

## OFFICER DECISION RECORD

For staff restructures, please also complete an RA1 form to update the HR Portal. This is attached at Annex 2.

Decision Ref. No:

2017/5/PH/DenabyReads

### Box 1

**DIRECTORATE:** Adults Health & Wellbeing

**DATE:** 13/03/2017

**Contact Name:** Nick Germain

**Tel. No.:** 01302 737276

**Subject Matter:** Denaby Reads

### Box 2

#### DECISION TAKEN:

To enter a funding agreement with Reread to deliver an adult literacy project in parallel with the running of the community library. This would allow Doncaster Council to work with Reread to co-design and deliver an appropriate, efficient and effective project in a complex area with a high level of need. The funding agreement will total £50,000 over two years.

### Box 3

#### REASON FOR THE DECISION:

Well Doncaster is a community-based project seeking to improve health. We have introduced a number of initiatives to increase community learning; opening a community library, creating a service to broker volunteering and promoting vocational pathways. This ODR is outlining the rationale to agree a £50,000 funding agreement with Reread to co-design and deliver a project to improve adult literacy, anchored around the community library that they already deliver. Funding has been approved by the Well Doncaster Steering Group.

#### Background information

Doncaster is one of ten pathfinder sites in a national programme called Well North. This is a community-based approach to health improvement focusing on the wider determinants of health. The project began in Denaby Main in August 2015, an area chosen due to chronic social and economic challenges. The project is sponsored by Dr Rupert Suckling (Director of Public Health) and has senior buy-in across the partnership and from the Council's Cabinet and Executive Board. Community engagement began through an Appreciative Inquiry with residents and local service providers, and access to education, work experience and employment were key priorities. However there are high rates of people without functional skills in literacy and maths and low levels of confidence or aspirations to improve these skills. Approaches to improve literacy in children have focused on formal education and largely do not account for the role of community assets and resources. Support for adults tend to cater for people requiring literacy at Levels 1 and 2 (GCSE equivalent)

but there is little provision at Entry Level where the impact would be greatest. There are excellent learning and employment pathways in Doncaster in the form of AFCL, Ambition Doncaster and World of Work and people from Denaby have accessed these opportunities in the past. However these services struggle to recruit new people from Denaby due to a lack of motivation and engagement (i.e. AFCL) or due to gaps in functional skills.

#### Service delivery

Existing vocational schemes struggle to recruit people from the area; a literacy campaign will need a more informal approach as opposed to conventional classroom-based learning. The service would create a relaxed approach building on life experience, frame literacy around individual motivations and make the learning applicable to everyday life. The project would comprise a local campaign and branding (e.g. 'Denaby Reads'), develop partnerships to create an active literacy network (e.g. with schools, DMBC libraries, local colleges, local businesses, community groups, AFCL) and use targeted interventions such as volunteer reading, reading and writing groups, 1:1 and peer support and the use of computer based learning. Given the gaps in provision and the difficult engaging people in AFCL, the initial work would draw on Rereads expertise to co-design a new and innovative approach before delivery begins in April 2017.

#### Rationale for entering a funding agreement rather than commissioning a provider

DMBC published a tender in December 2015 to re-establish a community library in Denaby. Reread were the sole bidder and successfully launched the library in May 2016, working closely with library services and the local community. The library has been a visible success and has achieved excellent performance with high numbers of registered members, active users and computer usage. Reread have the expertise and track record to deliver the project. The Appreciative Inquiry highlighted a sense that services come and go in Denaby and the community needs continuity to rebuild confidence in the Council. We would like Reread to co-design and anchor a literacy project around the library as they have established links with local schools, the Children Centre and Youth Service, training and vocational providers, community groups and local businesses. Tendering a new service would potentially incur set up costs and risk duplication with the library, or a perception of duplication in the community. A new provider may not understand the complexity of the community (e.g. local history, motivations, barriers) and would need to build relationships from scratch. Awarding the project to Reread would be an efficient and effective use of resources as we could embed contract management alongside the library, providing value for money. A key principle for Well Doncaster is to spark community regeneration and invest in the 3<sup>rd</sup> sector. Reread is a Doncaster social enterprise with significant social impact (making quality books available to children and vulnerable adults; providing volunteer and work opportunities for local people; preventing books going to landfill). Investing in Reread would ensure that resource remains within the Borough and support these social impacts. Learning from the project will inform wider plans for literacy but there will not be additional contracts, therefore Reread will not have a competitive advantage from this arrangement.

**Box 4****OPTIONS CONSIDERED & REASONS FOR RECOMMENDED OPTION:**

**If other options were considered, please specify and give reasons for recommended option**

Undertake a competitive tender to source a provider to deliver the projects delivery. Option not taken for the reasons outlined above.

**Box 5****LEGAL IMPLICATIONS:**

Section 1 of the Localism Act 2011 provides the Council with the so called general power of competence, which allows a Local authority to do anything which an individual may generally do.

In accordance with S111 Local Government Act 1972, a local authority shall have power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.

The transfer of funds must be in accordance with paragraphs E15 and E16 of the Council's Financial Procedure Rules. Legal Services will prepare a Funding Agreement which will include obligations on Re-Reads to spend the funding in accordance with the Funding Agreement to avoid claw back, provision for repayment of the funding if not fully spend during the term of the Agreement and appropriate monitoring and arrangements. The Funding Agreement must be signed before the funding can be transferred.

**Name: \_\_Rebecca Brookes\_\_ Signature: \_By email \_\_\_ Date: 06/04/17 \_\_\_\_\_  
Signature of Assistant Director of Legal and Democratic Services (or representative)**

**Box 6****FINANCIAL IMPLICATIONS:**

Well Doncaster is part of the Better Care fund. The project has been approved and funding is in place as below.

Each Accountable Body has agreed to contribute to the Programme match funding of £1,000,000 (one million), which shall comprise a minimum of £400,000 in cash and the remaining £600,000 as an in-kind contribution. The exact details of an Accountable Body's contribution to be agreed with the Well North Programme Director and PHE.

The Programme shall be funded through contributions from PHE and the Accountable Bodies

The Better care fund has allocated the sum of £500k over a 3 year period to Well north. This £25k per annum £50k in total will come out of the allocated £500k which has already be approved.

**Name: Nick Cameron Signature: \_ Date: 3.4.17\_**  
**Signature of Assistant Director of Finance & Performance**  
**(or representative)**

**Box 7**  
**HUMAN RESOURCE IMPLICATIONS:**

There are no apparent HR implications within this particular ODR.

**Name: \_\_Bill Thompson Senior HR&OD Officer\_\_\_\_\_ Signature: Bill**  
**Thompson\_\_\_\_\_ Date: \_31/03/2017\_\_\_\_\_**  
**Signature of Assistant Director, Human Resources, Communications &**  
**Executive Office (or representative)**

**Box 8**  
**PROCUREMENT IMPLICATIONS:**

The CPRs state 3 written quotes should be sought at this value (£50,000) however any risk of challenge is relatively low.

The desire to anchor the project to the community library which is already managed by Reread would support the introduction of this service as detailed above and would most likely produced the positive outcomes intended from the programme The lack of bids for previous projects is strong evidence that this will attract similar interest. As noted this will be a one off contract and anything developed for the future must be designed to not provide an unfair advantage to Reread

**Name: \_Holly Wilson\_\_ Signature: \_\_\_\_\_ Date: \_\_31/03/17\_**  
**Signature of Assistant Director of Finance & Performance**  
**(or representative)**

**Box 9**  
**ICT IMPLICATIONS:**

There are no ICT implications associated with this decision.

**Name:** Peter Ward (ICT Strategy Programme Manager)

**Signature:** [REDACTED] **Date:** 31/03/17

**Signature of Assistant Director of Customers, Digital & ICT (or representative)**

**Box 10**

**ASSET IMPLICATIONS:**

There are no direct implications arising from the recommendations of this report that impact on the use of DMBC assets.

**Name:** Gillian Fairbrother (Assets Manager, Project Co-ordinator)

**Signature:** By email **Date:** 31<sup>st</sup> March, 2017

**Signature of Assistant Director of Trading Services and Assets (or representative)**

**Box 11**

**RISK IMPLICATIONS:**

**To be completed by the report author**

<b>Risks and Assumptions</b> (Give any areas of risk either addressed or caused by the proposed action, and include the consequences of not approving the proposed action)			
<b>Risk/Assumption</b>	<b>Probability</b>	<b>Impact</b>	<b>Management Action/Mitigation</b>
If approved, risk of challenge from other potential providers	L	M	Provide clear communication and rationale utilising the project's current forums. <i>Note – Reread were the only bid to the library tender</i>
Risk of Reread not agreeing to the proposal	L	H	There has been dialogue with Reread and there is an interest to collaborating on community literacy. The scope is clearly within their social mission
If not approved, the service would need to go out to tender	M	H	Due to the financial envelop there is only a requirement for three quotes. However innovation and co-design will be key, the provider will need a strong understanding of the area and be able to draw on effective relationships across the community, statutory and third sector

**Box 12**

**EQUALITY IMPLICATIONS:**  
To be completed by the report author

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
(Report author)

**Box 13**  
**CONSULTATION**

Additional consultation not deemed necessary

**Box 14**  
**INFORMATION NOT FOR PUBLICATION:**

None identified

Name: Claire Hewitt Signature: \_\_\_\_\_ Date: 07/04/2017  
Signature of FOI Lead Officer for service area where ODR originates

**Box 15**

Signed: \_\_Rupert Suckling\_\_\_\_ Date: \_\_07/04/2017  
Director/Assistant Director

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Additional Signature of Chief Financial Officer or nominated  
representative for Capital decisions (if required)

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Signature of Mayor or relevant Cabinet Member consulted on the above  
decision (if required).

- **This decision can be implemented immediately unless it relates to a Capital Scheme that requires the approval of Cabinet. All Cabinet decisions are subject to call in.**
- **A record of this decision should be kept by the relevant Director's PA for accountability and published on the Council's website.**
- **A copy of this decision should be sent to the originating Directorate's FOI Lead Officer to consider 'information not for publication' prior to being published on the Council's website.**
- **A PDF copy of the signed decision record should be e-mailed to the LA Democratic Services mailbox**