

Corporate Plan

2025/2026



City of
Doncaster
Council

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INTRODUCTION

FOREWORD



Ros Jones

Mayor Ros Jones



Damian Allen

**Damian Allen
Chief Executive**

Welcome to City of Doncaster Council's Corporate Plan for 2025-2026.

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

The City of Doncaster is an incredible place to live, work and visit. Whether this be our City Centre, our towns and villages or the individual neighbourhoods that we call home. Doncaster is a place of places, with strong community pride and masses of potential.

City of Doncaster Council is considered a well performing council, with sound finances and with many service areas considered as best practice across the country including our Family Hubs which are our revitalised Sure Start Centres.

Although this is the Council's Plan, we make it clear that a great deal of the work will be done in partnership with our Team Doncaster partners, to deliver for Doncaster and create opportunities for healthier, happier, and longer lives for all.

The City of Doncaster faces 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 underway, whether this be through 'Get Doncaster Moving', Public Health interventions, investment in our leisure centres and driving forward economic growth and the creation of high-skilled and well-paid jobs.

Our number one priority is to reopen Doncaster Airport, it cannot be overstated the amount of work that has been completed to get us to where we are now. We have a lease, we have an operator ready, we have seen the first 2Excel plane return to our airport in over two years and works are taking place to prepare the airport for passenger flights to return in Spring 2026. Of course, there remains work to do, and this will continue at pace.

Our proposition is not just an airport but a hub for sustainable aviation related industry.

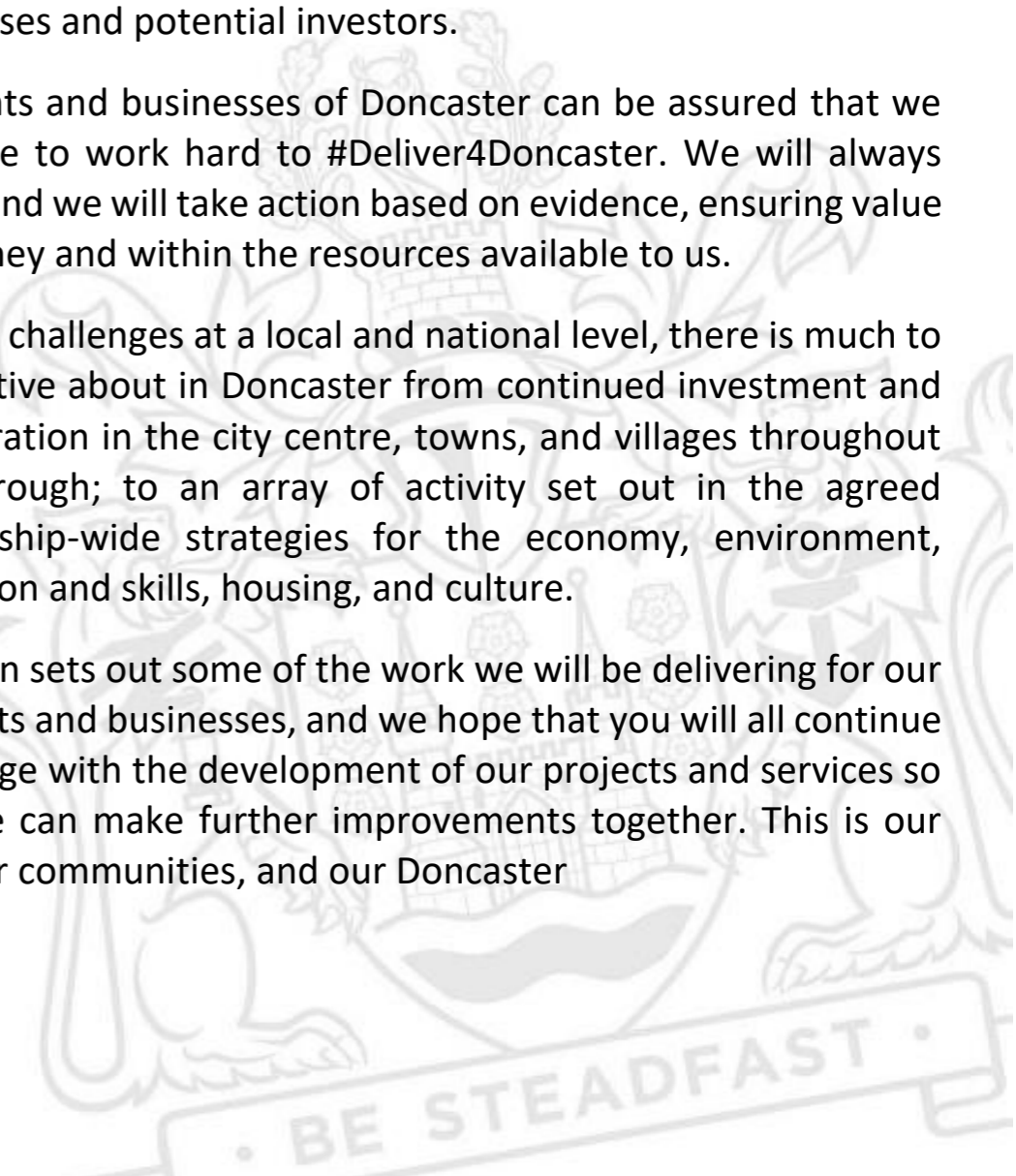
We all know the potential of our airport and we are firm believers that in the medium to long-term it will be the jewel in the crown of our economy, bringing jobs and opportunities for the residents and businesses of Doncaster and South Yorkshire.

The Team Doncaster partnership drives forward the change and improvements that matter to the residents and businesses of Doncaster. In 2024 we undertook our 'Big City Conversation' as part of our new City Centre Strategy, which includes a refreshed City Centre Masterplan, informed by residents, existing businesses and potential investors.

Residents and businesses of Doncaster can be assured that we continue to work hard to #Deliver4Doncaster. We will always listen, and we will take action based on evidence, ensuring value for money and within the resources available to us.

Despite challenges at a local and national level, there is much to be positive about in Doncaster from continued investment and 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 you will all continue to engage with the development of our projects and services so that we can make further improvements together. This is our city, our communities, and our Doncaster



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 2025/26

Our priorities are grouped into two categories: **Doncaster Priorities** and **Organisational Priorities**.

Each priority has an elected member that has overall responsibility for its achievement and a senior Council officer responsible for delivering activity.

The table shows 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	

Priorities	Cabinet Lead	Lead Officer(s)									
DONCASTER PRIORITIES											
D1: Reopen the Airport	Mayor	Executive Director of Corporate Resources			✓			✓			
D2: Support housing and economic growth	Cabinet Member for Housing and Business	Executive Director of Place Executive Director of Corporate Resources Executive Director for Policy, Partnerships, and Investment	✓	✓	✓	✓	✓	✓	✓	✓	✓
D3: Renew our city and town centres so they are places that we are all proud of	Cabinet Member for Housing and Business Cabinet Member for Public Health, Communities, Leisure, and Culture	Executive Director of Place Executive Director for Policy, Partnerships, and Investment	✓	✓	✓		✓	✓	✓	✓	
D4: Shape public services around local neighbourhoods so they are safer, stronger, and healthier places to live	Cabinet Member for Public Health, Communities, Leisure, and Culture	Executive Director of Adults, Well-being, and Culture Executive Director of Place Executive Director Children and Families Executive Director of Public Health Executive Director for Policy, Partnerships, and Investment			✓	✓	✓	✓	✓	✓	✓
D5: Establish Doncaster as a city of learning and culture	Cabinet Member for Early Help, Education, Skills, and Young People Cabinet Member for Public Health, Communities, Leisure, and Culture	Executive Director Children and Families Executive Director of Adults, Well-being, and Culture		✓					✓		
D6: Nurture a greener, fairer and kinder city	Cabinet Member for Sustainability and Waste. Cabinet Member for Children's Social Care and Equalities	Executive Director of Public Health Executive Director for Policy, Partnerships, and Investment	✓			✓				✓	✓
ORGANISATIONAL PRIORITIES											
O1: Deliver Council, SLHD and DCLT services and major projects on budget, on time and to a good standard	Mayor Cabinet Member for Finance, Traded Services and Planning	Executive Director of Corporate Resources	✓	✓	✓	✓	✓	✓	✓	✓	✓
O2: Continually improve outcomes for children, young people, and families	Cabinet Member for Children's Social Care and Equalities Cabinet Member for Early Help, Education, Skills, and Young People	Executive Director of Children and Families		✓		✓	✓				
O3: Continually improve outcomes for people who access adult social care and their families	Cabinet Member for Adult Social Care	Executive Director of Adults, Well-being, and Culture				✓	✓				
O4: Empower a proud, diverse, and motivated workforce	Cabinet Member for Corporate Resources	Executive Director for Policy, Partnerships, and Investment									✓

WHAT RESOURCES DO WE HAVE AVAILABLE?

HOW MUCH DO WE HAVE AVAILABLE?

This year, the gross revenue budget is £703m. In addition, the capital programme provides further investment of £502m over the next four years.

WHERE DOES OUR MONEY COME FROM?

The Council's money comes from a range of sources, the amounts and proportions each year. Council Tax and Business Rates, for example, provide around 45% of the revenue funding we need to deliver our priorities in 2025/26. Additional funding comes from Government grants and fees and charges to the public.

FINANCIAL PRESSURES

It has become the new normal for Councils to face reducing and uncertain funding, increasing costs, increasing demand, and no reduction in our statutory obligations to provide services.

Despite this, we continue to achieve a balanced budget each year. We combine prudent financial management with practical decision-making and careful planning, whilst always putting our support for Doncaster residents and businesses at the forefront of our decision-making.

As with the rest of the country, social care costs continue to be our main financial pressure. Demand for services and their costs continue to increase at a time of limited supply.

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

We continue to work collaboratively across different services and with external partners to develop better ways of working – pooling our collective resources to tackle our shared ambitions and enabling our residents to get the support they need in the way they want it.

HOW WE SPEND OUR MONEY

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.

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.

HOW WE WILL WORK

KEY PRINCIPLES

We will work in ways agreed with partners as part of our City Strategy – Doncaster Delivering Together.

- **New ways of doing things** – to improve wellbeing now and in the future – Supporting new approaches, technologies, innovation, and behaviour change to improve people’s lives.
- Consider **all life stages** and their transitions points – Starting Well, Living Well and Ageing Well – considering the relationships and trade-offs between different actions we all take.
- **Shared responsibilities:** Putting strong relationships at the heart of everything we do with residents, businesses, and partners organisations, who all contribute to our future achievements.
- Adopt a **Regenerative mindset**, not just sustainability i.e., Renew and improve, rather than ‘do no harm’.
- **Using community-specific data and resident and partner insights** to inform and design services and projects where they are needed most.
- **Working closer with communities:** building on distinctive local strengths and opportunities. Recognising that improving wellbeing is not something that can be ‘done to’ people – it must be done by and with them, increasing capacity and resilience.

In addition, we will work in ways so that the council is best placed to deliver what we have set out in this plan alongside our Budget.

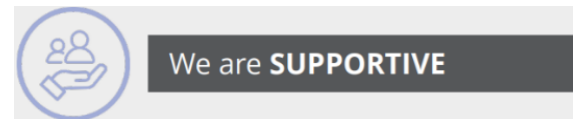
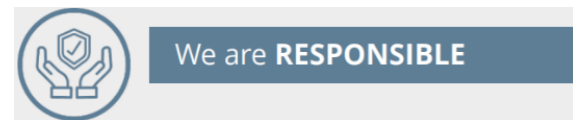
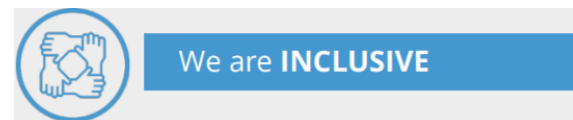
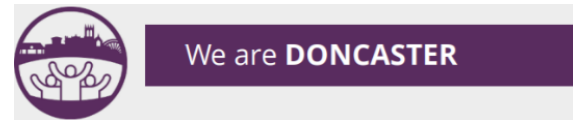
- **Access for all:** ensure our services are accessible for everyone who needs them.
- **Cross-boundary thinking:** actively working with regional and sub-regional structures to deliver maximum impact locally.
- **Early intervention and prevention:** identify and address concerns, risks, and opportunities early.
- **Utilise technology** to support modern, effective, and efficient service delivery including, where appropriate, the use of Artificial Intelligence.
- **Effective enabling support services** that help to create strong platforms for delivery e.g., Legal, Communications, ICT, Finance, Human resources, Policy.

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.



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 to develop and grow.

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.

LOCALITY WORKING (THRIVE)

Doncaster is the largest metropolitan borough in England and is a place of places, each with their own strengths and challenges. We will work in a way that brings communities and public services together making us more effective in providing support, building relationships, and practical help to Doncaster residents. Working in partnership, this is a fresh focus on neighbourhood renewal with prevention and community at the heart of everything we do.

This way of working will ensure that no matter who residents speak to, no door is the wrong door to access support. Partners will better understand key offers and services to support residents and make connections under five key strands: Your Neighbourhood, Your Family, Your Skills and Work, Your Health and Well-being and Your Environment.

DONCASTER PRIORITIES

D1. REOPEN OUR AIRPORT

Since its closure by its owners in 2022, we recognised the strategic and economic importance re-establishing this regional transport and economic hub for the City.

In March 2024, we secured a 125-year long-term lease for the airport, underwent a detailed procurement exercise to obtain an operator for the airport, and have seen the re-commencement of 2 excel non-commercial flights in December 2024.

We have recognised the need and economic importance to the region in both GVA and employment; coupled with a desire of over 130,000 individuals signing a petition to retain the airport. We want to fully re-open the airport, create jobs and support local supply chains to a greater extent than what was previously there, i.e., increase the number of direct jobs from 800 to around 5,500, and increase GVA from £1 billion to over £2 billion.

Our ambition is to be a green aviation hub for the UK that becomes a centre of excellence and is at the forefront of innovation and new technology. We want to cultivate the right policy environment for its success and increase market confidence to invest in Gateway East.

What we will do...

- Announce the identity of the partnership tasked with the reopening of the airport for its first commercial flights in Spring 2026.
- Present final business case to SYMCA to access remaining Gainshare resources.
- Undertake further detailed master planning of the airport and broader Gateway East investment zone to support the framework for private investors.
- Undertake a plan on how we develop a green airport city cluster at the airport.
- Develop a local employment academy to ensure adequate labour supply to fulfil the growth potential at the airport.
- Secure the airspace in Autumn 2025.
- Secure airlines and freight companies during 2025 to have a physical presence at the airport.

D2. SUPPORT HOUSING AND ECONOMIC GROWTH

Working with our colleagues across South Yorkshire and beyond, we want Doncaster to be one of the best places in the UK to do business. We will continue to deliver against the ambitions and activity highlighted in our Economic Strategy, attracting new investment in key sectors like artificial intelligence and green technologies.

We also want to support our existing businesses to grow and create more local jobs and a vibrant local economy. Part of that will be about how we continue to build the right homes for people in the right places.

What we will do...

- Review and refresh the Team Doncaster **Housing Strategy**.
- Deliver targeted services to increase the amount of housing (social & private), e.g.,
 - Planning function (including preparatory work for the review of the Local Plan).
 - Continue delivery of Council and Partnership **house build programmes** – including completion of 4 Council sites (80+ units) in Balby, Edlington, and Cantley.
- Deliver our **council house maintenance and improvement** programme.
- Implement the findings from the **‘Best Place to do Business’ Review** – work with residents and businesses to build on strengths of how we can create an even better investment and business environment in Doncaster.
- Deliver our **major projects** e.g., City Region Sustainable Transport Settlements schemes.
- Develop **sector profiles** (e.g., Creative, Digital and Tech; Rail, Advanced Manufacturing) to support our growth ambitions.
- Complete site clearance and remediation work in preparation for the **new Gateway One building** near the rail station.

What we will measure...

- Net number of additional homes delivered.
- Number of affordable homes delivered via Council involvement.
- Investment gained into Doncaster (with Business Doncaster support).
- Number of new jobs created by Business Doncaster with annual salaries over £31k.
- Percentage of Local Authority expenditure with local companies.
- Percentage of major planning applications processed within timescales.

D3. RENEW OUR CITY AND TOWN CENTRES SO THEY ARE PLACES TO BE PROUD OF

We want to create vibrant, sustainable, and inclusive urban environments that benefit everyone. Doing so will support and attract businesses, create jobs, and boost local economies. Our urban centres will reflect our cultural identity, encourage social interaction and engagement, and promote innovation and creativity.

We will set out how we will respond to the Big City Conversation and set out a long-term city centre vision and masterplan. We'll support the development of the city centre board and Towns Deal projects; and support towns to seek out new investment.

What we will do...

- Respond to resident views raised in The Big City Conversation:
 - Increase '**visible presence**' in the city centre to address public safety concerns.
 - Improve **cleanliness** in the city centre.
- Deliver a fully co-ordinated city centre **events programme** to support the focus on animation and activities to make the city centre busier and more vibrant.
- Embed and deliver initial elements of the **City Centre Strategy** including a refreshed **City Centre Masterplan**, informed by residents, existing businesses and potential investors.
- Deliver **Levelling Up Fund (LUF) round 1 schemes** – e.g., **Waterfront site remediation**.
- Subject to confirmed Government funding, deliver **LUF round 3 schemes**:
 - ...in Mexborough e.g., public art, library improvements, and pathway, public realm, and shop front improvements. Additionally, options for improvements to the markets, retail and car parking arrangements will also be considered.
 - ...in Moorends e.g., new sports and community pavilion, public realm and shop front improvements, and recreation ground and allotment improvements.
 - ...in Brodsworth – bringing the historic Miners Welfare Institute back into use as a community facility.
- Work with communities to:
 - Develop and implement schemes to support **regeneration** across the city, including Housing, High Street and Environmental projects that support neighbourhood renewal.
- Further **investment in leisure centre refurbishments and enhancements** across the city e.g., over £27m invested in The Dome, Adwick, Edlington, Dearne Valley, and Thorne leisure centres.

What we will measure...

- Commercial unit occupancy rates
- Antisocial behaviour rate
- Number of new residential units
- Number of vacant residential units

D4. SHAPE PUBLIC SERVICES AROUND LOCAL NEIGHBOURHOODS SO THEY ARE SAFER, STRONGER AND HEALTHIER PLACES TO LIVE

Localised services can better address specific community needs, ensuring that resources are allocated effectively. They can identify and address unique safety concerns, encourage resident interaction and community

cohesion, and provide tailored health services to local demographics – ensuring that no members of our communities are left behind.

What we will do...

- Continue to embed our new way of working closer with communities (Thrive Model):
 - Set out how this way of working **delivers the Team Doncaster Priorities** for 2025-26 e.g., Economic Inactivity, ASB and demand for public services.
 - Provide **commissioning and development support** to facilitate engagement and growth of the community and voluntary sector.
 - Develop an **Area Based Community Development Toolkit**
 - Deliver Thrive **learning sessions** to staff across Team Doncaster.
 - Formalise and establish our approach and plans for six **regenerative neighbourhood** areas: Edlington, Conisbrough and Denaby, Highfields, Stainforth, Hexthorpe and the city centre.
- Continue to work with partners to tackle crime and ASB – including refreshing our **Community Safety strategy**.
- Launch the **Family Food Programme** to support families during pregnancy and early parenthood, ensuring optimal child feeding through education, practical skills, and therapeutic interventions.
- Establish a new **leadership academy** to support people to become more physically active.
- Provide new opportunities to **support residents to stop smoking**.
- Establish **age-friendly resident forums** to connect and amplify the voices of older people.
- Continue to deliver our **Starting Point** (previously 'Complex Lives') service to improve outcomes for people who are rough sleeping.

What we will measure...

- Number of households supported to prevent or tackle ASB, hate crime or low-level crime.
- Number of ASB victims provided with a single point of contact and individual support plan.
- Number of incidents attended by the Neighbourhood Response Team (NRT).
- Number of fixed penalty and community protection notices issued by NRT.
- Percentage of re-deployable cameras installed within 28 days.
- Number of high-risk cases referred to MARAC.
- Number of referrals to Domestic Abuse Hub
- Number of identified individual rough sleepers within the quarter.
- Percentage of contraception that is LARC (Long-Acting Reversible Contraceptives)
- Percentage of new birth visits completed in 14 days.
- Percentage of successful alcohol treatment completions
- 4-week smoking quit rate.
- Percentage of mothers that quit smoking during pregnancy.
- Percentage Playground Inspections Completed
- Number of residents engaged in resident forums.
- Number of families receiving support from the family food programme.
- Number of GDM academy sessions delivered.
- Number of people accessing smoking cessation support.
- Number of people with positive outcomes via Pathways to Work

D5. ESTABLISH DONCASTER AS A CITY OF LEARNING AND CULTURE

We will foster a vibrant, dynamic environment that benefits residents economically, socially, creatively, and personally, creating a thriving community for all.

What we will do...

- Expand/enhance our **informal learning and engagement** offer through Remake Learning embedded into the new Thrive model.
- Develop an **enhanced and Networked University offer** where Higher Education is accessible to all.
- Develop all **Centres of Excellence** in line with health & care progress.
- Drive diverse & specialist sectoral provision e.g., new skills **offer at the Lakeside Rail college**.
- Deliver an inclusive **Employment and Careers offer** aligned to Pathways 2 Work Proof of Concept
- Ensure the **School workforce strategy** progresses a stable, qualified, and motivated teaching workforce in both primary and secondary schools.
- Grow our **Adult Family and Community Learning** offer including the development of Community Skills Hubs.
- Increase diversity of representation on **culture stakeholder forums**, to ensure decision-making and opportunities are representative of the sector.
- Report on the first year of **work with UKRI funding**, presenting the arts and culture sector with new opportunities from creative health programmes.

We will support people to develop the skills to get a job and thrive in life. We will continue the delivery of our Culture Strategy by building a more comprehensive cultural events offer and do more to enhance retain and re-purpose our heritage offer.

What we will measure...

- Mansion House, DGLAM and Archives visitor feedback/satisfaction levels.
- Volunteering levels with Cultural Services
- Number of people engaging in Community Learning activity leading to wider learning destination.
- Number supported internships and apprenticeships level 1-7
- Demographics of people working in creative industries.
- Amount of studio space for artists in Doncaster city centre.
- Levels of resident engagement on what they want to see from our arts and cultural offer (TBC)

D6. NURTURE A GREENER, FAIRER, AND KINDER CITY

We want to ensure that all residents and businesses have access to opportunities, resources, and services. We will help strengthen individual and community resilience by developing social bonds, and support networks within communities that can be drawn upon when responding to economic, social, and environmental challenges.

Improving environmental sustainability will not only protect our local environment but will also improve public health and enhance quality of life. We will accelerate our emission reductions and climate change mitigation.

What we will do...

- Deliver our **Equality, Diversity, and Inclusion (EDI) Objectives**:
 - Design services to be **inclusive and reflective** of the community's diverse experiences.
 - Develop an **EDI Learning and Development Programme** for members and officers.
 - Deliver the **accessibility work programme** linked to our new CRM system – ensuring all people receive excellent service, regardless of their mode of contact.
 - Develop a Maturity **matrix** for each of our Protected Characteristics
 - Re-launch the **Inclusion and Fairness Forum**
 - Expand and mature our **staff networks**.
- Continue to drive the **Choose Kindness Movement** by increasing the number of pledges, supporting kindness clubs, and supporting key inclusive events across the city e.g., PRIDE.
- Deliver key elements of our **Environment and Sustainability Strategy**:
 - Deliver **energy efficiency upgrades** to houses and community-use buildings (e.g., home insulation/solar panels, leisure centre and family hub upgrades).
 - Deliver more **electric vehicle charging points** (council fleet and public)
 - Develop a **Local Nature Recovery Strategy** and work with private landowners to plant more trees.
 - Continue delivery of our **parks improvement programme**.

What we will measure...

- Number of people with a learning disability helped into work.
- Number of veterans identified and supported within the Communities service.
- Number of Choose Kindness pledges obtained.
- Number of Carbon Literate staff within CDC
- Number of residents involved in co-designing services (TBC)
- Number of homes retrofitted to improve energy efficiency.
- Council's carbon footprint
- Number of trees planted (public and private land)
- Number of parks with Green Flag status.

ORGANISATIONAL PRIORITIES

01. DELIVER COUNCIL, SLHD AND DCLT SERVICES AND MAJOR PROJECTS ON BUDGET, ON TIME AND TO A GOOD STANDARD

The Council and our strategic partners deliver a huge range of different services, statutory functions, and projects each year.

It is essential that we fulfil this responsibility in a timely manner and to the best possible standard, making best use of the limited resources we have available.

We will ensure we deliver at agreed levels and provide accessible digital and physical services that work for everyone.

What we will do...

- Deliver Council services well – making sure we are performing at agreed levels for our **service standards** via our quarterly monitoring cycle.
- Provide **effective oversight** of key activity delivered by SLHD and DCLT.
- Improve the **Social Return of Investment** of DCLT.
- Ensure delivery of the **Social Housing Regulator standards** and action plan.
- Deliver our **Medium-Term Financial Strategy**: assumptions on saving actions and maintaining adequate resources to deliver services and capital programme projects.
- Deliver our carbon reduction **plan** – reducing our costs and environmental impact.
- Respond to customers in a **timely manner**, providing a **quality customer experience**.
- Continue to investigate **local environmental reports**, responding within our service level agreements and take appropriate enforcement action against those responsible.
- Continue to deliver a **road and footpath repair and maintenance** programme to ensure our highways are safe.

What we will measure...

- Percentage of customers waiting no longer than 10 mins to be served.
- Percentage of telephone calls answered within 150 seconds.
- Percentage of council tax and non-domestic rates collected in year.
- Housing benefit and Council tax support – average time to make a claim.
- Percentage of household waste and recycling collected on time.
- Percentage of principal, non-principal, and estate road in need of maintenance.
- Percentage of fly-tips investigated and removed from public areas within SLA timeframe.
- Percentage of major planning applications processed on time.
- Percentage of licensing applications processed on time.
- Percentage of Environment permitting regulations permit visits completed on time.
- Percentage of play area inspection carried out on time.
- Highways transportation survey satisfaction score.

O2: CONTINUALLY IMPROVE OUTCOMES FOR CHILDREN, YOUNG PEOPLE, AND FAMILIES

Early childhood and adolescence are critical periods for cognitive, emotional, physical, and social development, and so providing a safe and happy start in life can help set people up for lifelong success. Strong families contribute to the stability and resilience of communities, fostering safer and more cohesive environments.

By supporting early work with families and driving social care improvements, we can disrupt cycles of poverty and disadvantage and ensure everyone can achieve their full potential.

What we will do...

- Further strengthen the way we work with families via our practice model and the **family help offer** to improve outcomes for children and families.
- Commission **high-quality value for money placements** based on the needs defined in the sufficiency strategy.
- Deliver a high-quality **Early Years provision** that meets the new entitlement.
- Deliver high-quality **Universal Early Intervention services** e.g., delivering an enhanced Youth Services offer across the city.
- Ensure children have equitable and **inclusive access to high quality education** in their communities from early years through to adulthood in a setting suitable for their age, educational needs, and ability.
- Further strengthen outcomes for all children and young people, specifically improving outcomes for **CYP with SEND** in line with their peers.
- Expand **supported Internship and apprenticeship programme**.

What we will measure...

- Rate of children with a protection plan – per 10,000 population.
- Rate of children in need – per 10,000 population.
- Rate of children in care – per 10,000 population.
- Rate of referrals to Children’s Services – per 10,000 population.
- Percentage of children accessing their entitlement for funded childcare.
- Percentage of education, health and care plans finalised within 20 weeks.
- Number of children not on roll with mainstream education providers.
- Percentage of children in elective home education returned to a mainstream provider.
- Number of refugees/asylum seekers accessing English language support.
- Number of wellbeing cases handled by Wellbeing team.
- Number of children who ceased to be looked after.
- Number of children in a family-based setting.
- Number of children receiving a multi-service Early Help support.
- Increase in confidence and ability of parents/carers to support and provide for their family.

O3: CONTINUALLY IMPROVE OUTCOMES FOR PEOPLE WHO ACCESS ADULT SOCIAL CARE AND THEIR FAMILIES

It is essential that people that need extra help in life get the support they need in a way that suits their circumstances. This will lead to better physical and mental wellbeing, enabling people to live more fulfilling lives. Providing effective services at an early stage can reduce the need for more intensive and expensive interventions later.

We will work with people to co-produce how our services work, working with adults of all ages and backgrounds, including young people with care and

support needs preparing for adulthood. Working alongside partners, we will ensure that advice, information about rights and advocacy, and care and support feel joined up and is easy to find and understand.

We will identify and recognise unpaid carers, promoting their rights and connecting them with appropriate support to improve their wellbeing; and help people access care and support that enables them to live their chosen life, including supporting with employment.

What we will do...

- Improve the ease with which people can obtain **information** about adult social care.
- Provide information, advice, and assessment to a greater number of **carers** to support their wellbeing.
- Improve the timeliness of access to **assistive technology**, equipment, and home adaptations.
- Further improvements to **care and support** within our communities to enable a reduction in the number of adults needing to move into care homes.
- Support more **adults with a learning disability** to access paid employment.
- Further reduce the time it takes to conclude **Adult Safeguarding** investigations.

What we will measure...

- Permanent admissions to residential and nursing care homes (18-64 only).
- Permanent admissions to residential and nursing care homes (65+ only).
- Percentage of adult social care provision rated as good or outstanding.
- Percentage of safeguarding concerns/enquiries that are repeats in a 12-month period.
- Percentage of adults with learning disabilities who live in their own home/with family.
- Percentage of people who are still at home 91 days after their period of re-enablement.
- Percentage of people feeling safer after a safeguarding intervention.
- Average number of days to complete adult social care needs assessment.
- Average number of days to complete home adaptations requests.
- Average duration to complete Occupational Therapy assessments.
- Average number of days from safeguarding referral to completed S42.
- Number of carer's assessments completed.

O4. EMPOWER A PROUD, DIVERSE, AND MOTIVATED WORKFORCE

We want to encourage innovation, enhance productivity, and create a positive organisational culture. A diverse workforce brings a variety of perspectives and experiences, leading to more innovative solutions and ideas, and better decision-making.

When staff feel valued and included and committed to their work, recruitment and retention of the best people will become easier which will lead to even more improvements in the services we provide.

We will deliver a refreshed approach to Organisational Development, with innovative approaches to recruitment and retention including our ability to create and support apprenticeships.

We will foster a sense of workforce pride including recognition via awards and create an environment that is productive and allows staff ideas and frustrations to be aired. Staff networks will be actively encouraged, and volunteering opportunities will be supported.

What we will do...

- Understand our requirements in respect of Organisational Development, utilising best practice to **create a new refreshed OD offer**.
- Participate in the LGA National Recruitment Campaign, with a focus on our **work experience offer** to encourage fresh interest in working for the Council.
- Continue to explore Artificial Intelligence and **digital methods of advertising**.
- Continue to promote and consider **growing our own talent** with apprentice, trainee, career graded roles.
- Promote the use of our **reward & recognition platform** inc. Organisation-wide staff awards event to drive engagement, motivation, and retention.
- Ensure actions are taken from the **engagement survey** results and these are embedded in line with our values.
- Continue our commitment to equalities, inclusion, and diversity in the workplace, including continued promotion of the **staff networks, cultural competency training**, actions from LGA self-assessment.
- **Promote and encourage staff to volunteer** utilising our volunteer provisions and connecting with DCLT volunteering hub.

What we will measure...

- Workforce profile data
- Number of uses of reward & recognition scheme
- Number of staff engaging in Staff Networks
- Number of Staff Volunteer Days
- Engagement survey outcomes (TBC)

STRATEGIC PARTNERS

Although we have shared or delegated operational delivery of certain services to our Arms-Length Management Organisations and strategic partners, we retain responsibility for those services. We will therefore continue our oversight and support role, working closely with these organisations throughout the year. In addition, some service areas are tackled at a regional level so we will ensure we work closely with the South Yorkshire Mayoral Combined Authority as well.

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. The following section is a summary of their 2024-2029 Corporate Plan; 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

- Deliver the Trust's Associates Panel through building colleague capacity to lead decision making.
- Continued delivery of the Workforce Strategy. Build on Doncaster Skills Academy indicators and work with health partners to develop and secure meaningful pathways to work.
- Deliver Ageing Well Health Strategy across 4 locality venues.
- Board Governance and consolidation.



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

- Increase the reach of DCLT in health interventions.
- Secure in venues, key locality services.
- Establish a sustainable model for the Social Isolation and support the VCFS.
- Improve the Social Return of Investment of DCLT. Baseline of £60.79m in 2023-2024.



Innovative Respond and develop local solutions for our communities

- Secure 2 localities to deliver Choose Refer.
- Work to deliver the Environment and Sustainability Strategy 24-24.
- Deliver the Future of Leisure Strategy embedded in Get Doncaster Moving.
- Asset Mapping of locality services.



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

- Achievement of income growth of 8.5% on DCLT Charity.
- Investment into 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 bid working to support our most vulnerable communities.



MONITORING PROGRESS AND PERFORMANCE

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

Plan	Contains	Managed by	Reviewed
Team Doncaster borough strategy: Doncaster Delivering Together	Big picture challenges and ambitions.	Team Doncaster organisation leaders	Annually
City of Doncaster Council Corporate Plan	Council contributions to DDT, Mayoral Priorities, and ways of working.	Executive Directors	Quarterly
Locality Plans	Area-specific plans to tackle area-specific issues.	Service Directors and Locality Managers	Quarterly
Directorate and Service Planning	Projects, services, and work streams contributing to Corporate Priorities.	Executive Directors, Service Directors, and Heads of Service	Quarterly
Individual Staff Personal Development Reviews and Targets	Individual workloads contributing to Service, Directorate and Corporate priorities.	Team/People Managers	Monthly