific interventions, and investment in community capacity, places, and services. Helping people to live healthy and active lives within their community will play a big part in the way we work so we will embed a new Community Prevention Service to ensure our services are tailored to local needs. Although common themes exist throughout the Locality areas, each has its own priorities and activity. Headlines are below, with summaries in the Annex. (Full plans published in April 2024).

THEMES	NORTH LOCALITY	EAST LOCALITY
Environment, Sustainability & Green Spaces	Promote active travel, tree planting, food growing and healthy cooking initiatives. Protect parks and support the formation of ‘Friends of...’ groups .	Continue to protect & enhance green spaces with more green development . Focus on sustainable living in our homes and how we travel.
Community Safety	Encourage crime & ASB reporting . Promotion of safety campaigns . Partnership response to nuisance off-road vehicles .	Continued collaboration with East partners to increase feelings of community safety by tackling ASB, crime, and road safety through Community days of Action, Education and Community interactions .
Thriving Communities	Highfields designated as a Regenerative Priority Neighbourhood . Increase energy efficiency of homes. Promote digital inclusion and activities that bring communities together to help tackle poverty and reduce social isolation. Develop community outreach spaces .	Expand local groups to further develop the diverse offers open to all. Listen and inform communities through Your Life Doncaster.
Fairness, Health & Wellbeing	Promote the Enhanced Access offer from the Primary Care Network – providing health/wellbeing services in community settings. Pilot ‘bump’ sessions to reduce social isolation. Promote Family Hubs and their services.	Collaboration with health partners and VCFS to provide strong community offers around access to mental, physical, and social health . Continue to develop information & guidance, Education, training, and employment offer by utilising the growing partnerships across the East.
Children & Young People / Youth Provision	EPIC and Holiday Activity & Food programme . Promote Operation Anticipate , diverting young people from crime/ASB. Recruit more & co-locate youth workers to Your Family teams.	Collaborate with young people to develop meaningful activities that support mental, physical, and social health in their local communities.

THEMES

SOUTH LOCALITY

CENTRAL LOCALITY

Environment,
Sustainability &
Green Spaces

Focus on the needs of **housing and transport** across the south, whilst continuing to develop and **enhance the green spaces**.

Work with communities to protect and enhance our environment and provide **access to transport, housing, & digital connectivity** across our communities.

Community
Safety

Continue the work in the South to **reduce crime and ASB**. **Educate on the harms of alcohol and substance misuse** and help those that are homeless in the South community.

Collaborate with partners and local communities to tackle community safety issues, providing **support, interventions, and enforcement** where it is needed most.

Thriving
Communities

Continue to **listen** and provide **quality information** to our South communities through Your Life Doncaster and support through collaboration further opportunities for each south community.

Actively **support residents and VCFS groups** to build community spirit, cohesion, and participation across our communities.

Fairness, Health
& Wellbeing

Understand the **physical, mental, and social health** needs across the South. Through partner collaboration provide **quality information and guidance and support** available to deal with the cost of living.

Respond, support, and deliver **improvements in health, care, and support**, listening to resident concerns and acting on things that matter to them compassionately and fairly.

Support for local
businesses;
Town Centres,
& Regeneration

Support and listen to our **local businesses and Town centres** to thrive through **workforce development and investment**.

Promote and **support business enterprise and investment** to sustain and diversify the local offer.

Children &
Young People /
Youth Provision

Continue to deliver **quality provision** for all young people **supporting their mental, physical health and wellbeing**, and giving them resources to thrive.

Equality, Diversity, Inclusion and Fairness

These terms each have their own definitions but are often understood to mean different things and used interchangeably.

Avoiding any formal definitions, in basic terms here is what we mean:

- **Equality** is about treating people the same in status, giving them the same rights as everyone else.
- **Diversity** recognises that although people have things in common, they can be different in many ways.
- **Inclusion** is where those differences are seen as a benefit and so considering a range of perspectives can lead to better decisions.
- **Fairness** is about being impartial, and treatment or behaviour without favouritism or discrimination.

Together they form the basis of our approach to service delivery. In simple terms, it is about:

- Continuing to embed equality, diversity, inclusion, and fairness across the Council in everything we do.
- Ensuring that everybody has the same opportunity to benefit – by considering individual needs and tailoring provision or response accordingly.
- Ensuring awareness of the impact of bias, both conscious and unconscious; and understanding the challenges and barriers that people face, so we can overcome them.
- Ensuring that people are treated fairly, respectfully and are protected from discrimination, bullying or harassment.
- Promoting a culture where people get the dignity and respect they deserve and that their differences are celebrated.

Our Vision

Doncaster is an open, diverse, and inclusive borough that respects and values differences. A place where people from different backgrounds and with different views work together to create opportunity for everyone to thrive and succeed.

Priority 3. Create a fairer, kinder, more inclusive city

Key Activity

- Respond to the Fairness and Wellbeing Commission recommendations.
- Coordinate the Doncaster Choose Kindness Movement – encouraging closer community bonds and strengthening community cohesion; to include an Inclusion Charter and a commitment to equitable and inclusive education and training for all.
- Develop a LGA Equalities Framework baseline and action plan which will include new EDI Objectives for the organisation.
- Support the development of a refreshed Inclusion and Fairness Forum.
- Deliver statutory public health duties, including mobilisation of new services, action on the wider determinants of health.
- Embed Doncaster's compassionate approach to health within new and existing programmes, e.g., Doncaster's Family Food Programme – supporting nutritional knowledge, eating behaviours, cooking skills, and family relationships with food and body.

Our Roles

As a **community leader**, we will support Team Doncaster to take a relentless approach to equalities, tackling deprivation and supporting residents to maximise their income.

As a **service deliverer**, we will ensure services are shaped by equality, diversity, inclusion and fairness objectives and we target resources to where they are most needed.

As an **employer**, we will be open and inclusive and champion diversity.

See more detail on our website: <https://www.doncaster.gov.uk/services/the-council-democracy/equality-and-inclusion>

PEOPLE-FOCUSED PRIORITIES

Priority 4. Improve outcomes in adult social care

- Increase opportunities for local people with lived experience of care and support to influence our approach – including service improvement and recruitment.
- Make information and advice about rights (including to independent advocacy), responsibilities and sources of support routinely available.
- Improve local, timely access to care and support making sure we listen to people seeking support, their families, and local communities to understand what matters most to them.
- Create and sustain more employment opportunities for disabled people.
- Increase the choice and control people have over their support at home, whether they choose to have a direct payment or to have care and support arranged by the council.
- Develop and support the wellbeing of our adult social care workforce so they can support Doncaster people to live their best lives.

Priority 5. Co-deliver an impactful NHS partnership

- Develop and implement a joint Health & Wellbeing Strategy so that people from all communities & backgrounds are more likely to enjoy a healthy life expectancy.
- Use evidence from the Joint Strategic Needs Assessment to target resources where they are most effective in increasing prevention and reducing inequality.
- Work together to join up information, advice, and support in local neighbourhoods.
- Support more people to access care and treatment close to where they live.
- Help people to return home more quickly following stays in hospital or mental health settings.
- Reduce the number of people living in care and treatment settings with unnecessary restrictions on their liberty.
- Improve identification and recognition of informal carers, promoting their rights and connecting them with information, advice, and support to improve independence and wellbeing.

Priority 6. Improve outcomes for children through a high-performing children's directorate

Ambitions

- Children are given the very best start in life by their parents and carers who are supported to optimise their child's development.
- Children enjoy good health and receive effective services as needed to optimise independence and the best health outcomes.
- Children are well prepared for adulthood, access and engage in education, employment and training and contribute to their community positively.
- Children live safely and happily within their families and where they cannot live at home, we are good corporate parents.

Drive Social Care practice improvement

- Implement the Quality Improvement plan and Practice improvement plan.
- A clear focus on capturing impact for children/families ensuring the changes are long lasting and go beyond processes.
- Embed the Learning Organisation Framework including action learning sets around practice, audit & embedding learning.

Develop an effective workforce strategy

- Address challenges linked to recruitment & retention, recognising hard to recruit roles and developing a 'grow your own' policy.
- Better communicate our unique selling points, and succession planning through growth and development opportunities.
- Recognise and celebrate the impact our staff have on the children, families, and communities of Doncaster.
- Take positive action to ensure that we have a diverse workforce which reflects our children, communities, and families.

Locality Working

- Complete a baseline of service configuration/working practices across the four localities that reflects key policy drivers.
- Increase the use of shared assessments & family network meetings, with a focus on early intervention and prevention.
- Pilot locality-based multi-disciplinary teams to support children and young people with SEND.
- Support the development of the new Community Prevention Model.

PLACE-FOCUSED PRIORITIES

Priority 7. Develop our South Yorkshire Airport City

- Identify and appoint an airport operator and get the airport re-opened.
- Support private investors to maximise the potential for the whole Gateway East investment zone.
- Undertake a joint masterplanning process and develop a green airport city cluster.
- Develop a local employment academy to ensure adequate labour supply to fulfil the growth potential at the airport.

Priority 8. Deliver Major Projects

- Deliver Levelling Up Fund round 1 schemes.
 - Waterfront East site remediation, start temporary public realm installation.
 - Finalise renovation and restoration of the Market's Corn Exchange.
 - Improve 70 shop fronts around the heritage city zone (Scott Lane).
 - Support private sector renovation of St James' baths into a leisure, spa, and baths facility.
 - Demolition of the old library, replaced with quality public realm.
- Deliver Town Deal programmes.
 - City Gateway £27m: Continue design work, complete acquisitions, commence construction of a new mixed-use building and further public realm improvements at the rail station.
 - Stainforth £22m: Start restoration of the headstock structures & secure the site. Start works to the new link road connecting East Lane and Waggon Way.
- Deliver City Region Sustainable Transport Settlement schemes.
 - Develop options for reducing journey times around Cleveland Street and Sidings roundabout, City centre (£6m).
 - Improve accessibility to Mexborough town centre with various transport interventions e.g., public transport improvements (£11m).
 - Develop options to improve connectivity & accessibility in northern communities through active travel e.g. pedestrian crossings, safer school routes (£10m).
 - Develop options to improve road capacity and connections to employment sites via sustainable transport in eastern Doncaster (£12m).

Priority 9. Create safer, stronger, cleaner neighbourhoods

- Deliver a new Neighbourhood Response model to deploy resources in priority neighbourhoods, with an emphasis on enforcement activity and tackling antisocial behaviour.
- Deliver proactive and robust regulatory services to achieve compliance with legislation, ensuring legitimate businesses thrive and non-compliant businesses are actively targeted for intervention.
- Deliver a prioritised road and footpath repair and maintenance programme to ensure our highways are safe and claims against the Council are minimised.
- Deliver targeted services to increase the amount of housing (social & private) – e.g., Planning function and Council House build programme.
- Deliver a programme to improve standards within the supported housing sector – including property inspections of non-commissioned and commissioned supported accommodation.
- Continue to investigate all fly-tipping reports and remove waste within 7 days from public areas.

Priority 10: Deliver Council contributions to Team Doncaster strategies

Education and Skills Strategy

- Launch a new skills and training offer at the former Rail College site at Lakeside.
- Deliver another Remake Learning Festival, plus smaller scale 'pop-up' activity.
- Develop plans for a new Higher Education offer linked to our industry specialisms.
- Implement an All-age Careers Hub, bringing together existing and new careers education, information, and guidance.
- Develop new metrics to measure the impact of our ecosystems approach.
- Support the establishment of the new University Technical College focusing on Health Sciences & Green Technologies.
- Deliver a Doncaster Education Leadership Programme for Headteachers and Principals.
- Develop an equitable and Inclusive Lifelong Learning for all approach, enabling young people to access learning as close to home as possible and within their own communities.

Health and Wellbeing Strategy

- Provide funding for local community groups to help increase physical activity
- Further work to support walking groups and our Active Schools Framework.
- Deliver our All-Age Carer's strategy.
- Deliver our Strategic Commissioning function – adopting a locality approach to the provision of support to people experiencing homelessness, older people, people with learning disabilities and mental health issues.
- Support access to parks, and leisure and cultural opportunities for the more vulnerable members of our communities that need support to do so.

Culture Strategy

- Develop a narrative and brand for Doncaster's culture offer.
- Improve awareness of Doncaster's culture offer across all communities.
- Create a shared Investment pipeline to coordinate fundings bids.
- Identify funding risks and opportunities and encourage investment.
- Deliver our significant cultural events programme.

Economic Strategy

- Deliver Investment Zone sites in Thorne, city centre, Carcroft & Hatfield/Stainforth.
- Develop our Long-Term City Centre Plan to access additional Government funding.
- Develop further our Levelling Up Fund Round 3 Proposals
- Undertake deep dive analysis as part of the city centre Levelling up partnerships.
- Creation of industry sector profiles – information on leading companies, market forces, performance trends, and forecasts.
- Provide support to existing and prospective businesses via our Business Doncaster service.

Housing Strategy

- Facilitate private sector housing delivery.
- Deliver the Council house build programme Phase 2 (start on site, 123 units over 2 years).
- Undertake design and approval phase of the Bungalow and Small sites programme.
- Undertake options appraisal for a Strategic Partnership for mixed-tenure development.
- Develop and deliver the Royal Estate Improvement Programme following a housing option appraisal.
- Work with private sector housing landlords to improve standards.
- Ensure supported housing for vulnerable people is up to standard.

Environment and Sustainability Strategy

- Review strategic actions & identify additional projects/initiatives.
- Produce a Carbon Reduction plan for reducing our emissions.
- Work with private landowners to plant more trees.
- Further greenspace naturalisation.
- Replace more petrol/diesel fleet vehicles with electric vehicles.
- Increase the provision of electric vehicle charging facilities.
- Maximise the energy efficiency of Council homes and buildings.
- Support private homeowners and businesses to maximise the energy efficiency of their homes and buildings.
- Improve property-level flood resilience to residential areas.
- Maximise recycling by the Council, residents, and businesses.
- Support the development of South Yorkshire's Local Nature Recovery Strategy, embedding strategic local priorities and opportunities.
- Agree corporate policies and specific objectives for delivering the Council's Biodiversity Duty.
- Ensure developments deliver biodiversity net gains and support further Council and private habitat banks in locations where they will have the best outcomes for nature recovery.
- Deliver our parks improvement programme (including over £3million of investment) in Denaby, Campsall, Town, Hexthorpe, Edlington.

ARMS-LENGTH MANAGEMENT ORGANISATIONS

St Leger Homes of Doncaster (SLHD)

SLHD hold management responsibility for all council homes, including the allocation of homes to applicants and property maintenance. They also provide Doncaster’s homelessness service, a private lettings agency and resident employment and education/training services. Full details available at www.stlegerhomes.co.uk.

PEOPLE Our Aim – to get it right for our customers and staff

- Invest in our communication channels; increase opportunities to access our services when and how it suits you.
- Do more than providing homes; by offering support to sustain your home and deal with the cost-of-living crisis.
- Listen and communicate effectively, ensuring we have a courteous, compassionate, and skilled workforce.
- Work hard to tackle homelessness – develop a new Preventing Homelessness Strategy for 2024-29.
- Understand the needs and aspirations of our tenants and staff and delivering for them.



HOMES Our Aim – to provide good quality, safe homes at a rent you can afford

- Ensure tenants are satisfied with the homes and services we provide
- Deliver an efficient and effective repairs and maintenance service
- Make sure our homes are safe and free from hazards
- Reduce damp mould and condensation in our homes and making them more energy efficient
- Achieve the highest standards of building safety and compliance



COMMUNITIES Our Aim – to help build communities, not just houses

- Increase engagement with the diverse communities of Doncaster.
- Seek TPAS exemplar status, ensure TPAS and the ‘One Voice’ Forum are the conduit to ensure genuine effective tenant influence.
- Provide safer communities through tackling and reducing antisocial behaviour and crime.
- Provide communal halls and spaces which the community value.
- Support the Council to regenerate communities.



PARTNERSHIPS Our Aim – to work with others to deliver Doncaster’s ‘Thriving people, places and planet’ ambition

- Tackle climate change by working to become carbon neutral in the way we work and how we use stock and materials.
- Contribute to the Borough Strategy priorities especially: Supporting training and skills, economic regeneration, social care, locality working; making Doncaster a fairer and more inclusive place.
- Work with other social and private landlords to ensure those facing homelessness have a safe and secure home.




Doncaster Culture & Leisure Trust (DCLT)

DCLT is a registered charity delivering premier leisure provision venues across Doncaster. They offer a diverse range of health, fitness, leisure, and entertainment activities with the goal of helping to achieve a healthier community across Doncaster. <https://www.dclt.co.uk/>


Mission Striving for Healthier Communities

Vision Increased opportunity and activity in sport, leisure, and culture, to improve the lifestyles of our customers, colleagues, and stakeholders.


Value our people **Our colleagues, customers, stakeholders & partners**

- Increased engagement with staff to be an employer of choice.
- Deliver the Workforce Training, Development & Wellbeing Plan that achieves a strong team ethos and culture, rooted in respect and inclusivity. 
- Develop activities that reach our wider communities, promoting and delivering activities that are both accessible and affordable.
- Review and deliver a governance review to recruit new Trustees with partners and stakeholders, to support the current Board and Leadership Team to deliver the Business Plan 2024-2027.


Open and Honest **Improve our social impact & value of services through transparent practice**

- Embed and re-invent attitudes to leisure through an approach of preventative care in service delivery. Deliver improvement of health and wellbeing responding to the communities we serve.
- Improve the customer experience through high quality services and facilities. 
- Build capacity and resource for positive intervention in the voluntary sector for the support of the delivery of local services.
- Measure and improve our social impact and value of our service.

Innovative **Respond and develop local solutions for our communities**

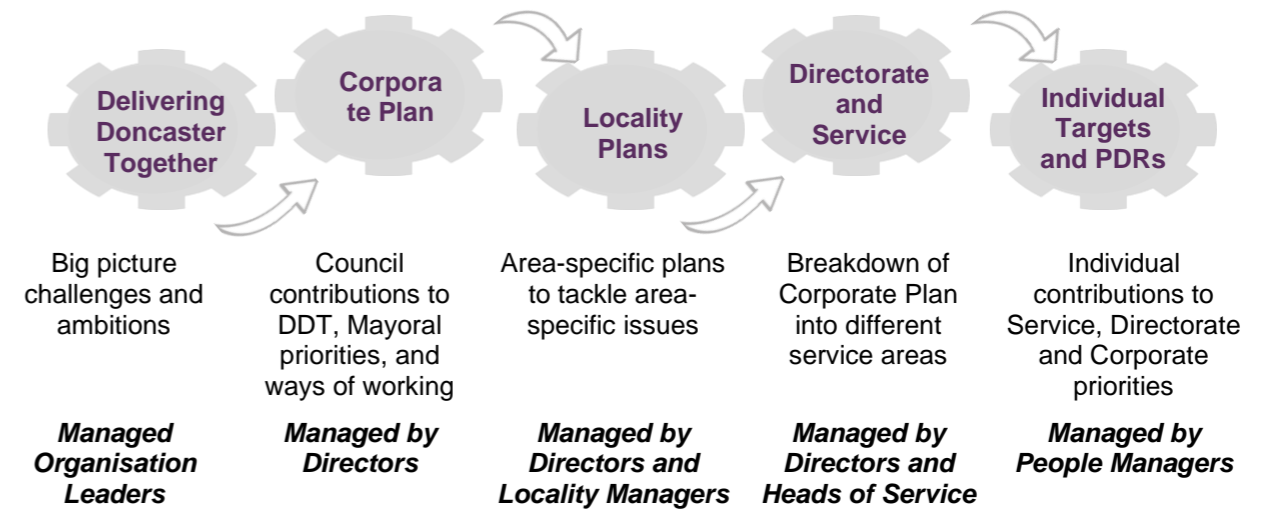
- Develop our relationship with Primary Care Doncaster to support local GP services in our venues and through our activities.
- Embed and invest in digital solutions across our venues to improve service delivery, with increased engagement and income generation. 
- Advocate and raise the importance of physical and mental wellbeing through participation in leisure and cultural activity on behalf of the city.
- Commitment to net zero – working towards a minimum of 50% of our venues having at least one form of renewable energy generation.

Commercial **Generate income of a level to invest and improve our leisure & cultural offer**

- Identify, create, and deliver new income streams to achieve reduced direct service costs for all venues under the portfolio.
- Investment in facilities and business development activities. 
- Local procurement of suppliers and contractors to contribute and support the local economy.
- Source relevant funding and grants to capitalise on opportunities through collaboration and joint bids to support our most vulnerable communities.

MONITORING PROGRESS AND PERFORMANCE

The Council will monitor its progress and performance via IT Performance Management Framework with Lead Officers presenting update reports throughout the year to the appropriate leadership team for review and challenge.



Our Service Standards



Regenerative Council

- Average no. days to process new housing benefit claims
- Average no. days to process new council tax support application claims
- Average customer wait time
- % of telephone calls answered within 150 seconds
- % of council tax collected in-year



2. Developing the skills to thrive in life and work

- % of children with first choice Secondary school placements.
- % of children with first choice Primary school placements.
- No. children in Elective Home Education.
- No. refugees (both asylum and resettlement) supported into ESOL and/or employment.
- % of 16/17 year olds not meeting the duty to participate.
- Secondary schools' persistent absent rate.
- % Education, Health, and Care Plans issued within 20 weeks (excl. exception cases).
- % of children missing in education where referrals are closed following case work.



1. Tackling climate change

- Area of Local Authority Land allowed to naturalise/wildflower
- % of successful household waste and recycling collections
- No. homes retrofitted to improve energy efficiency



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

- % of non-domestic rates collected.
- Overall investment gained (into and within Doncaster).
- Overall new inward investment gained into Doncaster with the support of Business Doncaster.
- % of planning applications processed within timescales: Major Applications
- Increase in city centre footfall figures.
- % of Local Authority spend with Doncaster companies/suppliers.
- No. new jobs created in the borough with an annual salary of over £31k through Business Doncaster inward investment, property, and key account activity.
- No. people with a learning disability helped into work.



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

- No. permanent admissions to residential & nursing care homes, per 100,000 population.
- % of Adult Social Care provision with Care Quality Commission Good/Outstanding rating
- % of contraception that is LARC (Long-Acting Reversible Contraceptives)
- % of new birth visits completed within 14 days (Universal Partnership Plus families).
- % of successful alcohol treatment completions
- Average no. days to complete Adult Social Care Needs Assessment.
- Tobacco Control: % of 4-week quit rate recorded by the Yorkshire Smoke-free service.
- % of adults with learning disabilities who live in their own home or with their family.
- Average no. days to complete OT assessments.
- % of people who are still at home 91 days after their period of re-enablement.
- % of mothers that quit smoking during pregnancy.
- No. carer's assessments completed.
- Average no. days from housing adaptation request to completion.



6. Nurturing a child and family-friendly borough

- % of children accessing their entitlement for free childcare (3- & 4-year-olds).
- % of children accessing their entitlement to free childcare (2-year-olds).
- No. referrals into 'your family' teams.
- School Nursing: No. schools with a Health Profile.
- No. early intervention cases managed and supported by the Stronger Communities Service.
- No. referrals processed in 24 hours.
- No. children in care per 10,000 population.
- % of children in care who achieve legal permanence via adoption, SGO or CAO.
- Children under 18 with a Child Protection Plan per 10,000 population.
- Increase in confidence and ability of parents/carers to support and provide for their family evidenced through the Outcome Star - Family Star.
- No. external residential placements.
- % of care leavers in employment, training, and education (age 19-21 years).
- % of cases where the lead social worker has seen the child/young person within timescales specified in the CP plan.
- No. children in need per 10,000 population
- % of single assessments completed within 45 days.
- Referrals to Children's Services that are repeat referrals within 12 months.
- No. children receiving a Multi-Service Early Help support per 10,000 population.
- No. referrals per 10,000 population.
- No. wellbeing cases handled by Wellbeing Team within the Communities Service.



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

- Net additional homes provided (Council and private sector).
- No. identified rough sleepers within the month.
- % of people feeling safer after a safeguarding intervention.
- Safeguarding: duration (average days – referral to completed s42).
- No. high-risk cases referred to MARAC.
- No. referrals to the Domestic Abuse Hub.
- No. victims of ASB being provided with a SPOC and individual support plan.
- No. people/families supported to prevent or tackle ASB, hate crime, or low-level crime.
- % of safeguarding concerns and enquiries that are repeats in a 12-month period.
- No. veterans identified and supported within the Communities service.
- No. fixed penalty notices and Community Protection Notices issued.
- No. incidents attended by the Neighbourhood Response Team.
- % of fly-tips investigated and removed within 7 days from public areas.
- % of redeployable cameras installed within a 28-day timescale.
- % of Environmental Permitting regulations permit visits completed within DEFRA timescales.
- % of Licensing Act 2003 applications processed within statutory timescales.
- Recycling rate for household domestic waste.
- No. of parks with 'Green Flag' status.
- % of quarterly mechanical playground inspections completed.



7. Building transport and digital connections fit for the future

- % of principal roads not requiring major maintenance.
- % of non-principal roads not requiring major maintenance.
- % of estate roads in good to fair condition.
- National highways transportation survey highways maintenance overall satisfaction score.



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

- Customer satisfaction levels reported at Archives.
- Customer satisfaction levels reported at Danum Gallery Library and Museum.
- No. people volunteering in Culture Services to improve their skills
- No. people reporting reduction in social isolation by accessing Culture Services.

ANNEX: LOCALITY PLANS (SUMMARY)



LOCALITY PLAN FOR THE NORTH COMMUNITIES

CARDIFF - BRISTOL - LONDON
LEEDS - MANCHESTER - NOTTINGHAM

ENVIRONMENT, SUSTAINABILITY & GREEN SPACES

Work with communities to protect and enhance our environment and provide access to transport, parks and green spaces and initiatives.

- Promote and Increase Active Travel to improve connectivity and promote physical activity
- Promote tree planting across the borough as part of the 1 million trees campaign as part of a wider climate change and carbon efficiency approach
- Protect parks & green spaces through continually promoting activities and ownership and encouraging formation of Friends of Groups
- Promote green initiatives, including allotments, grow your own and sessions teaching people how to cook healthily, from

COMMUNITY SAFETY

Collaborate with partners and local communities to tackle community safety issues, providing support, interventions, and enforcement where it is needed most

- Reduce Crime & ASB through continually encouraging effective reporting through established channels.
- Protect vulnerable people through continually promoting safety campaigns and ensuring wellbeing concerns are addressed, regardless of channels they are reported through.
- Reduce Off- road vehicle nuisance through a coordinated response between South Yorkshire Police, Stronger Communities and other community services.

THRIVING COMMUNITIES

Actively support residents, to make homes more energy efficient, embrace reduce social isolation and embracing community spirit.

- Highfields as a Regenerative Priority Neighbourhood – Deliver against the 6 goals.
- Make houses more energy efficient to improve carbon efficiency and to support with cost-of-living issues.
- Promote activities that bring communities together and reduce social isolation, such as the cultural activities in locality settings.
- Promote digital inclusion as a way of addressing poverty and social isolation.
- Develop community spaces and hubs in communities, as outreach.

FAIRNESS, HEALTH & WELLBEING

Respond, support, and deliver improvements in health, care, and support, listening to resident concerns and acting on things that matter to them compassionately and fairly

- Promote the Enhanced Access offer from the Primary Care Network.
- Work with the Primary care Networks and key stakeholders to provide health & wellbeing services in a wider range of community settings.
- Pilot the bump sessions to reduce social isolation.
- Promote services offered via Family Hubs, including activities for children, counselling, and midwifery services.

YOUTH PROVISION

Provide and promote positive activities for children and young people within their communities.

- Promote diversionary activities through services including EPIC and the Holiday Activity and Food Programme.
- Promote activities, such as Operation Anticipate to engage with young people and divert from crime & ASB.
- Strengthen and support the local offer and services offered by co-locating youth workers in the Your Family teams.
- Increase capacity by recruiting more youth workers.

ENVIRONMENT, SUSTAINABILITY & GREEN SPACES

South communities and partners work together to develop and enhance green spaces, reduce the impact of litter, fly tipping, and waste and provide sustainable housing and transport options

- Develop and enhance parks and green spaces across the South
- Work with communities to promote sustainability opportunities and reduce the impact of litter, fly tipping, and waste across the South
- Work with residents and providers to support the local housing needs
- Promote opportunities for accessible, affordable and have green transport options

COMMUNITY SAFETY

South communities feel safer, can report crimes to support work linked to ASB, drugs and substance misuse, homelessness and the safety of the south roads and pedestrians

- Reduce crime and Anti-social behaviour, encourage regular reporting of all crimes
- Develop education and promote the safe use of roads
- Continue to work with communities to tackle the impact of substance misuse
- Support and address all aspect of homelessness in the south and those part of the Street community

THRIVING COMMUNITIES

All communities across the south can thrive and flourish through new opportunities, funding, and clear communication

- Continue to promote local events, initiatives, and activities to encourage participation across all communities.
- Utilise a range of locality mediums to communicate clearly with the community and show that the south voice is listened and responded to.
- Provide opportunities for Community funding to be open and available to everyone.
- Develop, support and drive the work to deliver Regenerative neighbourhoods (Edlington).

FAIRNESS, HEALTH & WELLBEING

South communities can equally access quality health care, wellbeing and support services

- Continue to promote and share information advice and guidance to support health and wellbeing.
- Work with stakeholders to develop the local offer to support all physical, mental, social health and wellbeing needs
- Work toward improving access to services, ensuring that everyone feel treated fairly and free from discrimination
- Promote digital accessibility to mitigate the impact of poverty, social and digital exclusion

LOCAL BUSINESS & TOWN CENTRES

Support south business communities to thrive and develop at the heart of the south communities, through strong communication, investment, and development, including workforce development.

- Continue to engage and communicate with businesses to understand the issues that matter to them
- Continue to develop opportunities for investment and development across the South landscape
- Work with the business community to understand their needs and that of employee, offering support to develop the workforce where appropriate

CHILDREN & YOUNG PEOPLE

Young people and families in the South will have provisions and activities to support all aspect of development including mental, physical, and social health and wellbeing and their ability to thrive in education, training and employment

- Activities and provision for all young people to promote positive lifestyle choices
- Develop the local offer to strengthen and support young people's physical, mental, and social health and wellbeing
- Facilitate and enhance the education, training, and employment journey for young people

ENVIRONMENT, SUSTAINABILITY & GREEN SPACES

East residents and partners work together to; reduce litter and waste, to live in greener homes, and have more choice on greener ways of travel. The East will unite on the enhancement and protection of our green spaces

- Community groups continue to lead the fight on litter, supported by robust enforcement to tackle fly tipping.
- Communities and partners continue to protect and enhance green spaces with more tree planting and green development.
- Sustainable living in our homes and the way we travel, building on the new networks put in place in 2023

COMMUNITY SAFETY

East residents feel safer, know how to report crimes, and understand the work taking place to tackle crime, ASB, drugs and violence. The community are educated around safer road use and negative road use is addressed.

- Collaboration with all partners to increase community confidence to report all crime and anti-social behaviour safely and timely.
- Safer roads, by developing further community speed watch and education around safe road use and considerate parking.
- Continued focus on tackling crime, drugs, and violence across the East, by bringing partners together in joint working

THRIVING COMMUNITIES

All East communities and local businesses feel valued, know how to share their voice and where to find out information to thrive in their communities. Regenerative work continues to enhance and develop communities across the East.

- Expand local groups, to develop the diverse offers open to all community members.
- Support local businesses in the heart of communities to be part of the community action.
- Continue to listen and inform communities of events and information about where they live through Your Life Doncaster.
- Communities know how to share their voice and they feel valued and heard.
- Support and learn from regenerative work taking place in Stainforth to develop all areas across the East.

FAIRNESS, HEALTH & WELLBEING

The East is an inclusive place to be, supporting all to live healthy, happy lives. Residents are supported with help and information with the cost of living, their health, and opportunities available to them

- Further develop, information, advice, and guidance available to communities by expanding offers from partner organisations.
- Develop the education, training and employment offer by utilising partner collaboration, to include how we develop a digital-able East.
- Stronger links with health partners and VCFS to provide strong community offers around mental, physical and social health.
- Work towards making the East a Kind and Age Friendly place to live.

YOUTH PROVISION

Young people in the East will know where to find support for their mental, physical and social health. Provision provided based on the wants and needs of young people in their communities. Support to allow young people to thrive and flourish.

- Young people at the heart of developing meaningful activities in their local communities to provide a modern youth offer.
- Collaboration with all partners to expand the offer to support young people with all aspects of their physical, mental, and social health.
- Work with all partners and VCFS organisations to provide further opportunities for all young people to thrive and learn to support the success of their future.

ENVIRONMENT, SUSTAINABILITY & GREEN SPACE

Work with communities to protect and enhance our environment and provide access to transport, housing, and digital connectivity across our communities

- Continue to develop, promote, and improve access to and use of our parks and green spaces
- Work collaboratively with residents to champion sustainability and minimise litter and waste
- Work with homeowners, landlords and landowners to maximise the availability, safety, and efficiency of homes
- Develop and support physical & digital connectivity across our communities to enable access to opportunities and services

COMMUNITY SAFETY

Collaborate with partners and local communities to tackle community safety issues, providing support, interventions, and enforcement where it is needed most

- Work in partnership to tackle Crime and ASB, identify issues, risks, or harm early, targeting support, interventions and enforcement where needed most
- Raise awareness of alcohol and drug related harms, provide appropriate interventions to change behaviours and tackle illegal supply
- Continue to promote & support the safe use of our roads
- Mitigate and manage the risks of homelessness and rough sleeping by raising awareness of how residents can help themselves and access local support

THRIVING COMMUNITIES

Actively support residents and VCFS groups to build community spirit, cohesion, and participation across our communities

- Utilise Your Life Doncaster and other locality communication to publicise what's going on in local communities, celebrate local success and actively promote good news
- Publicise local assets, amenities, and services to ensure residents know what is available in their local community
- Engage and collaborate with residents and businesses to allow them to identify, influence, design and delivery local activities, initiatives, events, and services
- Actively support residents and VCFS groups to access relevant funding and grants, utilise community spaces and build community capacity and participation within communities
- Ensure the community can have their say and they know their concerns are being listened to
- Work with communities to deliver change in regenerative neighbourhoods linked to local priorities

FAIRNESS, HEALTH & WELLBEING

Respond, support, and deliver improvements in health, care, and support, listening to resident concerns and acting on things that matter to them compassionately and fairly

- Raise awareness and provide support to deal with the cost-of-living crisis
- Work with communities and our partners to develop local information, advice, and guidance so that it is accessible to all
- Increase awareness and opportunities to be active, to realise the benefits to physical health, mental health, and wellbeing for all
- Develop and improve local access to health, care, and support, listening to resident concerns and acting on things that matter to them compassionately and fairly
- Promote and support access to volunteering, education, training & employment opportunities
- Develop a modernised youth offer and provide education and support to enable young people to thrive

SUPPORT FOR LOCAL BUSINESSES

Promote and support business enterprise and investment to sustain and diversify the local offer

- Continue to support local businesses to increase footfall & trade
- Promote and support business enterprise and investment to sustain and diversify the local offer
- Provide advice and support to enable business growth and workforce development
- Build trust & confidence with local businesses through regular engagement
- Continue to promote and support business initiatives to improve efficiency and reduce environmental impacts on local communities