

Position Statement

LGA Peer Review 2022



Doncaster
Delivering Together



Doncaster
Council

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Foreword - Mayor & Chief Executive

The council warmly welcomes the LGA Peer Challenge team to Doncaster at a key watershed in our improvement journey.

In the eight years since the council emerged from government intervention it has become more self-aware, collaborative and outward looking – facing up to local and global challenges and working in partnership to improve the wellbeing of residents and communities.

Over the past two years we have dealt with a pandemic, floods and wildfires. Council staff and Members have shown immense resilience, adopting more agile working and developing new ways of coordinating support for residents and businesses. It has placed a strain on their health and wellbeing, but staff engagement, including wellbeing surveys, has helped inform how we can support them to continue to perform at their best.

The council has continued to deliver essential services and lead a borough-wide investment programme - including almost two thousand new homes, the opening of a University Technical College and the new Danum Gallery, Library and Museum. This is despite Doncaster having 28% less to spend on services than in 2010/11, a £335 reduction per resident.

We have taken timely decisions to improve outcomes for residents, for example to bring children's services within Doncaster Children's Services Trust back under the control of the council.

We are in the midst of supporting families fleeing the war in Ukraine and responding to a cost of living crisis, whilst making sense of complex public sector reforms, for example in adult social care. Dealing with the challenges and opportunities of constant change is part of everyone's day job.

We must also take control of our own destiny, as a council and a place. An ambitious plan for the Borough, 'Doncaster Delivering Together' (DDT) has been agreed with our Team Doncaster partners. It is grounded in this requirement: for people and places to thrive, we need a thriving planet.

A new Corporate Plan sets out the council's contribution to DDT and we have a financial strategy to fund our ambitions. Regenerative Council is our emerging internal change programme that dovetails with our Workforce

Strategy. We are transitioning to a "living with COVID" phase, but our plans are shaped by its impact on health, inequalities, the economy and the new ways of working it has inspired. The timeline in Appendix 1 provides an overview of Doncaster's improvement journey since 2010.

As we look ahead, it's an opportune moment to consider what more we can do to improve our ability to deliver our plans for the borough. That's why we have invited the LGA Peer Review Team to carry out a full organisational review that builds upon their "light touch" assessment in December 2021 - that focused on the council's post pandemic recovery and renewal plans. It is encouraging that the LGA team's feedback states that the council is 'now emerging as a strong organisation that is on an upward and positive trajectory...' and with our Team Doncaster partners we are having an impact on local quality of life, for example through improved educational attainment and employment rates.

We look forward to demonstrating other things we are doing to translate the DDT strategy into action, for example working more closely with communities, building our resilience to challenges like climate change and balancing the improvement of services with place leadership.

The council is on a journey to become an even more self-aware and regenerative organisation to deliver borough-wide lasting change.

It is in this spirit that we look forward to a productive LGA Peer Review.



Mayor
Ros Jones



Damian Allen,
Chief Executive

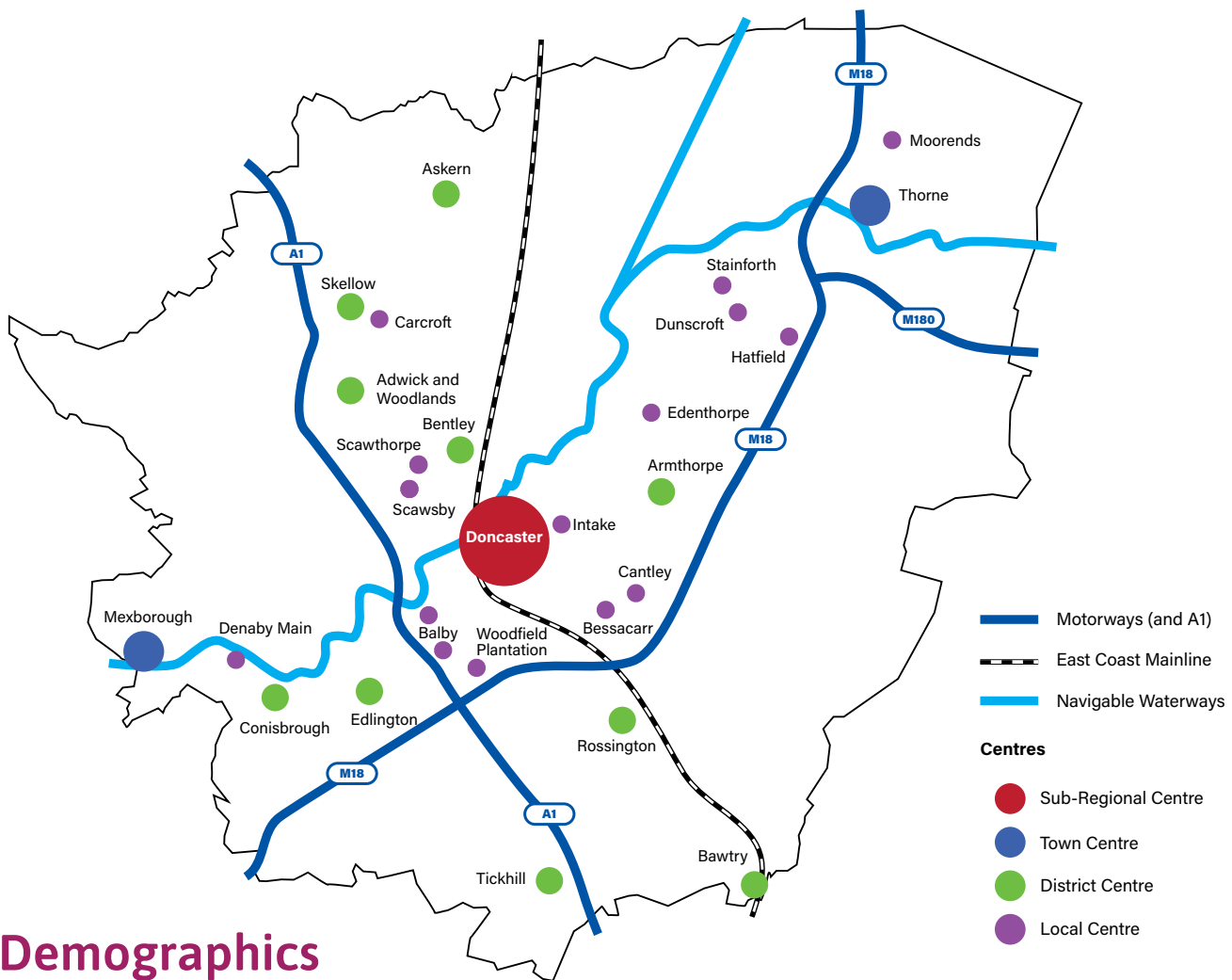
Doncaster Facts and Figures

The Location

- Located in the heart of England in the county of South Yorkshire.
- Some 20 miles from Sheffield, 26 miles from Leeds, 30 miles from York and 47 miles from Hull.
- Excellent multi-modal connectivity - with an international airport, a major rail freight terminal, one of the UK's busiest interchange rail stations and a strategic position on the motorway network.

The Place

- Covers 226 square miles and is the largest metropolitan borough in England.
- Population of 312,800 - a successful City Bid would make Doncaster the 15th largest city in the UK.
- Over two thirds of the Borough is in agricultural use, mainly in the eastern parts.
- Doncaster has a dispersed network of town, district and local centres where shops, other services and facilities are concentrated - as shown in the map below.



Demographics

AGE PROFILE: Broadly like the national picture with a slightly higher proportion of older people (65+) and slightly lower proportion of working age people (16-64).

ETHNICITY: 91.8% of Doncaster residents identify as being White British, with the next largest groups being Other White 3.4% and Asian 2.5% (Census, 2011).

Cleaner & Greener

Doncaster's baseline **CO2 emissions** have fallen by 29% since 2005, but Doncaster has committed to accelerate the reduction and be carbon net zero by 2040.

CO2 emissions per capita have reduced year on year since 2012 to 6.4 tonnes in 2019 – but this is higher than the regional and national averages (6.3 tonnes and 4.9 tonnes respectively).

Doncaster's **recycling rate** has been on an upward trend for 10 years, although it reduced in 2020/21 compared to the previous year. At 43.4% the rate is above regional and national averages (42.0% & 42.3% respectively).

Fair & Inclusive

Affordable housing delivery has been on an upward trend for the past 15 years. However, delivery reduced in 2020/21 (the first full year of the pandemic).

The number of **children in low income families** has increased over the past 5 years, in line with regional and national trends. Provisional data for 2019/20 shows that almost 16,000 children under 16 were in low income families in Doncaster (26.2%).

Fuel Poverty was on a downward trend up until 2018, however it increased sharply between 2018 and 2019 in line with comparators and is likely to further increase due to the current cost of living crisis.

Prosperous & Connected

The proportion of employees in **highly skilled occupations** is 34.7% which is lower than regional and national averages (46.0% and 49.7% respectively) and the gap has widened.

The Lower Super Output Area with the highest **claimant rate** is Town Centre Chequer Road with 17.44% (335 people - rounded to the nearest 5); the lowest is Sprotborough Central with 0%.

The 2021 average gross weekly **wage rate** was £569 - the same as the regional average, but lower than the national average (by £44).

Safe & Resilient

Overall crime in Doncaster increased in 2021 compared to 2020. However, it was still below the levels for 2018 and 2019. Patterns of crime have been affected by the pandemic and government instructions to limit social contact.

As at the end of March 22, 10,390 families were engaged in the **Stronger Families Programme** – the highest number so far, although just behind the target of 10,850.

Recorded levels of **Domestic Violence** are on an upward trend. At a national level, data from victim services suggests that experiences of domestic abuse may have intensified during periods of national COVID lockdown.

Healthy & Compassionate

There are large variations in **life expectancy for men** across the borough – for example it is 82.6 years in Finningley compared to 74.7 in Adwick,

There are large variations in **life expectancy for women** across the borough, for example it is 85.5 years in Roman Ridge and 78.4 in Adwick.

The **Care Quality Commission** (CQC) ratings of all CQC registered provision in the Borough have improved compared to May 2021, with a higher percentage rated 'good' or 'outstanding'.

Skilled & Creative

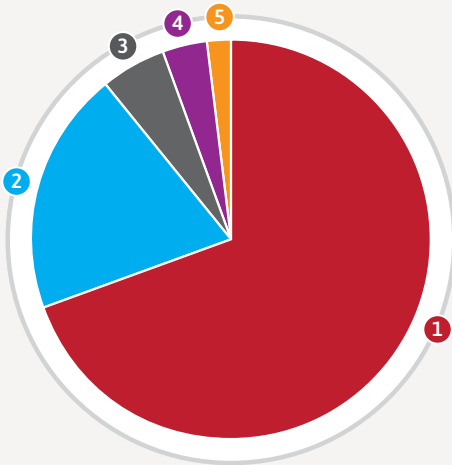
The proportion of the working age population with a **level 4 qualification** or above has increased over the past three years to 27.1%, but this is lower than regional and national averages (38.0% and 43.5% respectively).

The number of 16 and 17 year olds **not in education, employment or training** (NEET) or 'Not Known' was 330 for 2021. This is a rate of 4.9% which is lower than regional and national averages (6.3% and 5.5% respectively).

The long-term trend shows a reduction in the proportion of 19 year olds with a **level 2 qualification**. This is in line with the regional and national trends, however the latest Doncaster rate of 75.6% (2019/20) is below these two comparators (78.3% and 81.3% respectively).

Key Facts about Doncaster Council

Political make-up of the council



- 1 Labour (including the Mayor) 39 (70%)
- 2 Conservatives 11 (20%)
- 3 Mexborough First 3 (5%)
- 4 Labour and Co-operative Party 2 (3%)
- 5 Edlington and Warmsworth First 1 (2%)

Doncaster elected its first Mayor
20
years ago.

Council budget



Gross revenue budget of
£526.1m
(2022/23)

A balanced budget despite an overall funding gap of £13.1m in 2022/23



The council continues to invest in the borough's future, with **£141.6m** of capital investment spending planned for 2022/23

70% of Local Authority spending is with Doncaster Companies/Suppliers

Customer Contact

Most customers now access council services online:

Access Channel	2016	2021
Telephone Customer Services	58%	33%
Civic Offices Reception	23%	12%
Council Website	19%	55%

In the past 5 years:

Over **1.1 million**

online forms completed by our customers and over 1.1 million calls answered by Customer Services.

344,912

visitors to the Civic Building's One Stop Shop

Delivering during COVID

The council has led a huge Team Doncaster effort to deliver for Doncaster during the pandemic. Here are some examples from the past two years:

24,000 business grants totalling **£108m** paid out to over **5,000** Doncaster businesses (as at September 2021).

£14.5m of COVID-related grant payments to our social care providers allocated over the last 2 years.

AS PART OF THE MAYOR'S 10 POINT RESPONSE PLAN:

7,000 residents supported by the DN Community Hub, including providing almost **2,900** food parcels and collecting 3,200 prescriptions.

14,000 shielding residents contacted to offer support and assistance.

3,500 residents provided with council tax holidays.

£244,540 paid out in grants to 40 voluntary groups projects supporting our communities.



Sickness Levels

Number of days lost per F.T.E – past 5 years:

12.86 (2021/22)

8.25 (2020/21)

10.55 (2019/20)

9.09 (2018/19)

9.00 (2017/18)

Staff Numbers

3,275 FTE
(as at 31/03/2022)

Ethnicity breakdown

(five largest categories)

White - British (**94.43%**)

White - European, Irish & Other White (**2.35%**)

Asian or Asian British (**1.40%**)

Black or Black British (**1.05%**)

Multiple Heritage (**0.42%**)

Our approach to this self-assessment

This self-assessment is intended to support the Peer Challenge team to assess our progress towards delivering effective, lasting wellbeing improvements.

The content has been shaped by engagement with Members, senior managers and Team Doncaster partners. We look forward to demonstrating that the council is a much improved organisation from the one the LGA Peer Review team assessed when they last visited in 2014.

Three Horizons Model

We have applied the '3 Horizons' lens to this self-assessment and each section is structured around the current position (H1), vision for the future (H3), and positive opportunities to harness (including innovation) and challenges to overcome (H2).

This approach provides a co-ordinated way of managing innovation, creating successful transformational change, dealing with uncertainty and seeing the future in the present. All three stages exist in parallel, but with different levels of public and social influence at any one time.

Challenge

**First Horizon (H1):
Where are we now?**

Business As Usual

- Business as usual reaches its peak.
- Starts to decline when the world changes.
- Loses its 'fit for purpose'.
- Self-reinforcing behaviour no longer achieves desired results.

At the same time...

**Horizon 3 (H3):
Where do we want to be?**

Vision

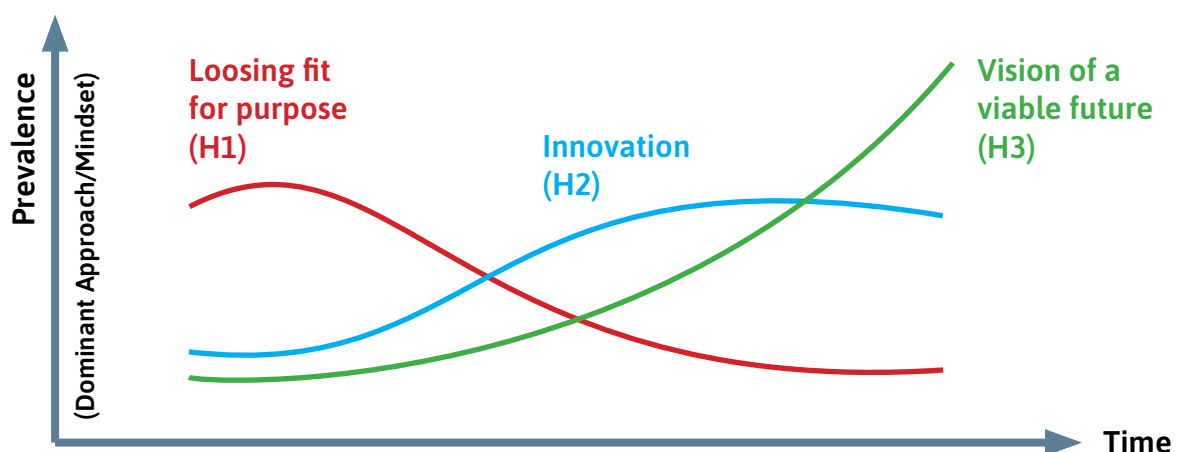
- The long-term successor to 'business as usual' grows.
- Better fit to the changing world.

Opportunity

**Horizon 2 (H2):
What are the opportunities to grasp and barriers to overcome?**

Innovation

- The turbulent transition between H1 & H3.
- This transition requires:
- A temporary pattern of new activities & innovations.
 - Temporary support for H1.
 - Other innovations to transition to H3.



THEME 1:

Local Priorities

Where are we now?

First Horizon (H1): Business As Usual.

Over the past 5 years, the council and its Team Doncaster partners have delivered quality of life improvements for residents and strengthened the capacity to achieve much more in partnership.

The 2017 Doncaster Growing Together (DGT) borough strategy reflected a new level of partnership maturity...

DGT (2017-2021) was launched as a shared partnership commitment to create a thriving place to live, learn, care and work. It faced up to Doncaster's deep-rooted challenges, informed by the first **State of the Borough Assessment** in 2017 [see document library].

DGT has provided a focus on shared, 'whole system' improvement programmes, for example:

- The **Working Win** health-led employment trial combines support for good health and employment.
- Our award winning **Complex Lives programme** – see [Case Study 1](#).
- The **Get Doncaster Moving programme** – see [Case Study 2](#).
- [Well Doncaster](#) – which focuses on Asset Based Community Development, working with health and community partners, including Voluntary Action Doncaster.
- The [One Doncaster report](#) was the start of Doncaster's whole system skills journey which saw Doncaster host the Global Education Leaders' Partnership (**GELP**) conference in 2021.
- [Doncaster's Opportunity Area Programme](#) - to break the link between a child's family background and where they get to in life.

DGT prioritised developing a **strong, inclusive and productive economy** with well-paid, good quality jobs

that local people have the skills to access - which was expanded upon in [Doncaster's Inclusive Growth Strategy](#) for 2018-21. The strategy highlighted the importance of Doncaster's **key industries** (e.g. rail engineering) and **growth sites** (e.g. Unity Yorkshire) as well as improving support for exporting, inward investment and business start-ups (e.g. which we have done through the Launchpad Programme).

Prior to COVID, outcomes in Doncaster were improving in key areas...

In the five years to 2020, the borough had record high levels of **employment and investment**. **Growth sites** such as [iPort](#) and [Gateway East](#) at Doncaster Sheffield Airport (DSA) have contributed jobs to the local economy, together with the thousands of **micro businesses** that make up 90% of our economy. The overall size of the economy grew to be worth **almost £6bn** in 2019, placing Doncaster as the 9th largest economy in Yorkshire and Humber.

Over a thousand net new homes were delivered each year between 2015/16 and 2019/20, reflecting developer confidence in Doncaster and putting the borough in a strong position to meet the average annual housing target of 920 new homes up to 2035. The delivery of affordable homes was on an upward trend during this period and ahead of target, with 223 delivered in 2019/20 through the Council House Build Programme and private sector developers.

In 2019, the proportion of Doncaster's young people reaching a **Good Level of Development at Early Years Foundation Stage** was above the national average and the gap to the national average for Attainment 8 scores (GCSEs) had started to close. Children services provision was assessed as Good, providing reassurance that vulnerable children in the borough were being looked after effectively.

Theme 1 - Local Priorities (continued)



We have developed more modern, accessible services...

The council has invested in **modern customer interactions and service delivery** to meet the changing needs and expectations of customers. This has been made possible by a more **customer-focused workforce**, the integration of our customer services 'front-desk', embracing **digital technology** and by improving processes to deliver more services online and at a more local level.

We have built additional capacity in the borough-wide delivery system...

We have stepped in and used our resources to be the catalyst for change, for example:

- Supporting **Middle-tier organisations** to build capacity, including Voluntary Action Doncaster (VAD), Opportunities Doncaster, the **Social Isolation & Loneliness Alliance** and Expect Youth - recognising the different ways to deliver local support and services. VAD lead the **Inclusion and Fairness Forum**, a review of which is underway to identify improvement opportunities.
- Encouraging self-organising groups like the Ethnic Culture Fusion Network to form and flourish.
- Transferring the **management of our Markets** to a specialist provider - Market Asset Management company.

We have improved how we communicate with residents and obtain feedback...

A **weekly newsletter** goes to over 100,000 local addresses and the council consistently invites feedback to inform major strategies, decisions and proposals. We also use a variety of other mechanisms, including:

- Our [Doncaster Talks](#) consultation platform.
- The full use of social media on several platforms @MyDoncaster.
- Our upgraded website, which is one of the top 10 in the country (based on an independent assessment supported by the Society for Innovation, Technology and Modernisation).
- The use of appropriate and targeted campaigns to encourage behaviour change and promote wellbeing, pride and action, for example to support the Get Doncaster Moving Programme.
- Our Citizen's Panel - which was developed as part of the Get Doncaster Moving programme, and has helped inform our thinking and shape the decisions we take.

These communication channels have been essential for the borough's response to **COVID** and also for the recent bids - for **City Status** and to be the home of **Great British Railways**.

Our [Community Engagement Framework](#) brings consistency to engagement activities across the council and where appropriate to our partners.

The last two years have severely tested Doncaster's resilience...

The council and its Team Doncaster partners have been in **response mode** for the last 2 years. Whilst we were grappling with the challenges of **Brexit** and recovering from the devastating impact of **flooding in 2019**, the **COVID** pandemic placed an unprecedented pressure on health and social care services, as detailed in the Director of Public Health's [2020 annual report](#). Increases in serious eating disorder cases for under 18's has been one of the many unforeseen impacts of the pandemic on wellbeing.

The pandemic has also had a severe economic impact, devastating many businesses and causing the **claimant count to reach 7.6%** in the summer of 2020, almost double the rate from 2019-20.

The Mayor of Doncaster announced a **Ten Point COVID response** plan in March 2020 (before central government) and then further support plans for residents, communities and businesses, including:

- July 2020: **'Restart, Recovery and Renewal Plan [see document library]**.
- Spring 2021: **Six Point Sprint Plan**.

This was part of a coordinated **South Yorkshire response**, combined with local place leadership:

Doncaster has been an active presence in the **South Yorkshire Local Resilience Forum (SY LRF)**, leading the development of a SY Recovery & Renewal Strategy [\[see document library\]](#). The council's CEO is joint chair of the SYLRF, the Director of Public Health chairs the SY data cell and the Assistant Director of Policy, Insight & Change (PIC) chairs the SY Learning & Development Group.

Team **Doncaster's Tactical Coordination Group (TCG)** has been regularly provided with COVID Threat and Risk assessments [\[see document library\]](#). Residual threats and risks have been transferred to relevant partners and governance arrangements, but we continue to assess the current and projected impacts of COVID on communities and businesses.

The council's **Public Health team** led Team Doncaster's response to COVID, co-ordinating the support and humanitarian work. Our Team Doncaster approach allowed us, as a health system, to roll out a local track and trace system, a vaccination programme and support for acute services. Our **social care teams** have provided infection prevention and control to clients and helped adults care providers access the Government support grants. Our Integrated Discharge Team has worked at the hospital to ensure patient flow and to support our NHS colleagues.

Business Doncaster has worked tirelessly with Doncaster Chamber and the [South Yorkshire Mayoral Combined Authority \(SYMCA\)](#) to provide support and advice to businesses.

Doncaster was pro-active in shaping the SYMCA **Renewal Action Plan** that provides a 'road map' for South Yorkshire to recover from COVID.

We rapidly developed **new community approaches** to co-ordinate support and advice, for example through **Community Hubs** (e.g. to distribute food with support of volunteers) and the **Employment Hub**. The council also went live with an integrated Education, Children and Adults case management system (Mosaic).

We have changed how we work to respond to changing priorities and emergencies...

Over **two thirds of the council's staff work on the frontline** and are spread across a large geographical area. When the pandemic started, some non-critical services had to be temporarily stopped, or continued to be delivered in difficult circumstances with a priority focus on keeping residents and staff safe.

The council had to change from mostly on-site and/or office based working, to being mostly remote and home-based. **Agile, flexible working** was quickly implemented, supported by effective risk assessments and digital technology like Microsoft Teams to deliver the COVID response and essential services.

Theme 1 - Local Priorities (continued)

Staff wellbeing and service delivery has been supported throughout the pandemic, including via the **'Your Way of Working'** (YWoW) programme [see document library] which has utilised flexible working practices, the collaborative usage of buildings (including partner organisations) and asset rationalisation decisions. Staff surveys have been used regularly to understand staff wellbeing, shape the YWoW programme and inform our plans for longer term hybrid working.

Overall the council has improved its ability to grip and manage very complex, fast growing and strategic challenges.

The pandemic has accelerated digital culture change across the council and borough...

Most customers now access council services online (55% in 2021, compared to 19% in 2016) and digital technology has helped thousands of residents stay safe, for example by supporting contact tracing and mass testing within the borough. It has also kept thousands of staff safe whilst ensuring the council still functioned and critical services were not disrupted.

Digital technology has reduced some of our dated and more costly ways of working, such as the requirement for document printing, cash transactions, posting documents and travel for meetings both locally and nationally. A bid we submitted to the 2021 Municipal Journal awards provides a further insight into our accelerated digital journey [see document library].

We have ensured we have 'business as usual' capacity and skills to continually transform technically and digitally...

We have purposefully built in-house teams of data analysts, data scientists, business analysts and technical developers to ensure we have the skills to quickly deliver bespoke new solutions and ways of working. This has been instrumental with regard to our emergency responses, delivery of government initiatives and creating solutions where there is a gap in the market. We also have a continuously evolving Technology Forward Plan that we work against in order of Council priority [see document library].

Collaboration has been strengthened by the response to borough emergencies...

Cross-directorate working has never been stronger and the council is **working even more closely with partners and communities** to meet community needs, underpinned by honest and trustworthy relationships. Well established governance arrangements, as well as flexible response mechanisms (e.g. the TCG and LRF) have allowed the partnership to be agile, adaptable and take opportunities.

Improvements to the quality of place have continued during the pandemic...

Approximately **1,900 new homes** have been delivered during the pandemic (2020/21-2021/22) and many major **projects** have come to fruition. In the town centre this has included the transformation of the railway station forecourt, the opening of a University Technical College, Savoy cinema, refurbished Wool Market and Danum Gallery, Library and Museum.



Good progress has been made in delivering the **Mayor's Manifesto pledges** from 2021, for example:

1. 'Lets Vaccinate Doncaster'

- 630k doses given.
- Spring Booster Programme started.

2. Restart and recovery – Doncaster open for business'

- Over £111m overall investment into and within Doncaster.
- Over £100m given out in grants to local businesses.
- £450k for creative and cultural industries through the Additional Restrictions Grant.

3. Safer Doncaster

- Increase in engagement with Domestic Violence Advisors (82%).
- Increased number of ASB and low-level crimes identified and dealt with.

4. Get Doncaster Moving

- The council has added more Electric Vehicles (EVs) to its fleet and now has 34, with 9 more expected before the end of May 2022.
- 34 EV charging bays available for the council fleet, with a further 39 planned for 2022/23
- 15 EV charging bays available for the public, with a further 72 planned for 2022/23.

5. No One Left Behind

- Council recognised as a good employer e.g. a Disability Confident Employer.
- 87% reduction in permanent exclusions - primary and secondary schools.
- More eligible 2 year olds (87%) and 3-4 year olds (97%) are taking up free access to childcare.

6. Million Tree Challenge

- Tiny Forest pilot complete and 11 more schools are interested.
- 1.5 million square meters of local authority land (129 sites) allowed to naturalise.
- Torne Valley Habitat Bank Scheme approved – £250k investment from the Net Zero fund.

We are seeing the positive impact of investing in service delivery, for example **fly-tipping** performance has improved by clearing backlogs, reflecting the previous investment made in street scene.

The borough is creating jobs, but there are recruitment challenges...

The **claimant count** is still relatively high in Doncaster (9780 residents in March 2022 – a rate of 5.1%. which compares to 4.3% for England). However, there is also a **high number of vacancies** in the borough (3,067 job postings in March 22, which is higher than before COVID) and some businesses are reporting challenges recruiting the skilled staff they need.

A range of local support mechanisms are in place to help residents to find employment and thrive in the workplace, for example:

- A new online [employment hub](#) which provides a single access point for anyone who is looking for employment, a change of career, skills development or to become self-employed.
- The [Advance programme](#) offers career, education, information, advice and guidance to individuals wanting to progress in their careers and employers wanting to develop their workforce.
- Employment academies at the iPort and Gateway East are connecting local people to local job opportunities.
- Our developing University City agenda with 4 centres of excellence tied to our local industry needs.
- A Youth Employment Hub based in the Civic Office in Doncaster town centre to help 18-24 year olds in Doncaster claiming Universal Credit get the support they need to find work.

Where do we want to be ?

Horizon 3 (H3): Vision.

'Doncaster Delivering Together' - ambition, balanced with 'here and now' priorities...

Team Doncaster agreed a new Borough Strategy in September 2021 - Doncaster Delivering Together (DDT). It is a high-level prospectus with:

- One Mission: Thriving People, Places and Planet.
- Six long-term Wellbeing Goals.
- Delivery focused on the 'Great 8' priorities, incorporating the Mayor's Manifesto commitments.

DDT reflects a self-aware Team Doncaster culture, with **honest descriptions of the challenges** we face together. The 2019 Index of Multiple Deprivation ranked Doncaster as England's 41st most deprived area (out of 317) - stark confirmation that quality of life varies significantly across the borough. Team Doncaster is emerging from the COVID 'response mode', but its work will continue to be shaped by its on-going impact and legacy.

Communities and stakeholders have shaped DDT...

The approach to developing the DDT strategy has involved:

Listening: Comprehensive engagement was undertaken for DDT – a step change from the findings on our approach to engagement in the 2014 LGA Peer Review.

Learning: we produced a report to reflect on the impact of the previous borough strategy (DGT).

Leading: COVID and Climate Change combine to create a sense of a major watershed - and the chance to ask big questions about the future of the borough and to build on our successes.

The new DDT borough strategy has been communicated to residents, partners, staff and Trade Unions...

In addition to social media, DDT has been communicated via:

- A video for each of the Great 8 priorities – published on the Team Doncaster website.
- The Team Doncaster summit in November 2021 - with over 100 partner representatives.
- The Chief Executive's weekly intranet column.
- Doncaster Consultative Group.



How do we get there?

Horizon 2 (H2): Opportunities to harness and challenges to overcome.

The council is leading the development of a regenerative approach to improving local quality of life...

The DDT Wellbeing Goals reflect the need to, where possible, push beyond sustainability (i.e. 'doing no harm') to regenerative development that renews and improves - for people, place and planet.

In an inter-connected world, Team Doncaster has to deal with constant change...

COVID, climate change, the fourth industrial revolution, Brexit, the cost of living crisis and the war in Ukraine combine with public sector reform and levelling up to create this constant change.

The scale of Doncaster's ambitions mean that the ability to recover from disruption back to "life as usual" is not sufficient - **transformative resilience** is needed. This is the capacity to shift to a new system capable of absorbing and bouncing back from more disruption – and where possible, **bouncing forward**, by harnessing the positive parts of the disruption to improve wellbeing.

The Great 8 priorities include transformational programmes to help build resilience...

These are some of the key **outward-facing transformational programmes** that can deliver significant, lasting improvements in wellbeing and build transformative resilience:

G8 PRIORITY	PROGRAMMES
1 	Achieving net-zero by 2040 - and in the process create good, well-paid jobs.
2 	Developing a Talent Innovation Eco-system (TIE) - to bring learners, employers and communities together to tackle real world challenges.
3 	Developing and delivering a new Economic Strategy for Doncaster.
4 	Developing a fully integrated health and care system.
5 	Rolling out localities working across the borough.
6 	Embedding whole family working to safeguard children and reduce neglect through a strong Early Help offer and by building on our Stronger Families Programme.
7 	Harnessing the technology revolution - while ensuring a just transition, for example recognising that automation is a risk to some jobs.
8 	Providing more inclusive opportunities for residents and visitors to enjoy art, culture, heritage, sport and community activities, supported by a new Culture Strategy.

Supporting strategies unpack the high-level DDT priorities and guide delivery programmes...

For example, we have agreed an innovative [Education and Skills Strategy](#) that responds to the challenge of ensuring the education and skills system meets the needs of residents, the economy, local businesses and organisations. The strategy provides more information on Doncaster's **Talent and Innovation Ecosystem** ('TIE').

Doncaster's declaration of a **Climate and Biodiversity Emergency** in 2019 marked a shift to a more **regenerative borough** that renews and improves what it has, for example by enhancing our countryside. The [Environment and Sustainability Strategy](#) sets out the detailed actions we will take.

Theme 1 - Local Priorities (continued)

DDT reflects that tackling **climate change** remains the world's most universally pressing challenge – but one which also presents major opportunities for improving quality of life. However, the war in **Ukraine** is already causing a massive humanitarian crisis and the risk of World War III is real.

An area for improvement is to ensure we are clear about the timeframe that each of our longer-term strategies and plans cover – and where possible align them with DDT.

We need to set out a clear economic narrative as part of a new strategy...

Doncaster's Inclusive Growth Strategy expired in 2021 and work is underway to develop a new Economic Strategy. The shift to a more regenerative approach to development will be a key thread that runs through the document and how we deliver it. We are working with the RSA on this.

We recognise this is a **major opportunity** to bring a number of strategic strands together within a whole system approach and also:

- Respond to the impact of COVID and the current cost of living crisis.
- Look ahead and reconcile competing priorities and interdependencies, for example balancing inclusive economic growth with environmental priorities.
- Integrate with SYMCA policy and interventions – including the investment strategy, whilst retaining a focus on delivering Doncaster's distinctive priorities.
- Ensure Doncaster plays its full part in wider North of England ambitions and opportunities.
- Position Doncaster with the agility to harness further Government funding opportunities, for example those emerging from the Levelling Up agenda and Shared Prosperity Funding.

The council has agreed a new Corporate Plan to set out its contribution to DDT...

Within the **2022/23 Corporate Plan, Regenerative Council** is our emerging internal programme of change, underpinned by the Workforce Strategy [see **document library**]. This programme will position the organisation to be match fit to deliver our place-shaping role and services well in the future.

We have identified **5 key shifts** to achieve this:

- 1. LOCAL SOLUTIONS FOR PEOPLE, PLACES AND PLANET.** This shift includes:
 - Embedding the Localities Working model to maximise and connect local strengths, heritage and civic pride.
 - Place-based investment planning - to link DDT priorities to targeted investment in the borough.
- 2. ELECTED MEMBERS CENTRAL TO LOCAL SOLUTIONS FOR PEOPLE, PLACES AND PLANET.** This shift includes:
 - Supporting Members to embed Localities Working - for example with training, ward budgets and locality commissioning.
- 3. INTELLIGENCE LED ORGANISATION.** This shift includes:
 - Piloting a Digital Lab – to develop our capability to be an intelligence led organisation.
 - Refreshing our Doncaster Talks engagement platform.
- 4. REDUCED OVERHEAD COSTS, IMPROVED DECISION-MAKING AND DELIVERY.** This shift includes:
 - Rationalising our assets - to ensure the best utilisation of what we hold across the borough.
 - Centralising of common activities – for example FOI requests and specific HR functions.
 - Reviewing procurement and contract management arrangements to identify improvements.
 - Reviewing our decision-making – to align it to DDT.
 - Robust financial management, for example to drive the delivery of savings proposals in 2022-25.
 - Strengthening the capacity to develop and project manage our investment propositions.
 - Developing our regional partnerships.
- 5. A COUNCIL THAT DOES THE RIGHT THING IN THE RIGHT WAY.** This shift includes:
 - Refreshing our values – to support the delivery of DDT.
 - Embedding 'Your Way of Working' – for even more agile working arrangements.
 - Further improving council-wide customer contact.
 - Driving the delivery of DDT – including developing a new Team Doncaster Operating Model.

Theme 1 - Local Priorities (continued)

We need to further communicate and embed DDT priorities in the council...

Within the council we will use a range of processes to strengthen and embed the **golden thread** between the DDT priorities, service standards and delivery. The **Performance Management Framework (PMF)** [see document library] is a key mechanism for this, particularly quarterly monitoring, service planning and performance and development reviews (PDRs), coupled with regular 1-1s. The Corporate Plan, through the Workforce Strategy, will feed into PDRs and service plans across the organisation. The PMF is covered in more detail under Themes 3 and 5.

The Chief Executive's weekly intranet column and regular staff surveys are also helping to raise awareness of DDT. However we know we need to do more, as the **latest staff survey** [see document library] showed that:

- Only 51% of staff are currently aware of the DDT strategy.

However, it was positive to see that:

- 75% of staff know how their job contributes to achieving council priorities.
- 73% agree or strongly agree that they are supported by their immediate supervisor/manager to adapt to changes.
- 71% rate their wellbeing as OK or better.



We want to ensure that all communities can see themselves benefiting from DDT...

We recognise that **communication could be more consistent** and outcome focused, and we need to improve and expand the routes through which residents can communicate back and receive feedback on their suggestions and areas of concern.

We are developing Local Solutions for People, Places and Planet...

The understanding of **what it is like to live, work and visit** Doncaster is at the forefront of the council's work and can be summed up in the mantra 'Get Real' – which means taking the time to understand **the lived experience of people** across the Borough.

Co-production of priorities and interventions with people who have experience of seeking or drawing on support, is at the heart of our approach.

We already have a lot to build upon, for example we have used the lived experience of residents to shape strategies and interventions, including:

- The [Domestic Abuse Strategy](#) has been shaped by the experience of survivors.
- The Young People's Mental Health Strategy which was written by the Youth Council/Young Advisors. They have also produced a video about domestic abuse.
- Adults, Health and Wellbeing have signed up to '[Think Local Act Personal's Making it Real framework](#)' and established a Making it Real Board.

Our new **Localities Model** and **Locality Plans** are about getting closer to communities and building on the strengths and unique characteristics in those communities to improve wellbeing ('Asset Based Community Development'). Doncaster's Localities are comprised of groupings of wards in the **North, South, East and Central** parts of our Borough. We are further strengthening and developing community engagement and local intelligence, for example a programme of **Appreciative Inquiries** is looking at communities individually to understand local needs and develop responses to meet them.

We are developing **joint commissioning and contracting** on a place-based footprint, for example with a joint contract for our Care Home providers.

Theme 1 - Local Priorities (continued)

There are still significant service integration challenges...

Working with all Health partners continues to be a priority to ensure we are delivering high-quality health and care to residents. The 'Build Back Better: **Our Plan for Health and Social Care**' national White Paper and the **Adult Social Care Reform 'People at the Heart of Care'** White Paper are informing our current and future plans to ensure Doncaster is ready for the changes to come.

The 'Fair & Inclusive' Wellbeing Goal is the 'lens' through which we ensure equality, diversity and inclusion considerations inform prioritisation and delivery...

The DDT Well-being Essentials are a key part of the Fair and Inclusive Goal – they are the social foundations that all people should expect in Doncaster.

Our **Equality, Diversity and Inclusion (EDI) Framework [see document library]** links directly to the strategic ambitions set out in DDT and the Corporate Plan. As a key anchor institution, the **council must set a good example** and Equality, Diversity and Inclusion underpins all five themes of our Workforce Strategy. We are a Disability Confident Employer, a Mindful Employer, have the Employers for Carers accolade, have achieved the gold standard Fair Train award for our work experience offer and regularly report on our Gender Pay Gap and Pay Policy.

In recognition of the importance of EDI, some training is mandatory for all staff (e.g. Equalities in the Workplace) and we also offer a range of other development opportunities to deepen understanding, including training on Unconscious Bias. Each year we also deliver a range of EDI campaigns and events.



THEME 2: Leadership

Where are we now?

First Horizon (H1): Business As Usual.

The strength of the council's leadership is in sharp contrast to the situation before 2014.

Clear, consistent and stable political leadership has kept the focus on transforming Doncaster...

Doncaster's **Mayor, Ros Jones**, started her third term in office in 2021, providing the drive and continuity required to deliver the long-term, transformational improvements Doncaster and its communities need to thrive. The mayoral model of governance provides more visible leadership, accountability and democratic legitimacy. The Mayor is chair of the Team Doncaster partnership.

The Mayor is supported by an outcome-focused Cabinet with clear priorities and has a highly effective working relationship with the council's **CEO, Damian Allen** and his leadership team. Leadership away-days provide the time to reflect on the development and delivery of priorities. The **leadership is visible and accessible** within the council and communities and proactive in providing updates on delivery programmes and developments, with the support of an award-winning council communications team. We have relatively low turnover at the top of the leadership structure which provides continuity for the council.

The council has an increased capacity to provide a **broader place-shaping** and leadership role within Team Doncaster, as demonstrated by the improvement journey set out in Theme 1.

We have strengthened Member development and training...

Elected Members are passionate about the local areas they represent and their **local knowledge** enables community strengths to be harnessed to help achieve the right outcomes for all. The council has a broad mix of **new and experienced Councillors**. At the May 2021 elections, 32 Members were re-elected and the council welcomed 23 new Members, providing new perspectives and innovations.

The role of Members in securing **economic prosperity, empowering communities** and creating sustainable and cohesive communities has been supported by positive Member induction, training and development and the introduction of ward budgets to effect real change on the ground.

A **Member Development Working Group (MDWG)**, chaired by the Cabinet Member for Corporate Resources, looks at the level and quality of training delivered for Members and future needs. An annual questionnaire is circulated to Members asking them to identify where they require development. A designated LGA community leadership session on the 25th April 2022 provided an external perspective and overview to inform the future training programme.



Theme 2 - Leadership (continued)

Ward budgets have supported community groups to improve local wellbeing...

This innovation was commissioned by the Mayor in 2019, shaped by Overview and Scrutiny Management Committee (OSMC) and launched in April 2020. Councillors encourage local groups to make an application (£3k per Councillor) and confirm their support for projects and activities they believe will benefit their local area.

The **first round** of funding saw 115 applications supporting 91 local groups. Key areas of support during this challenging period included:

- Foodbank support: £70k (20 applications).
- Arts & Crafts: £15k (14 applications).
- ICT related: £7k (8 applications).

One of the stand out applications was support for enhancing a local community radio station "DN12 Live" to educate, inform and entertain residents during lockdown. It helped to tackle social isolation and within a 16 week period the radio station had 2,500 listeners per month.

The **second round** of funding saw 141 applications across 123 groups. As COVID restrictions started to be lifted, more sustainable applications were supported, including to improve community buildings (£13k and 12 applications) and for environmental projects (£16k and 21 applications).

The **third round** of ward budgets is currently being assessed.

The council has more visible leadership and accountability at all levels...

A weekly column from the Chief Executive provides updates on key council and Doncaster developments and the support available to staff, for example to improve their health and wellbeing.

The Mayor, Chief Executive and senior leadership team regularly spend time on the frontline with residents, business and staff to help them understand local challenges and lived experiences.

Doncaster ensures its voice is heard at a regional and sub-regional level...

The Mayor makes a significant contribution to **regional leadership**, for example within the SYMCA, as part of the Yorkshire Leaders Board and by chairing the regional Business Growth Board.

The SYMCA is focused on delivering the MCA's Strategic Economic Plan and to support this is developing a **Investment Strategy**. A SY Chief Executive's investment strategy workshop in March 2022 provided Doncaster with the opportunity to outline its key assets, strengths and priorities. The investment strategy is covered in more detail under Theme 4.

Regional collaboration is important across the **full range of policy**, for example the incoming **Integrated Care System** provides an opportunity to tackle health inequalities. The council's Chief Executive is on the Integrated Care Board (ICB) steering group and Team Doncaster has shaped the ICB arrangements and resources to ensure they effectively support the delivery of our local priorities.

We have good relationships with businesses...

Business Doncaster's economic development delivery team has excellent partnership working with **external organisations** such as Doncaster Chamber of Commerce, the SYMCA and property developers and their agents. It is particularly strong on our key employment sites such as Gateway East, iPort, and the Unity project. The developers of the Unity Project, Waystone have openly said that Doncaster Council is the best local authority they work with.

Doncaster was voted the 2022/23 best small city in Europe for foreign direct investment strategy by the Financial Times FDI magazine. Our **Business Incentive Scheme**, which is in place to attract new investors and support business growth and innovation, was highlighted for including sustainability and the reduction of carbon emissions as part of the qualifying criteria.

As of 1 April 2022, 36 schemes have been approved to legal agreement and contracting and £1.38m has been committed from the £2.5m fund available.

If all the outcomes of the contracted projects are achieved, investment made by the council will realise for example, 1,006 newly created jobs and over £85.5m worth of initial investment into the borough.

In 2021 the council launched an **economic recovery grant** for small SME's. Over £1m has so far been allocated to support over 200 businesses.

Where do we want to be ?

Horizon 3 (H3): Vision.

We are committed to providing an ever stronger leadership role at different levels...

In particular, this means:

- Across the organisation, to drive the transition to a Regenerative Council.
- Locally, to drive the delivery of DDT.
- At the South Yorkshire and regional level, to shape, resource and deliver shared priorities.

The Corporate Plan includes the commitments to:

- Demonstrate visible leadership and accountability at all levels.
- Build good relationships with, and between different communities.
- Increase the extent to which those facing inequality and exclusion can contribute to, and share in Doncaster's success.



How do we get there?

Horizon 2 (H2): Opportunities to harness and challenges to overcome.

The council has a well-established overarching Workforce Strategy...

Through the 5 core themes in the strategy we seek to build leadership and management capacity and capability, supported by a Leadership and Management Development Framework. A range of guidance and toolkits has been developed by Human Resources and Organisational Development (HR & OD) and published on the Intranet, covering:

- People Manager Guidance.
- Management Development Course & Bite size sessions.
- Apprenticeships in Leadership & Management.
- Mandatory Learning & Development.
- Team Development.
- Coaching.
- Mentoring.
- Self-learning resources for managers.
- Job shadowing.
- Evaluation.
- #Good2GR8 - Maximise innovative thinking.

This is brought to life by strong collaborative relationships between directorate leadership teams and their HR & OD Business Managers and teams.

In the coming year we will focus on interventions around the capacity to improve, especially strengthening the resilience of the workforce and building effective relationships.

The Leadership and Management Development Framework continues to evolve...

We are developing new council management meeting arrangements and improving the supporting systems required for effective decision-making, for example the quality and availability of performance data from the Performance Management Framework (covered in more detail under Theme 3). We will improve devolved leadership and the connections between strategic leadership and officer leadership.

Elected Members must be central to Local Solutions for People, Places and Planet...

Locality working provides an opportunity for Members to deliver real local change by linking their community work with their role as corporate decision makers, ensuring priorities agreed through the Corporate Plan, Borough Strategy and Locality Plans are deliverable within the council's budget. We will continue to focus **Member development and training** towards developing their local leadership role, including embedding **ward budgets** as a tool for stimulating positive local change.



THEME 3:

Governance and Culture

Where are we now?

First Horizon (H1): Business As Usual.

Clear and effective governance arrangements provide a strong foundation for the delivery of our priorities...

The Council is well-run, with high standards of **probity and behaviour**, clear and transparent decision-making at all levels and robust **checks and balances** provided by Overview and Scrutiny, Audit Committee and External and Internal Audit.

Key **high-level policies and procedures** [see document library] supporting good governance at the council are:

- Communications.
- Constitution and Corporate documents.
- An external link is provided to the [Local Code of Governance](#).
- Customer Liaison.
- Data and Information Governance.
- Decision Making.
- Disruption and Risk Management.
- Finance.
- Fraud, Counter Fraud and Investigations.
- Human Resources.
- Health and Safety.
- ICT and Technology Usage.
- Procurement and Purchasing.

However, this does not represent every element of the governance framework.

The Council also takes the **governance of technology** seriously and has a well embedded council-wide Technology Governance Board with a clear Terms of Reference [see document library].

There are several boards under this, both for control and delivery, to ensure a well-run ICT Service, delivery and maintenance of technology and safe and secure information.

The Council has also recently invested in a dedicated **Cyber Security Team** and tools and plans are in place to protect the Council from cyber security risks as much as possible. The council has also reviewed its readiness and arrangements in place with regard to business continuity and recovery in the event of a major cyber attack, and this is a key strategic risk that is actively monitored.

We have good Member-officer relationships...

The working relationship of the **Mayor and Chief Executive** sets the standard which is reflected in how the council conducts its day-to-day business and fulfils its place leadership role.

A **positive, outward looking, collaborative and self-aware** approach is increasingly guiding the work of the council at all levels. Executive Board away days, Locality and Ward meetings involving Members and officers all help to reinforce this ethos and approach.

A new **Member Code of Conduct** [see document library] was agreed by the Council in May 2021, following a series of Member workshops. It is based on the model code developed by the LGA and, following its approval, all Members attended mandatory training to ensure they understood the implications of the new code and how it would impact on their role. Training on the Code of Conduct was also offered to Town and Parish Councillors.

Theme 3 - Governance and Culture (continued)

Staff engagement mechanisms and internal communications have improved...

Improved internal communication is supported by:

- Senior management meetings (quarterly) for heads of service and above – which will be reviewed as part of a new meeting management structure.
- Staff forums – providing the opportunity to hear what is going on, contribute and provide feedback. Trade unions also attend these events.
- Your Way of Working advice and guidance bulletins.
- A revamped Intranet introduced in early 2022.
- The CEO's weekly intranet column.
- Directorates have their own approaches, tailored to the needs of their workforce, for example newsletters.
- An updated **Whistleblowing Policy [see document library]** supports an open council culture.

We have effective working relationships with Trade Unions...

Our Industrial Relations Framework supports collaboration at a local level, including case management, restructures and developing and implementing policy changes. It can be a challenging relationship, but has been strengthened by working together through the pandemic for the benefit of the workforce.

Clear and effective decision-making is supported by our comprehensive Constitution...

The Council has a well established, effective Constitution which sets out how the council operates, how decisions are made and the procedures which are followed to ensure they are efficient, transparent and accountable to local people.

The council's Performance Management Framework (PMF) supports an open culture with constructive challenge...

The Council's PMF is the mechanism by which we **link priorities to actions** and assess whether they are **having the desired impact** on service delivery and outcomes for communities. As part of this it ensures

we are identifying potential risks to the successful delivery of our plan. The PMF brings together **six key, standalone elements** under one framework:

- Managing Performance.
- Reporting Profile.
- Service Planning.
- Risk Management.
- Data Quality.
- Equality, Diversity and Inclusion.

An important part of the PMF is the 'Golden Thread' – which connects strategic plans and priorities to deliverable programmes and schemes and the actions of individual employees.

The council has an effective Audit Committee...

Our Audit Committee is a key component of the council's Corporate Governance arrangements. It provides independent assurance to the council on the adequacy of the council's governance, risk management and control frameworks. It also maintains oversight of internal audit and external audit functions.

At their April 2022 meeting, the Committee considered a number of key annual reports. These included:

- Annual Report of the Monitoring Officer 2021/22.
- Draft Annual Governance Statement 2021/22.
- Audit Committee Annual Report 2021/22.
- External Auditor (Grant Thornton) Annual Report 2020/21.
- Annual Report of the Head of Internal Audit 2021/22.

The External Auditor's annual report did not identify any risks of significant weakness in the council's arrangements in respect of Financial Sustainability, Governance and improving Value for Money. The Auditor identified a small number of improvement recommendations which the council will implement.

Overall, the reports point to sound governance in the council and support the overall opinion within the Annual Report: 'The Head of Internal Audit considers that the Council's governance, risk management and control arrangements for 2021/22 were adequate and operated effectively during the year'.

Theme 3 - Governance and Culture (continued)

The council has an effective Overview and Scrutiny function...

The council's **Overview and Scrutiny Management Committee** is responsible for co-ordinating and undertaking the council's overview and scrutiny function in respect of all areas of council activity including partnership working. It is supported by Panels which focus on specific policy themes (e.g. Children and Young People). Benchmarking suggests that the council works effectively with its Overview & Scrutiny Members. Some of the good practice includes:

- Quarterly meetings between the Mayor and Overview and Scrutiny Chairs to assist communication on portfolio issues and Overview and Scrutiny work plan matters.
- Ongoing training to enable Members to understand and develop their skills.
- Quarterly review of the council's Finance and Performance to support the council's performance monitoring arrangements.
- Regular engagement with partners who support the delivery of borough priorities e.g. attendance at meetings by St Leger Homes, South Yorkshire Police and the NHS.
- Members of the Youth Council and Young Advisers regularly attend the Children & Young People Panel – which has assisted the Panel in understanding how service delivery impacts on young people.
- Positive and responsive relationships between officer and members.
- The role of Overview and Scrutiny in developing the Member Ward Budget process.

The council makes strategic, decisive decisions to improve outcomes...

The most recent inspection of the local authority's children's services by Ofsted took place in February 2022 and the [report published 8th April 2022](#) set out the requirement for improvement at pace.

The [Cabinet paper published 22rd March 2022](#) proactively outlined the recommendation that children's services

within **Doncaster Children's Services Trust** will start the transition back to the council from April 2022. A much strengthened relationship between the council and the Trust, against a backdrop of an under pressure social care system, has enabled this collaborative decision to be taken, as a pragmatic, next step in the improvement journey of children's services.

There is a balance to strike between tight governance and the ability to innovate, take risks and respond at pace...

This is in the context of reduced government funding, rising demand for services and increasing costs – as outlined in more detail under the next Theme.

Our governance arrangements have been tested during emergencies and we have demonstrated that when needed effective decisions can be made more quickly and easily, with less bureaucracy. A flexible scheme of delegation has enabled quick decisions to be taken through COVID.

The use of the **Rule 16 Special Urgency** process has allowed the leadership to quickly take decisions in accordance with the Constitution, where any delay would otherwise have a negative impact on communities in the Borough. For example, the need to quickly accept and allocate grant funding to support our communities and vulnerable residents during the pandemic has been essential – for example the Local Support Grant, Infection Control and Testing Fund and Business Support Grants.

The Chair of OSMC has reviewed the reasons for urgency, ensuring that elected Members continue to be engaged and are accountable to the electorate. A report detailing all the [Rule 16 urgent decisions](#) is presented to Full Council annually for information.

However, the use of these provisions is not taken lightly and where practical key decisions are required to progress through the usual governance processes and Access to Information procedures. The council has continued to support decision-making by councillors wherever possible to ensure elected Member accountability, for example virtual Licensing and Planning and other Committee meetings were quickly established during the first lockdown in March 2020.

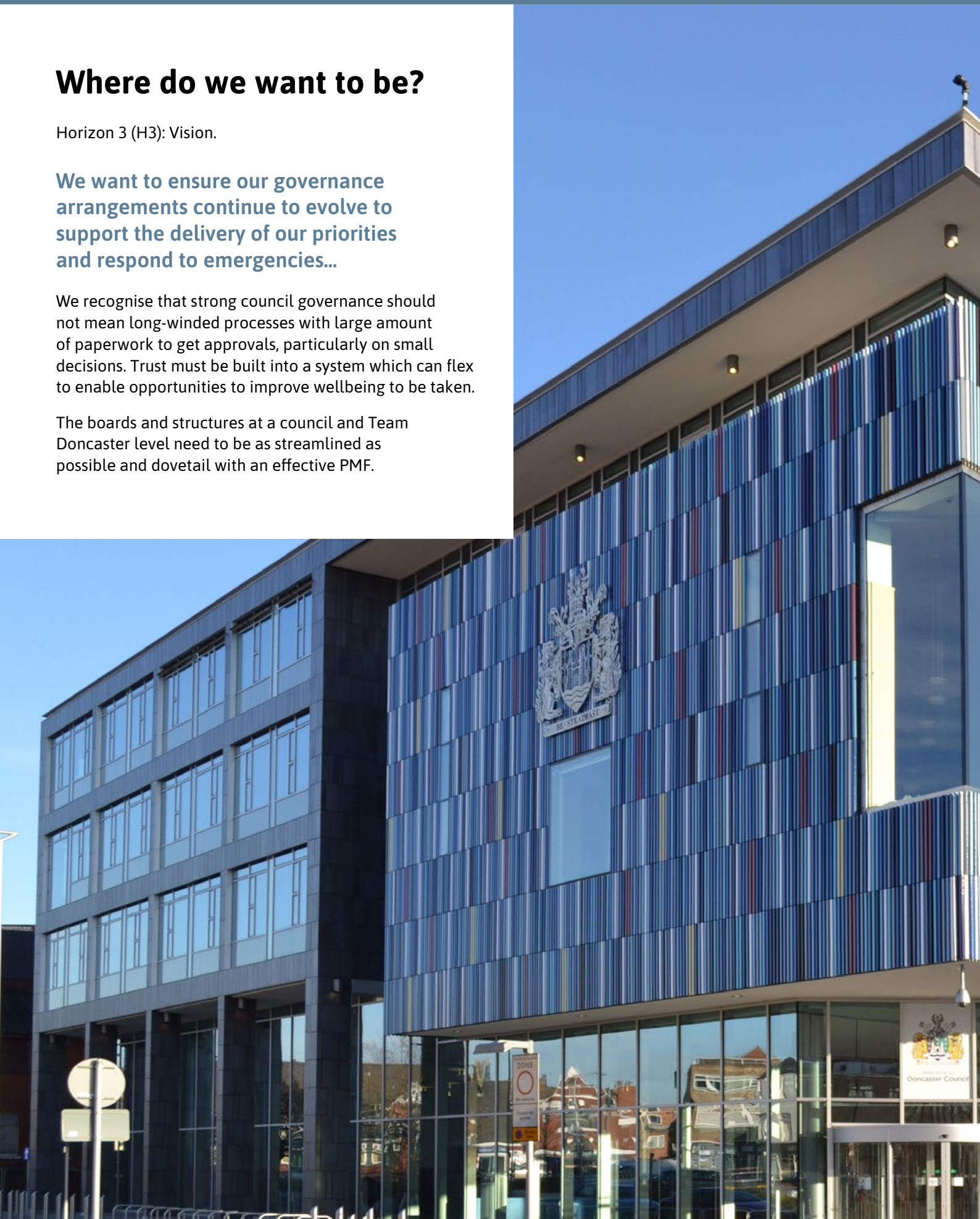
Where do we want to be?

Horizon 3 (H3): Vision.

We want to ensure our governance arrangements continue to evolve to support the delivery of our priorities and respond to emergencies...

We recognise that strong council governance should not mean long-winded processes with large amount of paperwork to get approvals, particularly on small decisions. Trust must be built into a system which can flex to enable opportunities to improve wellbeing to be taken.

The boards and structures at a council and Team Doncaster level need to be as streamlined as possible and dovetail with an effective PMF.



How do we get there?

Horizon 2 (H2): Opportunities to harness and challenges to overcome.

We are refining and streamlining the council's operating models to support the delivery of DDT ambitions...

In addition to the new management meeting structure, new **decision-making tools** are being developed to support these arrangements and the council is reviewing its **corporate report template** to ensure the DDT priorities shape new interventions and guide decision-making. The new format will be in place for the new municipal year.

We will build further clarity into decision-making on how **competing priorities, interdependencies and unintended consequences** of the DDT strategy will be addressed, for example, delivering growth whilst also considering the impact on the environment.

We will complete the first successful transfer of an arms-length children social care function back under the management of the council...

This will be guided by an emerging post-Ofsted action plan and the DCST transition plan.

The wellbeing of Doncaster's children, young people and families is at the very heart of the transition and ensuring that our dedicated, skilled and passionate teams from both the Trust and the council can work closer together to deliver better services and improved outcomes, with reduced overhead costs.



We are now reviewing Team Doncaster governance arrangements...

The Team Doncaster workshop that took place in February 2022 has kick-started the work to decide how the partnership will need to operate in the future – to deliver the DDT priorities by placing wellbeing at the heart of decision-making. A Transition Plan will guide the move to a new Team Doncaster operating model for 2022-23. This was considered by Team Doncaster Gold in March 2022 and the first of the new Team Doncaster co-ordinating group meetings took place in late April 2022.

We are strengthening the connections between the Team Doncaster Boards and Groups, Members and communities, informed by the lessons from the last two years – where we have had to streamline decision-making processes to respond to uncertainty and outside influences. We will continue to build transformational resilience, informed by the work of the TCG and the LRF.

We will continue to help shape the effectiveness of the SYMCA operating model...

In particular, we continue to shape the governance arrangements for the SYMCA place-based investment strategy.

We are reviewing our Performance Management Framework (PMF) to identify any further improvements needed...

We have **continuously improved the PMF** over many years to reflect new priorities, governance arrangements and the need for more agile, evidence-led decision-making. However, more needs to be done to build the **golden thread** from strategy to timely, effective delivery.

Improvement proposals were considered by the council's extended leadership team on the 14th March 2022. This included strengthening performance management routines, the approach to risk, the quality of our data and setting out a new Due Regard process.

We will ensure that staff and Members feel empowered at all levels to challenge underperformance and suggest new ways of doing things. We will also strengthen accountability where needed.

Following the 2021 elections a number of new Members have been appointed to Overview and Scrutiny Panels including as Chairs and Vice Chairs. More training and support for all Scrutiny Members will be required and further consideration of engaging with the public and reflecting their voice within the scrutiny process.

We are developing the **DDT performance indicators** needed to assess the extent to which the DDT Wellbeing Goals are being delivered. These will be considered by the Team Doncaster Executive in June 2022.

A new council **Policy Development Toolkit** will be available Summer 2022 to provide even greater consistency in the approach to developing key plans and strategies and the content within them.

We are reviewing and refreshing our core values to support the delivery of the borough strategy and corporate plan...

Following the launch of the Borough Strategy and the review of the Corporate Plan, it is the right time to refresh the core values within the Staff Charter and consider how we live those values through our behaviours in delivering on the Council's ambitions.

A staff survey was undertaken in March 2022 to ensure the revised set of values are co-produced, shared and driven by the experiences of staff and residents.

Further insights have been achieved through workshops, team meetings and discussions with trade union colleagues and further, deeper engagement will take place during May and June.

The values will be launched in June 2022 and embedded throughout the whole employee 'lifecycle', including recruitment, development, training, rewarding and recognising staff.

THEME 4:

Financial Planning and Management

Where are we now?

First Horizon (H1): Business As Usual.

Robust financial stewardship is well embedded within the council...

The council has a track-record of establishing **clear, robust plans to manage its resources**, invest in the borough and protect the most vulnerable - despite reduced government funding, rising demand for services and increasing costs.

The **external auditor** issued an unqualified audit opinion on the council's financial statements in December 2021 in the latest annual report and stated that, despite an increasingly uncertain financial environment and the challenges posed by COVID, 'the Authority has maintained a good financial position'.

The Council continues to face the significant challenge of setting a balanced budget with reducing funding, strong demand, increasing costs and no reduction in our statutory obligations to provide services. We are working hard to bridge the gap and have a **clear plan to manage our resources in 2022/23** and a robust and balanced gross revenue budget.

The latest data shows a **funding gap of around £13.1 million for 2022/23** and £21.7 million over the next three financial years. Doncaster also has 28% less to spend on services than it did in 2010/11 which represents a £335 reduction per resident. Nationally, this reduction is 21%.

The main financial pressures are in **Adult Social Care and Children's Social Care** with some of the additional pressures relating to the pandemic. Local spending is becoming more narrowly focused on Children's and Adult Services, with over 65% being spent in these areas in 2021/22.

There is also uncertainty on future grants and long term funding solutions for these priority areas.

We have identified savings to address the funding gap and, alongside careful use of the COVID grant,

agreed a **balanced budget for 3 years**, as well as enabling funding to be earmarked for investment.

The **Service Transformation Fund (STF)** was established to support our Regenerative Council ambitions – including to fund investments that will deliver improved outcomes and better value for money. For example, it is funding the Edlington Regenerative Neighbourhoods project, enhancing youth provision, enhancing street infrastructure and adding capacity to key teams, including our private sector housing team.

We continue to identify ways to **reduce overhead costs**, whilst still delivering quality services and outcomes for residents – as demonstrated by the decision to bring the Children's Trust back in house, previous budget rounds that have protected front-line service delivery and support services, and services changes to deliver savings.

There are significant **risks and uncertainties in the longer term** with local government finance and public sector reform, but we are in a good position overall.



Theme 4 - Financial Planning and Management *(continued)*

We have put additional resources into priority areas...

For example, potholes, the environment and preventative work. We will continue to invest in the future of the borough with an overall package in the capital programme of **£389.6m of investment up to 2025/26** to stimulate growth and prosperity. Examples of this investment include the new Danum Gallery, Library and Museum, the improvement of leisure facilities and new council houses.

Financial awareness is strong across the council...

There is good engagement between the Finance teams and other Directorates, supported by the monthly monitoring of budgets and financial profiling, but there is still more organisational development and support required to tighten the financial grip and reduce unforeseen variances arising in both capital and revenue budgets.

We are also attracting additional money into Doncaster...

Doncaster has successfully bid for Government funding pots, e.g. Town Deals, Community Renewal Fund and Levelling Up, and we will continue to make the case for Doncaster, particularly as part of the **greater devolution** of funding and powers to the SYMCA.

Good progress is being made to develop a South Yorkshire Renewal Fund Investment Strategy...

In March 2022 the SYMCA Board agreed proposals for the further development of the **South Yorkshire Renewal Fund Investment Strategy**, a package of up to **£860m of MCA funding** as a single pot through which the region will invest in its priorities.

All SY councils are developing **Place Based Investment Plans** and **Transformational Impact Plans** to support the investment programme. Aligned to the DDT strategy and SYMCA Strategic Economic Plan (SEP), **Doncaster's first Place Based Investment Plan** will be agreed by July 2022 to maximise the impact of capital and revenue investment. The investment plan will also set out Doncaster proposals for the use of Shared Prosperity Fund (SPF) money. It will be agreed on an annual basis and help Doncaster to be proactive in securing extra investment from the MCA and Government.



Where do we want to be ?

Horizon 3 (H3): Vision.

An even more financially considerate, policy-led council...

The **Medium Term Financial Strategy (MTFS)** is our three-year financial plan, which 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 council continues to work with its partners and the community to adapt and embrace new ways of working, against tough financial constraints. The priority will be to continue to **protect the most vulnerable across the borough** and provide resources to improve life chances.

More targeted, agile deployment of resources to deliver our priorities...

We must ensure all our systems support this, for example by using procurement to deliver more local Social Value - building on the strong track record of 70% local spend with local suppliers/ companies and the introduction of a social value framework for procurement [see document library].

Greater devolution of powers and more local control over spending is a shared regional objective...

Partnership working at a regional level must continually improve to ensure that shared ambitions are developed, resourced and delivered. Doncaster needs to ensure there is the flexibility to tailor SYMCA investment to support the borough's distinctive challenges and opportunities.



How do we get there?

Horizon 2 (H2): Opportunities to harness and challenges to overcome.

We will continue to plan for the long-term...

For example by:

- Ensuring our MTFs remains fit for purpose in the short term whilst resourcing longer term planning.
- Proactively responding to public sector reform requirements and opportunities.

Efficient and effective financial management will continue to support pragmatic, timely decision-making and, where needed, we will review and realign internal and external resources and capacity to deliver our priorities. This includes:

- Continuing to improve the join between the Corporate Plan and Budget.
- Using the Workforce Strategy to support the progress towards an even more financially considerate policy-led council. For example, we have reviewed training for budget holders and will launch an e-learning version soon which will be added to the list of mandatory training for managers (in a similar way to, for example Health and Safety training).
- Supporting the financial awareness and decision-making of Members.
- Improving the Council's ability to secure and effectively deploy external resources, for example Government Levelling Up funding.
- The pragmatic use of commercialisation.
- Finding improvements that don't necessarily need money, for example service improvement reviews.
- Continuing to review overhead costs and assess value for money.
- Investing in prevention and service based changes that deliver a return on investment (for example improved service outcomes, as with the Future Placement Strategy for children).
- Continuing to develop and implement place-based investment planning and ensure that Doncaster's place in regional and sub-regional structures continues to be aligned and strengthened to bring benefits to residents



THEME 5:

Capacity for Improvement

Where are we now?

First Horizon (H1): Business As Usual.

The council's experience of leading the borough through significant challenges, whilst continuing to deliver essential services and invest in Doncaster's future, has built the confidence to go further and deliver our DDT ambitions. Leadership stability provides that platform for success and trust within Team Doncaster provides a mutually supportive environment to grow and develop. To quote Yorkshire Housing – "Doncaster is open for business".

This confidence also comes with humility and we continue to welcome constructive feedback on our plans and capacity to deliver them.

We have committed to being a Regenerative Council...

Regenerative Council is our emerging internal programme of change that will consider all the five themes of this self-assessment to inform the development of the actions required.

The scale of ambition presents challenges for leadership, management and workforce capacity and development...

We know that our **ambitions exceed our current capacity to deliver** and recognise that further consideration is required of how we address this and build the resilience to deal with future events and challenges. Current challenges, which are not unique to Doncaster, include:

- Workforce resilience and fatigue after two particularly intense years.
- Strengthening strategic workforce planning to ensure the workforce has the skills and knowledge to deliver on the council's agenda.

- Staff retention and recruitment, which have been made worse by COVID and pay related issues locally and nationally, compounded by the cost of living crisis.
- An ageing workforce.
- Managing talent and succession planning at an officer and Member level.

"**Proud to Care Doncaster**" and the **Social Care Academy** are initiatives which have been launched during COVID and are now part of the landscape in Doncaster. They are there to support and encourage recruitment and retention to the social care workforce in the borough.

We recognise that building collaboration and trust in communities will take time...

Localities working is the key mechanism through which we will improve wellbeing in communities. There are complexities to navigate with the localities model, for example secondary school engagement, however this is also an opportunity to develop whole-system approaches to the delivery of outcomes.

Effective, empathetic consultation and communication is an imperative, for example to:

- Manage expectations.
- Explain inequalities and how services and facilities vary from ward to ward.
- Explain the wider context, for example why we are investing in heritage and culture.
- Communicate and capture the localities successes, local lived experiences and viewpoints.
- Explain how decision-making works - locally and at 'the centre'.



Where do we want to be ?

Horizon 3 (H3): Vision.

A Regenerative Council that is agile, innovative and resilient...

The delivery of an ambitious borough strategy in the context of constant change requires an even more agile, innovative and resilient council that can lead the delivery of the transformative programmes to improve wellbeing now and in the future.

Structures that are collaborative and develop into high performing delivery mechanisms...

This includes both the council and Team Doncaster as a whole – as covered in more detail under theme 4.

Priorities that local communities 'own', delivered by integrated, effective localities working...

A broader understanding of what locality working is and why it matters is also a key accompanying goal.

How do we get there?

Horizon 2 (H2): Opportunities to harness and challenges to overcome

We are moving at pace to be a Regenerative Council...

We want to be a Regenerative Council, a council that restores our local environment, develops the right conditions for the future economy and works alongside communities to improve people's lives and the places in which they live. Under Theme 1 we set out the **key shifts** needed to achieve this and have expanded upon them throughout this self-assessment.

Whilst many of these projects are underway in some form, this is an **emerging programme of activity** which is testing the council's capacity to translate ambition (H3) into delivery within a complex, changing 'landscape'. We will bring the strands together into an interdependent overall programme which is reported to Extended Leadership Team on a regular basis by exception. This will also be the mechanism by which we will grip the recommendations from the LGA Peer Challenge.

In response, we are building our capacity to deliver at a number of different levels.

We are reshaping our leadership structures...

There is a clear political and organisational leadership commitment to embed the learning and adaptiveness demonstrated by our response to COVID - so that the council can harness other opportunities to build our capacity to improve.

For example, the **Children's Trust coming back into the council** presents an opportunity to relatively quickly reshape the coverage and balance of specific areas of leadership responsibility – and sharpen the focus on delivering our DDT ambitions, including the roll out of the Localities Model and the development of place-based investment planning. Then more substantive changes can be made over the medium term (2 to 3 years) as part of our Regenerative Council programme.

We are investing in the workforce's capacity...

The **Workforce Strategy** sets out how we will equip our staff with the tools, skills and behaviours to deliver and commission good quality services. This will be underpinned by high standards of **distributed leadership** and collaborative working, supported by the Regenerative Council transformation programme.

We will continue to use our '**Your Way of Working**' programme to become even more agile and efficient and a refreshed set of values for the organisation will guide how we work.

We will continue to **promote equality, diversity and inclusion**. To achieve this we are committed to:

- Being an inclusive employer of choice, creating a culture where diversity is valued and celebrated.
- Ensuring staff have a good understanding of EDI and are equipped to design and deliver inclusive services.
- Improving the quality of the data to assess the impact we are having and areas for improvement.

We are investing in the skills of the workforce, for example providing an additional £750,000 as part of the 2022/23 budget to build upon our **award winning apprenticeship programme**.

Other key opportunities include:

- Further improving staff recruitment, retention, development and succession planning.
- Continuing to grow our own talent, including through the use of internal secondments.
- Building upon our strong national graduate programmes.
- Ensuring we are structured as an organisation to encourage the flexibility and agility of staff.
- Enhanced Members development.
- More joint leadership development with Members and officers to deliver ambitions.

The council needs to continue to develop its role as a place shaper, recognising that we need the support of other organisations to build our capacity to improve – we are part of a complex network of interdependent organisations at a local, regional and national level.

Theme 5 - Capacity for Improvement (continued)

Doncaster's delivery capacity also depends upon the capacity of the SYMCA...

Closer joint working with the SYMCA is essential to develop and deliver the shared priorities in the SY Strategic Economic Plan and the accompanying Investment Strategy.

The council needs to develop its skills, resources and interventions to roll-out place-based investment planning across Doncaster and we have secured **£3.5m project and feasibility funding** from the SYMCA to help with this. However, the SYMCA itself is also building its capacity to deliver these ambitions and develop the agility to respond to a changing national and international policy context.

We are supporting new ideas and innovation...

For example, the **Digital Lab** is an accelerator programme to become a more intelligence led, learning organisation by increasing our data maturity as an organisation. It has been created as a joint programme between Digital Strategy & Solutions and Policy, Insight & Change (PIC), built on the legacy of collaboration and product/service design through COVID, flooding and other priority work areas. The COVID emergency has shown that **Big Data** in a Local Government context is not about scale, it is about connectivity in a complex ecosystem.



We will increase our use of artificial intelligence to further develop digitally and explore the use of robotic process automation to speed up access to services.

A more intelligence led approach is essential for effective targeting of our limited resources to where they are most needed - and to support whole-system working to tackle interconnected challenges.

Improving our **knowledge of place** and what works is also needed to better understand where the council **can actually make a difference** – and where it should step aside and support other delivery mechanisms. We need to better share officer and Ward Member learning, for example from their work to roll-out localities working.

The PIC team will continue to support the council's capacity to improve – by providing a central resource that brings policy, research, performance improvement and programme management together. During the pandemic, the team has accelerated the development and deployment of new skills and approaches to support the council (and Team Doncaster) to respond to major emergencies and deliver longer-term priorities - for example Managing Successful Programmes (MSP), Power BI and systems thinking tools like the Three Horizons method.

We are developing a more **co-ordinated approach to research** and have submitted a funding bid to facilitate this to the National Institute for Health and Care Research.

Partnership forums like the **Horizon Policy and Design** group have helped to share best practice and generate new ideas.

We are building the community capacity to improve local wellbeing...

In 2022 we are **taking a number of steps** to support Local Solutions for People, Places and Planet. For example, we have approved [Locality Plans](#) for each of our four localities which capture both the 'top-down' borough imperatives in DDT and the 'bottom-up' local, distinctive priorities. Council Directors **and Assistant Directors** will take lead responsibilities for bringing local people, staff and partners in localities together to drive a more local way of working. We have also appointed **Locality Leads** to help the connections between everything that goes on.

We are progressing our **'Regenerative Neighbourhoods'** approach which will build upon the Appreciative Inquiries work, the work of Doncaster's Social Mobility Opportunity Area (to be expanded into an Education Investment Area), Family Hubs and 'Children & Family Zones'. The Get Doncaster Moving Programme's work with Sport England is an example of where we are collaborating with national bodies to improve our capacity to deliver. We are also investing in and co-designing the Voluntary Community and Social Enterprise (VCSE) infrastructure organisation and broader VCSE organisations.

Pre-requisites for success are to take the time to build trust, manage expectations (particularly given limited resources) and improve communications, for example about the impacts being made.

Theme 5 - Capacity for Improvement *(continued)*

We are tying more and more of our work into localities working, whether we are supporting younger people, adults, local businesses, community safety or environmental change. To integrate localities working with the wider system we will:

- Improve the connections between governance arrangements at different levels.
- Further integrate localities working and plans with the Place Based Investment Plan – as part of a broader move to understand and shape delivery from a spatial perspective.
- Develop the Ward Budget process.

We recognise that there are currently different views amongst officers and Members about the future plans for rolling out localities working – and we need to be clearer about this.

We will continue to invest in modern customer interactions and service delivery...

We must continue to meet the changing needs of our customers and we know there are still ways that we can improve across all our services to consistently meet the commitments in the Corporate Plan. Therefore, we will:

- Develop a new Customer Experience Strategy.
- Develop, commission and deliver inclusive and responsive services which actively address disadvantages and enable people to achieve and succeed.
- Actively listen and empower our clients, customers and communities, enabling them to take ownership of decisions that affect them.
- Address gaps in knowledge or evidence.

The use of continuous improvement approaches will be expanded across the council..

For example, Public Health will restart their sector led improvement work and the allocation of £2m from the council's Service Transformation Fund is enabling investment to be made in a number of areas to deliver social care improvements and savings.

We are sharpening our focus on the Fair and Inclusive Wellbeing Goal..

Localities working will be the key mechanism through which we co-ordinate and target our work to do this. A **Fairness & Wellbeing Commission** will provide an opportunity to ensure the **Wellbeing Essentials** (which are part of the Fair and Inclusive Goal) and the actions to deliver them, are shaped by the lived experiences of local people and best practice approaches from elsewhere.

The work of the **Poverty Renewal Group** aligns to the Wellbeing Essentials and provides a focus on the challenges and opportunities affecting the long-term achievement of the Fair and Inclusive Wellbeing Goal. This includes the long-standing structural issues (e.g. skills) and the challenges that have come to the fore more recently – particularly the impact of COVID and the cost of living squeeze on inequalities. The Group's latest **Position Statement [see document library]** provides an overview of the current context, the approach being taken to reduce poverty, and future areas of focus.

An **Inclusion and Fairness Forum review**, which is due to report in July 2022 will assess the current state of play for EDI across different partners and inform the future Team Doncaster Operating Model.



Concluding Remarks

Looking across this self-assessment, there are a number of inter-related key questions that we are grappling with to build our capacity to deliver the DDT ambitions.

We would particularly welcome the LGA team's feedback on these as part of its independent assessment:

1. What more needs to be done to build the **leadership, management and workforce capacity** to deliver DDT?
2. What more needs to be done to **communicate and embed the DDT priorities** - in the council, across Team Doncaster and in communities?
3. To achieve our collective ambitions, what more can be done to **strengthen our approach** to securing additional investment, developing delivery plans and implementing them?
4. Are there any further critical success factors, risks and opportunities we need to consider as we **roll out localities working**?
5. How does the council's **risk management culture and arrangements** need to evolve to deliver the DDT priorities?

CASE STUDY 1: Complex Lives

A whole system Accountable Care Partnership Approach

The Challenge

Doncaster is England's 41st most deprived area (out of 317) and quality of life varies significantly across the borough. Poverty and inequalities have become entrenched in many communities over several decades and too many residents are unable to fulfil their potential.

Action

Complex Lives is an innovative **whole system delivery model** established in 2017 that aims to improve outcomes for people affected by multiple disadvantage and in a cycle of rough sleeping and complex needs, such as substance misuse, offending behaviour, poor mental and physical health, often underpinned by other trauma.

The model has developed over time to deliver the wraparound support of Doncaster's Housing First model across currently 21 properties supplied by three landlords (with 42 more properties are planned). This service expansion is key to delivering an increased dispersed housing offer within Doncaster as part of Doncaster's Homelessness and Rough Sleeping Strategy.




A partnership approach

The **Complex Lives Alliance** brings together multi-agency service delivery from Doncaster Council, including RDaSH (NHS Community Foundation Trust), Doncaster and Bassetlaw Teaching Hospital NHS Foundation Trust, Primary Care Doncaster, St Leger Homes, other Supported Housing Providers, Probation Service, NACRO, South Yorkshire Police, DWP, Liaison and Diversion and also works with other community, faith and voluntary sector partners.

Whole system model

The whole system model comprises a set of key operational and enabling features which provide an integrated system for agencies to work within.

These are the 'moving parts' of the model that together represent the whole system (illustrated below).

OPERATIONAL FEATURES	SUPPORT/ENABLING FEATURES
 Complex Lives Team - case management capacity	Case Management model - process and ICT system 
 Complex Lives Asset Menu - support services	Outcome Framework and Performance Management 
 Doncaster Housing Plus Pathway - accommodation options	Developmental Evaluation and Learning model 
 Doncaster Changing Lives Fund - to remove barriers	Alliance Governance - to support collaboration 
 Prevention & Demand Management	

There are various strands to the work centred on:

PREVENTION - multi-agency discussions take place and plans are agreed to prevent evictions and rough sleeping, such as through prison releases and hospital discharges.

INTERVENTION - cases are discussed that need further interventions and information from partners, such as health updates, substance use and accommodation updates.

RECOVERY - Complex lives have additional staff with bespoke roles who lead on groups, daytime activities, health care, education, housing first and training and benefits.

SPECIALIST ROLES - alongside workers from partner agencies that work alongside the team each team member has a specialism that involves being the point of contact for knowledge and links.

Case Study 1 - Complex Lives (continued)

A diverse mix of professional skills and knowledge

At the core of the operational model is a Complex Lives delivery team that includes, for example:

A Service Manager, Senior Caseworker, Making Every Adult Matter (MEAM) specialist caseworkers, Housing Options Single Point of Access staff, a drug and alcohol worker, a housing benefits officer, Assertive Outreach Workers, a NACRO worker, DWP Work Coach, a Positive Pathways Worker, Hub Link Worker, Crisis Skylight workers, Trauma worker, Mental Health Practitioner and Transition Workers.

The service now operates out of a multi-agency community hub in partnership with Changing Lives.

Funding

The Complex Lives work is funded from the Department for Levelling Up, Housing and Communities and the Better Care Fund. A key priority is to ensure there is sustainable funding for the work.

Real Help Doncaster is a local fund to provide homeless people with practical items they need to build new, healthier and safer lives off the streets, for example setting up a new home or a training course.

Impact

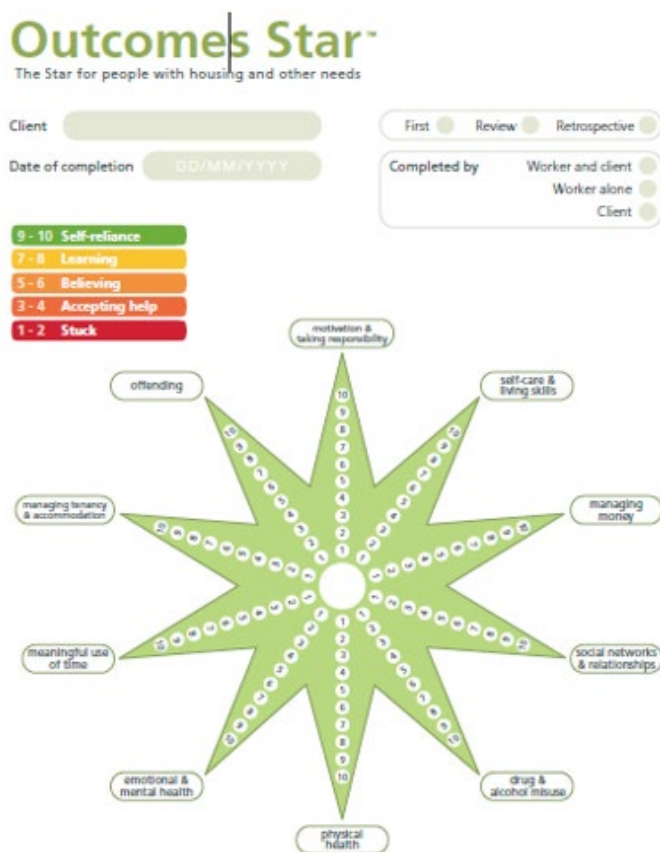
Since being established the Complex Lives service has provided **support to over 300 individuals** all of which were originally rough sleeping. Active intense case management support is currently being provided to 101 individuals. When all support needs are met then Complex Lives facilitate a planned step down to allow other agencies to lead and discharge.

The impact of the service on the lives of the individuals being supported is measured using the [Outcome Star](#) approach opposite:

Individuals are supported to score themselves across all 10 domains when they first enter the service. The outcome star is then regularly reviewed to track progress and engagement with the individual is used to identify areas of need for support and future actions.

Data shows the average first total outcome star score for the cohort is 31.96 compared to an average score of 37.26 (most recent completed star), showing an overall improvement in all areas/domains.

The model has also gained national recognition as a model of good practice and in June 2019 was awarded the **Municipal Journal Award** for best initiative for Care and Health Integration.



Further information.

The Making Every Adult Matter (MEAM) approach [see document library]

A MEAM Approach evaluation – an anonymised real-life example of an outcome-focussed case study [see document library]

CASE STUDY 2: Get Doncaster Moving

Doncaster's whole system approach to reducing inactivity

The Challenge

Around a third of people in Doncaster are inactive and people who are most impacted by health, social, economic and other inequalities are likely to find it harder to be active than people who face the least inequality. To support our whole population to change and sustain physical activity behaviour, the Doncaster's policies, places, spaces and people all need to work coherently as a **'whole system'** to make physical activity an easier choice.

Action

Doncaster is one of 12 **Local Delivery Pilots (LDPs)** funded by Sport England to use a whole-systems approach to deliver lasting impact on population behaviour.

Get Doncaster Moving (GDM) is a partnership that brings together organisations who are committed to supporting Doncaster's communities to become healthier through physical activity and sport. On a day-to-day basis it is managed by the **GDM Team** (within the council's Public Health Team) and supported externally by capacity from Sport England.

The learning from Doncaster's LDP informs how the **GDM Strategy** is implemented, particularly how to tackle inequality and support the least active people in Doncaster.

The LDP takes a **whole borough approach**, with additional focused work directed at these groups:

- The physically inactive (those undertaking less than 30 minutes of physical activity per week)
- Families with children and young people
- People living in income deprivation including low-income or precarious work



Defining and mapping the system in Doncaster

The system in Doncaster is broad and encompasses "everyone and everything that both influences physical activity and is influenced by physical activity". Through a Systems Mapping approach, we can see that many of the things that stop people from being active are not in their power to change:

The Doncaster LDP seeks to utilise physical activity and sport to contribute to wider outcomes, including an inclusive, regenerative economy.



Case Study 2 - Get Doncaster Moving (continued)

Driving innovation in the system

The work of the GDM team is about far more than 'joining the dots' – it is also about innovating to deliver lasting change. For example, through the use of:

BEHAVIOURAL INSIGHT - GDM has partnered with the Behavioural Science Consortium to design and deliver a behavioural insights approach that uses the COM-B behaviour change theory. This piece of work shaped our approach to working with our communities to test solutions. It includes a survey of almost 1,200 Doncaster residents.

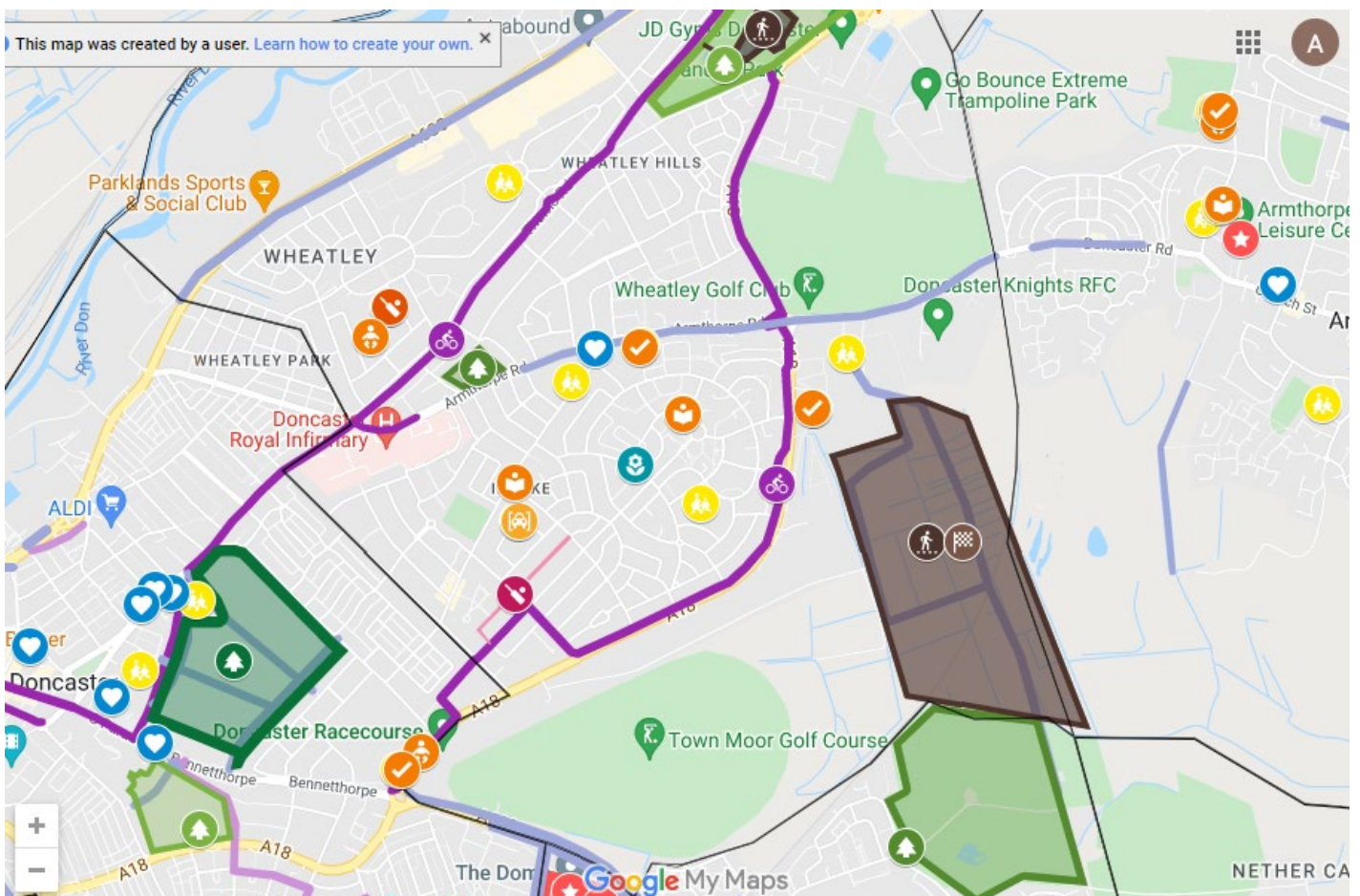
SOCIAL PRESCRIBING - Doncaster's social prescribing model can support residents to consider physical activity. A number of projects have the potential to bring financial investment, foster new partnerships and address some of the barriers to linking physical activity within the current model. For example, Doncaster is using investment from the Department of Transport to deliver a feasibility study linking active travel to

social prescribing and the GDM team are working with health and transport colleagues to share learning and insights to inform an innovative approach.

MAPPING INVESTMENT AND OPPORTUNITY - The GDM work has demonstrated the power of mapping the impact of whole system interventions at a spatial level – for example to support the community leadership role of Members by providing an insight into the type and coverage of investment at a local level. This approach is illustrated below and the council intends to expand upon it, particularly as part of Place Based Investment Planning:

The locality approach and the resident voice in the system

At the centre of the approach is **working closer with communities** and responding to the lived experience of residents and using an **intelligence-led approach** to developing policy and actions.



Case Study 2 - Get Doncaster Moving (continued)



The GDM team, working with the **Well Doncaster programme**, are considering how the GDM strands of work can connect into the strategic and operational processes of the **locality model** to ensure they can take advantage of the opportunities available.

Our **Appreciative Inquiry (AI)** work, led by Well Doncaster, ensures work is community-driven, asset-based and intelligence-led. Crucially, AI is about actively empowering communities to drive forward change to enhance outcomes in their localities. AI was undertaken across 20 communities in Doncaster starting in July 2021 (more detail is available in the Quarter 3 Well Doncaster Report). This will be repeated annually.

AI covers a wide range of topics in an area but examples which relate to physical activity include:

Active and accessible travel: The Balby Positive Action Group (a resident group) will support the co-production of local maps for walking and cycling.

Impact

Highlights for the GDM Team and network of partners includes:

ACTIVE COMMUNITIES – in partnership with Well Doncaster – recruitment of 4 Community Connectors, hosted by Community Anchor Organisations, who support residents to access opportunities close to where they live. Over 50 Active Communities Grants awarded to individuals and groups to increase support, access and opportunity for inactive people.

DONCASTER FUTURE PARKS – Community engagement on the first phase of sites has begun. A Green Space Network Coordinator has been appointed to support the huge network of people involved in maintaining and developing green space in Doncaster.

LEISURE FACILITIES – in partnership with DCLT - work continues to deliver investment into our leisure facility stock. For example, phase one of the work at Askern is complete - decarbonising the building from coal fired boilers to air source heat pumps.

COMMUNICATIONS CAMPAIGNS – Partnership with Doncaster Mumbler, to deliver a series of adventure trails in a number of parks.

DANCE – in Partnership with darts – a growing network of ‘Dance On’ activities across the Borough.

WALKING – 55 new Walk Leaders trained, to support existing and new community walking groups.

CHILDREN AND YOUNG PEOPLE – Set up Doncaster PE & Active Schools Network, engaging with over 30 primary school teachers in development opportunities for their schools.

SPORT – Preparation for the Rugby League World Cup taking place in 2022, including partnership with Leeds Beckett University to measure its social impact.

The ‘Meet our local heroes’ document [[see document library](#)] provides an insight into some of the ways local people have increased their physical activity.

This case study shows that the GDM team has made significant progress in building the capacity of the whole system to support our population to change and sustain physical activity behaviour.

Data from Sport England for May 2021 shows that the percentage of Doncaster adults who are physically inactive (less than 30 minutes a week of physical activity), is 34.3%, which is higher than the regional average (29%).

Since the baseline year (2018-19), the emerging pattern of Active Lives Survey results indicates that there is a slight reduction in inactivity, however it does not yet demonstrate a significant change. We recognise that that there are no ‘short cuts’ and it takes time to build credibility, confidence and trust amongst the residents and to design and deliver the investment required across the system. In turn, it will take time for this to ‘turn the curve’ on outcome indicators we monitor.

Further information.

The latest process learning report [[see document library](#)] provides a further insight into the programme.

GDM Website: getdoncastermoving.org

Doncaster Improvement Timeline

2010	<ul style="list-style-type: none"> Doncaster Council entered intervention after an Audit Commission report found the people of Doncaster were “not well served” by the council.
2011	<ul style="list-style-type: none"> Doncaster Culture and Leisure Trust formed
2012	<ul style="list-style-type: none"> New Civic Offices built and operational
2013	<ul style="list-style-type: none"> Mayoral Election – Ros Jones elected for first-term as Mayor of Doncaster
2014	<ul style="list-style-type: none"> LGA Peer Review found considerable strengths across the council Doncaster Children’s Services Trust (DCST) formed, as required by the Government. Doncaster Council exits formal government intervention
2015	<ul style="list-style-type: none"> Council ‘Highly Commended’ in Most Improved Council LGC awards
2016	<ul style="list-style-type: none"> Education and Skills Commission – One Doncaster report launched (Oct)
2017	<ul style="list-style-type: none"> Ros Jones re-elected for second term as Mayor of Doncaster Launch of Doncaster Growing Together – Our Borough Strategy (Sept)
2018	<ul style="list-style-type: none"> Ofsted assessment of Children’s Services in Doncaster is ‘Good’
2019	<ul style="list-style-type: none"> Doncaster Children’s Services Trust reconfigured as an Arms Length Management Organisation Team Doncaster declaration of a Climate & Biodiversity Emergency (Sept) Major flooding involving 600+ households across the Borough (Nov)
2020	<ul style="list-style-type: none"> COVID 19 Pandemic First Lockdown (23 March) Mayoral Recovery Plan announced (March) Mayoral Restart, Recovery & Renewal Plan (July) Hatfield Moors fire (May/June) University Technical College opens (September) Climate and Biodiversity Commission report launched (October)
2021	<ul style="list-style-type: none"> COVID 19 Pandemic Mayoral Sprint Plan announced (February) Ros Jones re-elected for third-term as Mayor of Doncaster New Borough Strategy - ‘Doncaster Delivering Together’ agreed (Sept) Danum Gallery, Library & Museum opens Doncaster secures two Town Deals (Stainforth & Town Centre) Doncaster secures Levelling Up Funding & Community Renewal Funding Doncaster hosts GELP Conference (November) LGA R&R Peer Panel (December) City Bid submitted (December)
2022	<ul style="list-style-type: none"> 2022/23 Corporate Plan and budget agreed (Feb) Expression of interest to be the location for Great British Rail Ofsted inspection of Children’s Services & decision to bring DCST back into the council Locality Plans agreed

Glossary

Claimant Count	A measure of the number of people claiming benefit principally for the reason of being unemployed, using individual records from the benefit system.
Doncaster Delivering Together (DDT)	Doncaster's Borough Strategy 2020-2030.
Doncaster Growing Together (DGT)	Doncaster's Borough Strategy 2017-2021.
Gateway East	Development and investment site around Doncaster Sheffield Airport.
Golden Thread	The description of how our strategic plans link through to service plans and individual Performance Development Reviews.
iPORT	Large development site of businesses at Junction 3 of the M18 - including a large logistics presence from Amazon and Lidl.
Lived Experience	Personal knowledge about the world gained through direct, first-hand involvement in everyday events.
Opportunity Area Programme	Doncaster's programme as part of the wider national Social Mobility Opportunity Area programme which seeks to increase social mobility through education.
Regenerative approach	Seeking to restore, renew or improve what we have - for example the borough's local biodiversity.
RSA	The Royal Society for the Encouragement of Arts, Manufactures and Commerce.
SYMCA	The South Yorkshire Mayoral Combined Authority which brings together the local authorities of Barnsley, Doncaster, Rotherham and Sheffield to create a stronger, greener, fairer South Yorkshire - by unlocking the potential of local people, businesses and places.
Team Doncaster	Our Local Strategic Partnership in Doncaster.
Wellbeing Essentials	In our Borough Strategy we have identified a number of key areas that ensure no one is left behind.
Working Win	A programme supporting people who have a health condition to find and stay in employment.
Your Way of Working (YWoW)	Developing working environments and providing support to council staff to enable them to work safely, flexibly and effectively.