



Agenda

To all Members of the

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Notice is given that a Meeting of the above Committee is to be held as follows:

Venue: Council Chamber - Civic Office

Date: Thursday, 6th February, 2020

Time: 10.00 am

BROADCASTING NOTICE: This meeting is being filmed for subsequent broadcast via the Council's site. The Council is a Data Controller under the Data Protection Act and images collected during this recording will be retained in accordance with the Council's published policy. Please be aware that by entering the Council Chamber, you accept that you may be filmed and the images used for the purposes set out above.

Items for Discussion:

1. Apologies for absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Declarations of Interest, if any.
4. Minutes from the Meeting of the Overview and Scrutiny Management Committee held on 16th December, 2019 (*Pages 1 - 10*)

Damian Allen
Chief Executive

Issued on: Wednesday 29th January, 2020

Governance Officer for this meeting

Christine Rothwell
Tel. 01302 735682

Doncaster Metropolitan Borough Council
www.doncaster.gov.uk

5. Public Statements.

[A period not exceeding 20 minutes for statements from up to 5 members of the public on matters within the Committee's remit, proposing action(s) which may be considered or contribute towards the future development of the Committee's work programme].

A. Reports where the public and press may not be excluded.

6. Overview and Scrutiny consideration of the Mayor's Budget Proposals (*Pages 11 - 18*)
7. Draft Corporate Plan 2020-21 (*Pages 19 - 40*)
8. Overview and Scrutiny Review Empowered, Engaged Communities with Devolved Budgets (*Pages 41 - 106*)
9. Overview and Scrutiny Work Plan and the Council's Forward Plan of Key Decisions (*Pages 107 - 122*)

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Chair – Councillor Councillor Jane Kidd

Vice-Chair – Councillor Councillor John Healy

Councillors Bev Chapman, Neil Gethin, Mark Houlbrook, Richard A Jones, Majid Khan and Andrea Robinson

Invitees:

Paul O'Brien (GMB)

Education Co-optees*

John Hoare

Bernadette Nesbit

*Education Co-optees are invited to attend the meeting and vote on any Education functions which are the responsibility of the Authority's Executive. They may also participate in but not vote on other issues relating to Children and Young People.

Agenda Item 4

DONCASTER METROPOLITAN BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

MONDAY, 16TH DECEMBER, 2019

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on MONDAY, 16TH DECEMBER, 2019 at 1.00 PM

PRESENT:

Chair - Councillor Jane Kidd

Councillors Mark Houlbrook, Richard A Jones, Majid Khan and Andrea Robinson

Other Councillors: Councillor David Nevett

ALSO IN ATTENDANCE:

Debbie Hogg, Director of Corporate Resources

Rob Moore, Director of Corporate Resources and Company Secretary, DCST

Alan Adams, Interim Chief Executive, DCST

Julie Crook, Director of Corporate Services, St Leger Homes Doncaster

Scott Cardwell, Assistant Director of Development

Gill Gillies, Assistant Director of Environment

Rebecca Mason, Head of Engagement & Partnerships

Louise Parker, Head of Service Strategy & Performance Unit Manager

APOLOGIES:

Apologies for absence were received from Councillors John Healy and Neil Gethin and Paul O'Brien

		<u>ACTION</u>
5	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations of interest.	
6	<u>MINUTES FROM THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON THE 12TH SEPTEMBER AND 3RD OCTOBER 2019</u>	
	<u>RESOLVED</u> that the minutes of the meeting held on 12th September and 3rd October, 2019 be approved as a correct record and signed by the Chair.	
7	<u>PUBLIC STATEMENTS.</u>	

	There were no public statements.	
8	<p><u>2019-20 QUARTER 2 FINANCE AND PERFORMANCE IMPROVEMENT REPORT & 'DELIVERING FOR DONCASTER' BOOKLET</u></p>	
	<p>Debbie Hogg summarised the headline issues within the report as follows:</p> <p>Financial position – The budget was projecting a £2m underspend at Quarter 2. However, the flooding emergency, which occurred during November, was not reflected in the report. The costs involved in responding to the emergency were likely to have an impact on the overall financial position and the Council’s performance.</p> <p>Caring – positive signs were seen in respect of less reliance on residential care and an increase number of residents using direct payments.</p> <p>Working –The target for processing Major Planning Applications was positive. Collection of non-domestic rates was still slightly below target but was improving.</p> <p>Learning – whilst a number of targets in respect of attainment were off track, the results from the 2019 exams would be included within the next quarter outturn and would show a more accurate and positive outturn.</p> <p>Connected Council – Time taken to process applications for Council Tax Support had improved from last quarter. Further work was taking place with the Department for Work and Pensions to improve this further. The average days lost per employee through sickness was currently off track against the corporate target.</p> <p>Overall Performance and Financial outturn projections were positive at the end of quarter 2.</p> <p>Members were invited to ask questions and the following issues raised:</p> <p>CARING</p> <p>Members asked if improvements in the Delayed Transfer of Care would have a negative impact on other service areas. Phil Holmes explained that ensuring patients were out of hospital and living at home was positive. However, if it led to individual’s being discharged before they were ready or the necessary support or equipment was not available at home this target was not an effective measure. The Council worked closely with health colleagues to ensure the transition from hospital to home was efficient and effective.</p>	

Members asked for more details around the help given to veterans. Phil Holmes agreed to forward a written response to Members.

In reference to direct payments used to pay for a personal assistant, Members asked if those taking the payment had to tell the Council how it was being used. It was explained that this information was currently not available through the Care First system. It was recognised that moving forward more support needed to be given to clients wishing to employ personal assistants.

Members asked about the time taken for completion of assessments which was currently 49.6 days against a target of 42 days. Phil Holmes reported that this figure varied for different groups. In particular, assessments took longer for those with more complex needs and disabilities. Further work would need to be undertaken to analyse the wait times both geographically and by need. This would ensure a greater understanding of the necessary actions to improve performance in this area.

Members asked about the key financial pressures in adult social care and where areas of most and least progress would be made. Members were informed that greater use of assistive technology to keep people in their own homes would reduce expensive residential care costs. In addition, further analysis would take place to identify the higher cost care providers to identify how this could be reduced.

Members asked what actions would be put in place to address the projected overspend of £315k on commissioning and contracts which was attributable to an overspend on community equipment. Members were informed that this was being investigated further to understand how to manage demand, ensure correct usage and get maximum value from the equipment. Some of the more bespoke equipment could be very expensive such as hoists and other equipment used to transfer individuals from beds to chairs. Members were also reminded about the complexity of the care ladder and the interdependencies that exist between the various services to deliver care packages that meet the needs of the client.

CONNECTED COUNCIL

It was confirmed that the Council wide effort in supporting communities affected by the flooding would have an impact on both finance and performance in the next quarter. Members recognised and acknowledged the hard work of Council staff and the connectedness and co-operation of partners in working together to respond to the emergency.

Members referred to current performance in respect of days lost through sickness absence and it was reported that staff in HR worked with managers to support attendance. Investigations were currently

underway to identify reasons for non-attendance at Occupational Health meetings and to identify ways in which this could be improved for example through a text reminder service. This issue had been identified as a cause for concern during the quarterly review of sickness absence. Similarities were drawn with both dentists and doctors who highlight the number of missed appointments to identify the impact this has on providing an efficient and effective service. It was reported that currently there were no sanctions for staff not attending appointments with Occupational Health.

The Committee was also informed that there was a managing attendance process and mechanisms were in place for managers to identify sickness absence patterns but also identify where staff required support to prevent or reduce sickness. This included liaison with Occupational Health for advice and ensuring reasonable adjustments were made for those needing support.

The Committee requested a more detailed report on actions being taken to address sickness absence and details of potential actions to address the number of missed Occupational health appointments.

The Committee asked how the Council worked with organisations and education providers to help identify and encourage apprenticeships and courses that would support Council services where there were skills shortages such as social care, Occupational Therapy and Planning. It was reported that there were close working relationships between the Council and the NHS including work rotations to support social care and work experience opportunities. Phil Holmes reported that more work could be undertaken with schools to raise the profile and encourage more young people into the social care profession.

The Committee asked for clarity on the number of higher-level apprentices detailed in the report as this was expressed as a percentage.

LIVING/WORKING

In respect of the increase in new homes built, the Committee asked if these were the right type of houses and located in the right area. Scott Cardwell confirmed that a new indicator was being developed and would be included within the Quarter 3 report around number of affordable houses built. This would not show affordable housing on a geographic or ward basis but that information would be available if required. Members confirmed that a mechanism for identifying affordable homes on a geographical basis would be useful.

Members asked if the recent flooding emergency would impact on house building in the Borough and whether sites allocated for housing should be re-evaluated following the floods. The Committee was

informed that the Council was required to have a housing delivery figure and whilst there would always be the potential for flooding in certain areas of the Borough no housing sites would be reallocated. The Environment Agency and Highways Department are consulted over housing applications this provides an opportunity to comment on the likelihood of flooding. It was confirmed that no housing had been allocated in Flood Zone 3.

Members were informed of the formula used to calculate the numbers of affordable houses, discussion took place in respect of the gap for affordable housing that existed in the South East, and the type of affordable housing that was expected In the Borough.

The Committee asked for an update on the Street Scene review and also asked what impact the £1m saving would have on service delivery.

Scott Cardwell informed Members that the recent flooding emergency had led to a delay in the completion of the Street Scene review. Members were reminded that across the Council, officers were tasked with managing services with fewer resources and colleagues would be identifying how the service would be transformed to deliver services with reduced resources.

Members asked if the exercise undertaken with One Carbon World would form part of the Environment strategy. Members requested initial findings and baseline information arising from this exercise

In respect of a question around the £13.2m shortfall in capital receipts, it was confirmed that this programme would be reviewed to ensure there was no significant impact on the major capital projects.

LEARNING

The Committee acknowledged the improvement in persistent absence rates and asked what mechanisms were in place to improve the attendance of those children in care. Rebecca Mason informed the Committee that close liaison was taking place between the Local Authority, Doncaster Children's Trust and schools to identify what offer could be given to schools to help and support them to address this.

A Member asked if the Council supported schoolchildren attending events such as the climate change strikes as this could be perceived as encouraging children to be absent from school. The Committee was informed that it was ultimately down to each school to determine whether it supported attendance at these type of events.

A Member asked if the figures for persistent absence could also be included as a number as well as a percentage to enable the Committee to understand the impact of the performance indicator.

	<p>Members enquired about the effectiveness of the admissions process and whether this was being completed within a 20-week timescale and if children were absent from school because there were delays in processing their applications. Members also enquired about satisfaction surveys to help inform improvements to the service. The Committee was informed that a review of the admissions team had been undertaken and a number of recommendations for improvement had been made. This information would be forwarded to the Committee outside of the meeting.</p> <p><u>RESOLVED</u> that the Chair and Members of the Overview & Scrutiny Management Panel receive and note the quarter 2 performance and financial information; including:-</p> <ul style="list-style-type: none"> • The allocations of block budgets in the Capital Programme, detailed in the Appendix A - Finance Profile in accordance with Financial Procedure Rules; • The earmarked reserves creation approval, detailed in paragraph 45; • The virements for approval per the Financial Procedure Rules, detailed in the Appendix A - Finance Profile ; and • The changes to the Strategic Risks detailed in paragraph 52 and in the Appendix B – Strategic Risk Profile 	
9	<p><u>PERFORMANCE CHALLENGE OF DONCASTER CHILDREN'S SERVICES TRUST: QUARTER 2, 2019/20</u></p>	
	<p>The Chair welcomed Alan Adams Interim Chief Executive, James Thomas and Rob Moore to the meeting.</p> <p>Members asked what strategies were in place to encourage school attendance of children in care. Members were informed that processes were in place to ensure those responsible for children in care understood the value of education and attendance, whether this was children placed in foster care or those in a residential setting. Arrangements were built in to the commissioning process to ensure regular attendance and reduced absenteeism of children in care.</p> <p>The Committee enquired whether there were any specific challenges around children in care accessing placements in schools. Members were informed that for children in care there were sometimes additional factors that needed to be considered to ensure the placement was appropriate in meeting their needs. Whilst children were generally supported to remain in their current school, alternative placements would need to be sought where this was not in the best interest of the child. The virtual school advocates on behalf of children in care and each child has a personal education plan with attendance being monitored and reviewed regularly. The Committee sought assurance that children in care were placed in schools quickly. It was reported that</p>	

there were frameworks and expectations in place but more work needed to be undertaken with partners to improve this further.

Members asked about the provision in place for those children in care who were moving back to live with their families. It was reported that the Trust ensured there was effective support mechanisms in place and the children were moving on to a nurturing environment with a strengthened partnership offer to support the transition.

Members asked what the impact would be on the delivery of services to children as the Trust sought to make £3m savings over the next 3 years. It was reported that the DCST had begun to achieve its savings earlier as detailed in the Medium Term Financial Strategy to lessen the impact and allow for better planning.

It was reported that the improved changes to services would also bring about savings and efficiencies. Two of the key pressures on the service were the high cost of placements and the increased costs and complex needs of children accessing the service. Improvements to bring more children in care back into the Borough and creating more residential homes in the borough were included in the Future Placements Strategy. In achieving savings, any action had to be right for the child and meet their care requirements. The Future Placement strategy scheduled for Cabinet on 17th December proposed the building of a number of 2-bedroomed accommodation units for children in care. This was a more effective and efficient solution than allocating places outside of the Borough.

In terms of foster care provision, there was encouragement to use the Trust's foster carers, which were up to a third less than the cost of external foster care, this also kept children closer to home and their friends and families.

Members asked about shared arrangements with other local authorities to manage placements and partnership arrangements. The Committee was informed that joint arrangements worked well with the Regional Adoption Agency. Working regionally helps recruit new families more effectively, enables children to be placed in a more timely way and improves adoption support services as well as improving services by sharing best practice. It was reported that the DCST had also signed up to the White Rose Framework, which was a Residential Contract Agreement with providers to deliver the provision of residential children's homes placements for children and young people across Yorkshire.

A Member asked if staff vacancies in Family Support Services and Youth Justice had an impact on the quality of service and if agency staff were covering those vacancies. It was reported that DCST was not looking to make savings in these areas. In terms of performance, the Youth Justice Service was likely to be inspected next year and

	<p>contained some areas of very high performance, which provide positive outcomes for young people. DCST would look at recruiting to these vacant posts.</p> <p><u>RESOLVED</u> that the Overview & Scrutiny Management Committee note the progress of DCST performance outcomes and the contribution that the Trust makes to supporting the Council's strategic priorities.</p>	
10	<p><u>ST LEGER HOMES OF DONCASTER LTD (SLHD) PERFORMANCE & DELIVERY UPDATE: 2019/20 QUARTER TWO (Q2)</u></p>	
	<p>The Committee asked what action was being taken to mitigate Void Rent Loss. It was reported there were a number of actions taking place including close monitoring and arranging multiple viewings on these dwellings. It was reported that this target had reduced from previous years but an additional 100 properties had been taken on which had led to an increased workload.</p> <p>Members enquired about the target around the average number of days to re-let standard properties, which was above target at 23.83 calendar days. It was reported there was an expectation this would be back on track in the future. The recent flooding emergency would however, have an impact on future performance as a number of properties had been held back and not re-let as they were allocated to families affected by the flooding emergency.</p> <p>The Committee asked what strategies were in place to help tenants budget, manage their finances and pay their rent on time. Members were informed that there was an expectation that arrears would increase due to tenants moving to Universal Credit and choosing not to pay SLHD directly. Members were informed that tenants are assessed to determine what support is needed to assist them in managing their finances and paying their rent on time.</p> <p>Members asked about the actions to reduce homelessness. Members also asked about SLHD involvement in the Social Isolation and Loneliness Alliance, it was reported that information would be provided to the Committee outside the meeting in respect of this.</p> <p>Members asked about the implication for tenants when repairs were not completed on the first visit. It was reported that urgent repairs such as boiler and heating issues were generally repaired within 24 hours. Wherever staff had the equipment available, they would repair first time. Where there was a repair requiring a specific part or a replacement window, which needed to be measured and ordered, this would require a second visit. In the case of broken windows, staff would look to secure the property until the replacement was made available.</p>	

	<p>The Committee thanked Julie Crooks for her attendance.</p> <p><u>RESOLVED</u> that members of Overview and Scrutiny Management Committee note the progress of SLHD performance outcomes and the contribution SLHD makes to the Council's strategic priorities.</p>	
11	<p><u>OVERVIEW AND SCRUTINY WORK PLAN AND THE COUNCIL'S FORWARD PLAN OF KEY DECISIONS</u></p>	
	<p>Members considered the Overview and Scrutiny work plan. Councillor Robinson provided a summary of work undertaken by the Adults Health and Social Care Committee and referred to a meeting with South Yorkshire Ambulance Service and informed Members of the expansion made to the ambulance station located at Clay Lane West. This included a complete refurbishment remodelling the existing ambulance station to a new hub design comprising operational staff changing rooms and refreshment areas as well as management offices, training and meeting rooms and expansion of garage and repair facilities.</p> <p>Councillor Houlbrook provided an update on the work undertaken by the Communities and Environment Panel. Members were informed that a number of agenda items scheduled for the 18th November including an update on the work of the Internal Drainage Boards had been deferred as staff were involved in the flooding emergency. These issues would be picked up in the New Year.</p> <p>Members also considered the Forward Plan and were informed to contact officers initially if they had any queries in respect of forthcoming decisions.</p> <p><u>RESOLVED</u> that Members received and noted the Overview and Scrutiny Work Plan update.</p>	

This page is intentionally left blank



Doncaster Council

6th February, 2019

To the Chair and Members of the
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

**OVERVIEW AND SCRUTINY CONSIDERATION OF THE MAYOR'S BUDGET
PROPOSALS 2020/21 - 2022/23**

Relevant Cabinet Member(s)	Wards Affected	Key Decision
The Mayor	All	None

EXECUTIVE SUMMARY

1. The purpose of this report is to consider and respond to the Mayor's draft budget proposals 2020/21 to 2022/23 and enable the Mayor to take account of this response when presenting her proposals to Full Council on 5th March, 2020.

EXEMPT REPORT

2. The report is not exempt.

RECOMMENDATIONS

3. That OSMC:
 - i. Consider the Mayor's draft budget proposals;
 - ii. Adopts the key questions identified at Paragraph 8 as a focus for its review; and
 - iii. Adopts the guidance detailed at paragraphs 11 - 13 for effectively reviewing the Mayor's budget proposals;

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. Consideration of the budget proposals improves openness and transparency and enables elected Members to publicly hold the Executive to account in relation to the impact on the quality of services. Elected Members are able to reflect the concerns of the citizens and communities they represent throughout this process.

BACKGROUND

5. In accordance with the Budget and Policy Framework, Overview and Scrutiny is required to consider and provide a response to the Mayor in respect of the budget proposals prior to consideration at Full Council on 5th March. The Revenue, Capital and Housing Revenue Account proposals will be made available to Members prior to the OSMC meeting.
6. In advance of the budget papers, Members may wish to review the Medium Term Financial Strategy (MTFS) for 2020/21 to 2022/23 approved by Cabinet on 1st October 2019. This can be viewed by following the attached link
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CIId=131&MIId=2890>
7. The MTFS provides a context for the Council's financial strategy including future pressures, assumptions, challenges and financial projections. The MTFS report includes savings proposals for consideration in preparation for the Council budget report on 5th March 2020 (paragraphs 28 to 34 of the Cabinet Report). This provides a plan for 2020/21 and future years to enable further work to progress on the options, enabling more informed decisions and quicker delivery of savings that may be approved in the March budget. Members should review the progress made against the proposals contained within the MTFS as part of their review.
8. To ensure OSMC can add value to the Council's budget setting process and take a holistic view of the proposals as in previous years it has been agreed that the Committee will focus on the following four issues:
 - i. To what extent are the Mayor's proposals in line with Central Government policy, pressures and directives?
 - ii. To what extent will the Mayor's proposal ensure that the Council is able to contribute to the outcomes detailed within Doncaster Growing Together bearing in mind the constraints detailed at i. above?
 - iii. To what extent do the Mayor's proposals demonstrate that the results of any consultation, research or other evidence have been taken into account?
 - iv. To what extent are the challenges in delivering the savings within the timescales and the capacity to deliver services with reduced resources being addressed?
9. Beneath each of these broad themes there are a number of important issues that Members may wish to consider such as how the proposed changes to services will be delivered in practice, where are the key risks and challenges in delivering these savings?
10. It is recommended that as in previous years the Committee continues to follow these four lines of enquiry in relation to the Mayor's budget proposals.

Guidance for Overview and Scrutiny Members

11. Detailed below is some guidance that may assist Members in undertaking Overview and Scrutiny of the budget setting process.

A. Adding Value to the Budget Setting Process

12. The Centre for Public Scrutiny highlights “four key roles and areas where scrutiny can add value to the Council’s management of its finances”.
 - i. **Scrutiny can challenge whether the processes are effective and accessible** - is there a level of integration between corporate and service planning and performance and financial management?
 - ii. **Overview and Scrutiny can test out and make explicit whether the Council is directing its resources effectively to meet its priorities and demonstrate whether it is achieving value for money.** The Committee may want to satisfy itself that any proposals are aligned to corporate priorities and seek to deliver value for money services.
 - iii. **Scrutiny can challenge how resources are allocated, monitor how they are used, and examine their impact.** Overview and Scrutiny may wish to challenge the assumptions behind the budget strategy and the key strategic considerations that have gone in to building up the budget e.g. what issues (such as consultation) informed decisions around the budget? How will service changes be delivered and how will they be monitored?
 - iv. **Overview and Scrutiny provides an additional and transparent challenge to the Executive’s management of the Council’s finances.** Overview and scrutiny is a key mechanism enabling Councillors to represent the views of their constituents and other organisations to the Executive and Local Authority and hence to ensure that these views are taken into account in policy development and expressed through the budget. Councillors are then able to feed back to the public where choices can/have been made and the reasons for doing this.

B. Avoiding Common Pitfalls

13. To respond effectively to the Mayor’s proposals and avoid some common pitfalls OSMC may wish to take account of the following issues that have been identified through best practice Scrutiny research:
 - i. **Understanding the purpose of Overview and Scrutiny.** Scrutiny’s role is not a political process or a means of putting forward an alternative budget. Instead OSMC may wish to explore the extent to which the proposals; align with the key priorities of the Borough, are based on sound reasoning, take account of the views of the public and will deliver effective value for money services particularly during a time of reduced resources.
 - ii. **Remain Strategic** – Overview and Scrutiny should focus on the strategic budget assumptions and impact they will have on services. Detailed line by line analysis will obscure the Scrutiny process and make

it difficult to see the full picture and focus on the wider outcomes. Overview and Scrutiny may wish to make recommendations for changes (but not alternative proposals) or for the inclusion of additional considerations within the budget.

- iii. **Link to Stated Priorities** – Overview and Scrutiny should examine how the proposals align with those priorities already agreed within Doncaster Working Together.

Next Steps

- 14. Once the Committee has agreed its response it will present this to the Mayor and provide an opportunity for these to be considered prior to the proposals being presented to Full Council.

OPTIONS CONSIDERED

- 15. No other options have been considered.

REASONS FOR RECOMMENDED OPTION

- 16. The process identified for reviewing the budget will ensure there is a clear understanding of Overview and Scrutiny’s role and how the review will be undertaken.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

- 17.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>The Council’s budget will ultimately support and impact on all of the priority outcomes. In terms of its role in reviewing the budget proposals this will support the outcome of “Working with our partners we will provide strong leadership and governance”.</p>
	<p>Doncaster Living: Our vision is for Doncaster’s people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport 	

	<ul style="list-style-type: none"> • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	

RISKS AND ASSUMPTIONS

18. There is a risk that responding to the Mayor's draft budget proposals may be driven by party politics or result in the development of alternative budget proposals both of which are incompatible with the role of Overview and Scrutiny. The development of specific questions based around reviewing

how the Mayor's proposals take account of national policy context, are evidence based and link to wider priorities will seek to ensure the process remains focused and appropriate.

LEGAL IMPLICATIONS [Officer Initials SRF Date 28/1/20]

19. The role of Overview and Scrutiny in the Council's budget setting process is detailed within the Council's Budget and Policy Framework Procedure Rules. The Executive is required to provide its budget proposals (including details of any consultations it has undertaken) to the relevant Overview and Scrutiny Panel or Management Committee, which will be given at least 4 weeks to respond to those proposals.
20. Not less than 4 weeks later, the Executive will report its budget proposal to the Full Council showing how any response from the Overview and Scrutiny Committee and the outcome of consultation, research or investigations were taken into account.

FINANCIAL IMPLICATIONS [MS Date 7/1/2020]

21. There are no specific financial implications contained in this report. The specific financial implications relating to the budget are contained in the Mayor's draft budget proposals.

HUMAN RESOURCES IMPLICATIONS [KG Date 8/01/20]

22. There are no HR implications to this report

TECHNOLOGY IMPLICATIONS [PW Date 07/01/20]

23. There are no specific technology implications in relation to Overview and Scrutiny consideration of the Mayor's budget proposals 2020/21-2022/23.

HEALTH IMPLICATIONS [RS Date 06/01/2020]

24. The choices the Council makes in both raising and allocating revenue budgets will impact on the health of the population. In general 20% of what contributes to health is due to clinical care, 30% due to behavioural factors, 40% due to socio-economic factors and 10% due to the built environment. The State of the Borough assessment and Doncaster Growing Together plan are both informed by health outcomes and use health outcomes to monitor impact. The impact on a set of health outcomes are also incorporated in the council's corporate plan. Within the financial resources available, this paper sets out clearly the broad areas of revenue investment in both universal and targeted services and how within a reduced financial envelope there are plans to maintain and even improve the quality of local services. The investments in Doncaster Learning will support children to be ready for school, whilst the investments in Doncaster Caring and Living should support reducing social isolation, increasing physical activity and improving mental health. However, investment alone in commissioned or provided services may be insufficient to change wider societal habits and conditions that contribute to these challenges. Wherever possible commissioners and providers of services should seek to maximise social value consider long term social, environmental and economic sustainability and resilience. With

sustained long-term cuts in funding, there is likely to be implication on potentially increasing health inequalities. This needs to be considered during the implementation phase so that inequalities and health inequalities are addressed, and monitored. The lack of national guidance on the future of the public health grant from April 2020 places a risk on future public health activity. Where further cabinet reports are required report authors should consider the need for formal health impact assessments or early involvement of the public health team to minimise unintended impacts on health. Health impacts should also be addressed in the due regard statements that are developed alongside these further reports.

EQUALITY IMPLICATIONS (CR 23.12.19)

25. There are no significant equality implications associated with this report. Throughout the course of its review the Committee may wish to seek further information on the extent to which the proposals will have an impact on individual's and other groups who share protected characteristics.

CONSULTATION

26. The Mayor's draft budget proposals were made available on the Council's website on 23rd January, 2020 following the Full Council meeting the same day. In accordance with the Council's Constitution this provides a 4 week consultation period for the Council's Scrutiny function.

BACKGROUND PAPERS

27. The Centre for Public Scrutiny/Local Government Information Unit/the Chartered Institute of Finance and Accountancy Guidance, "On the Money"

REPORT AUTHOR & CONTRIBUTORS

Andrew Sercombe, Governance Manager
Tel: 01302 734354.
Email: andrew.sercombe@doncaster.gov.uk
Christine Rothwell, Senior Governance Officer
Tel: 01302 735682
Email: christine.rothwell@doncaster.gov.uk
Caroline Martin, Senior Governance Officer
Tel: 01302 735682
Email: caroline.martin@doncaster.gov.uk

Debbie Hogg
Director of Corporate Resources

This page is intentionally left blank



Doncaster Council

Report

Date: 06 February 2020

To the Chair members of Overview and Scrutiny Management Committee

DRAFT CORPORATE PLAN 2020-21

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Mayor Ros Jones	All	Yes

EXECUTIVE SUMMARY

1. The current Corporate Plan runs out at the end of 2019/20. An updated 2020/21 Corporate Plan is presented at **Annex 1** to provide clear direction for the work of the council for the next year. The new Corporate Plan summarises:
 - The Council's contribution over the next year to the Doncaster Growing Together Plan (DGT) – the Borough Strategy.
 - How the Council will ensure it has the capacity to deliver DGT transformational priorities and quality services day in, day out.

2. The overall structure and format of the Corporate Plan has been retained from 2019-2020. The Corporate Plan is framed around the four DGT Themes and the cross-cutting 'Connected Council' Theme. The following changes have been made to reflect the latest priorities and significant budgetary challenges:
 - There is a clearer focus on the six imperatives that must guide our transformation work for a better borough. These are supported through new priorities and existing pieces of work.
 - The 'Key priorities that our resources will support' sections under each DGT Theme has been updated to capture the priorities identified as part of the 2020/21 service planning.

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS

4. It is recommended that the Chair and members of Overview and Scrutiny Management Committee:
 - a. Considers and comment upon the draft Corporate Plan 2020/21

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. The Corporate Plan is the Council's key strategic document for directing its work towards achieving its purpose, to focus on the things that matter most to its citizens to create a better borough.

BACKGROUND

6. The Corporate Plan forms the 'Plan' phase of the Council's annual 'Define and Deliver' improvement cycle:

PROCESS	STAGE	IMPROVEMENT CYCLE
State of the Borough Assessment	ANALYSE	
Updating and resourcing the Corporate Plan	PLAN	
Updating Delivery Programmes, Service Plans and staff Performance & Development Reviews	DO	
Performance monitoring and reporting	REVIEW	

7. Over the past year since the last refresh of the Corporate Plan, the policy context to be integrated into the Corporate Plan has evolved significantly. On the 19 September 2019 Full Council declared a Climate and Biodiversity emergency. This was supported with the setting up and delivery of the Doncaster Local Commission on Climate and Biodiversity Crisis to advise the borough's response to this. The Commission, alongside the production of a new Environment Strategy, will help shape the agenda and local response to future sustainability.
8. In October 2019, a refresh of the Doncaster Place Plan was developed by the Council and relevant partners. Delivery of the Plan is focused on a four-layered model:
 - Supporting communities
 - Developing a 'front door system'
 - Joining up care and support at home
 - Ensuring specialist services can be used more appropriately
9. Team Doncaster has committed to a refresh of the DGT Borough Strategy in 2020. During Summer 2019, a borough-wide listening exercise 'Doncaster Talks' enabled 3,610 residents to inform the Council about the issues that matter the most to them. This has helped inform the direction of the Corporate Plan, and will help shape the development of the upcoming Borough Strategy.

UPDATED CORPORATE PLAN 2020-21

10. The Corporate Plan sets out the Council's contribution to the DGT Plan with a focus on the key deliverables for 2020/21. The overall tone of the 2020/21 Corporate Plan is more direct, with the Forward and Overview providing a clear focus and emphasis on the six imperatives that must guide our transformation work for a better Borough.
11. In light of the Climate and Biodiversity crisis, the Corporate Plan now places a heavy focus on sustainability as part of creating of a cleaner and greener Borough. This will help shape the new 10 year Doncaster Growing Together Plan and forms one of the six imperatives. The Corporate Plan outlines the other imperatives that will drive our work in 2020/21. These are creating Inclusive Growth across the Borough, focusing on Early Help and Prevention, developing a Lifelong Skills and Learning approach to support inclusive growth, but also the overall well-being of citizens, 'Keeping It Real' through understanding and responding to lived experiences and being 'Intelligence Led' by ensuring we make the most of our insight and intelligence in the decisions we make.
12. Under each of the imperatives, the Corporate Plan identifies the new priorities we will focus on and on-going key areas of work for 2020/21.
13. We have a clear plan to manage our resources in 2020/21, in response to the challenging fiscal environment. Despite this, working more commercially, utilising technology and taking new approaches to commissioning have enabled the Council to be fiscally responsible. Through our house building programme and by inwardly investing into businesses in Doncaster, we can grow income streams whilst supporting key actions to facilitate inclusive growth. This will help form part of our sustainable funding base. The Council is also working to maximise social value to improve the social, economic and environmental impact of procurement to the benefits of our residents.
14. Each of the four DGT Themes and the Connected Council Theme has a specific page in the Corporate Plan, which sets out the vision and outcomes for residents, areas for action, and key directorate priorities for 2020/21. The vision, outcomes and areas for action for each theme has been retained from the 2019/20 Plan. The plans and strategies that underpin each theme can be found on our council policy register and a new Policy & Strategy Toolkit will be brought forward to support greater consistency and alignment in our policymaking.
15. To ensure synergy between the DGT Themes, imperatives and directorate priorities, consultation was undertaken with the different Director Leadership team 'DLT' meetings as part of the service planning process. This has helped to update the 'Key priorities that our resources will support' sections on the DGT Theme pages.
16. Within the Learning Theme greater prominence is given to:
 - Developing opportunities for more people to access the skills for employment and better well-being.
 - Developing our plans for a 'University City'.

- Ensuring sufficient high quality education and care provision so children and young people have access in their local communities.
- Moving towards becoming the most child friendly borough in the country by ensuring the voice of children and young people are central to decision-making and service delivery.
- Ensuring that everyone engaged in supporting young people with special needs and disabilities are clear about their responsibilities.

17. Within the Working Theme greater prominence is given to:

- Creating the conditions for economic growth and maximising investment opportunities.
- Enabling people and businesses to enjoy improved prosperity by participating in a growing and productive economy.
- Responding to the HS2 national review.
- Developing targeted programmes to grow our existing and potential industry specialisms outlined in our Inclusive Growth Strategy.
- Bringing forward our strategy for Anchor institutions and leveraging social value from inward investment.

18. Within the Living Theme greater prominence is given to:

- Embedding Sustainability into all that we do for a cleaner and greener borough, including supporting the work of the Local Commission on Climate Change and Biodiversity and bring forward a new environment strategy.
- Creating the conditions for healthy behaviours.
- Developing a new strategic approach to housing including a five year Council house build programme.
- Embedding arts and culture into our approach to well-being and economic growth.
- Growing inclusion by helping people already getting social care support to build better lives.

19. Within the Caring Theme greater prominence is given to:

- Enabling people to be independent, safe and well and when services are need they are provided to a good standard.
- Targeting prevention to build resilience with people and places.
- Supporting families to be resilient and to access services early when needed.
- Thinking local to improve our connections with communities and partners to help joint working.
- Using technology to connect people more easily.
- Charging fairly by using personal, timely and clear processes.

20. Within the Connected Council Theme greater prominence is given to:

- Developing and implementing our 'Locality Working' approach.
- Supporting the partnership to develop a new 10 year Borough Strategy to 2030.
- Work to maximise our agreed South Yorkshire Devolution deal and

- continue working towards a wider one Yorkshire approach.
- Better understanding of our people and places and building this into our insight, policy and decision making.
- Developing an integrated commissioning function across all services.
- Further developing our Digital Strategy to support modern, accessible customer interactions.

OPTIONS CONSIDERED

21. Three main options were considered for the updated Corporate Plan:
- A plan that focuses on the internal 'Connect Council' components service standards and capacity to deliver DGT.
 - A detailed plan, which reflects the breadth and depth of the council PMF/Quarterly Monitoring report.
 - A high level plan, which reflects the breadth of the Council PMF, picking out key, focuses for the 2020/21 year – but which signposts to further detail.

REASONS FOR RECOMMENDED OPTION

22. Option 'c' is the recommended option as this provides a Corporate Plan that:
- Dovetails with DGT and sets out the Council's contributions to it over the next year across the themes, without duplicating the detail of what is already happening across the DGT Programmes.
 - Sets out how the Council will ensure it has the capacity to deliver its DGT transformational priorities and quality services day in, day out.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

23.

Outcomes	Implications
<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>The Corporate Plan is the key document for focusing the Council's attention on these priorities and ensuring it has the capacity to deliver its contribution towards them.</p>
<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster 	<p>The Corporate Plan is the key document for focusing the Council's attention on these priorities and ensuring it has the capacity to deliver its contribution towards them.</p>

<ul style="list-style-type: none"> • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	
<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>The Corporate Plan is the key document for focusing the Council's attention on these priorities and ensuring it has the capacity to deliver its contribution towards them.</p>
<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>The Corporate Plan is the key document for focusing the Council's attention on these priorities and ensuring it has the capacity to deliver its contribution towards them.</p>
<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>The Corporate Plan is the key document for focusing the Council's attention on these priorities and ensuring it has the capacity to deliver its contribution towards them.</p>

RISKS AND ASSUMPTIONS

24. There is a risk that the priorities in the Corporate Plan do not drive the

Council's activity and resource allocation. This is mitigated by:

- DGT Governance arrangements, including partnership boards and sub-boards with clear accountabilities, and quality assurance arrangements.
- An improved Council PMF, including quarterly corporate reporting which combines progress in delivering the DGT and Connected Council priorities in the Corporate Plan and the latest council financial position.

25. As the Corporate Plan does not detail all the legal duties and objectives of the Council, there is a risk that the performance management process will not highlight all areas of underperformance. To reduce the likelihood of this happening, Service Plans will capture Directorate objectives which may be escalated to the quarterly corporate reporting level is appropriate.

LEGAL IMPLICATIONS [SF 20.01.20]

26. Whilst there are no specific legal implications arising out of the report, the programmes of activity which will deliver the Corporate Plan and the related Doncaster Growing Together programmes will require specific and detailed legal advice as they develop further and move towards delivery. The Corporate Plan forms part of the budgetary and policy framework and must also be approved by Full Council.

FINANCIAL IMPLICATIONS [MS 16.01.20]

27. The financial implications of the priorities and actions in the Corporate Plan are contained within the Revenue, Capital and Housing Revenue Account 2020/21 budget reports that will be considered by Council in March 2020. As specific actions and programmes of activity are developed further, more specific financial implications will be provided in relevant reports.

HUMAN RESOURCES IMPLICATIONS [RH 21.01.20]

28. There are no specific HR implications arising from this report however there may be HR implications within specific projects arising from the corporate plan objectives; these will be included in the appropriate individual reports.

TECHNOLOGY IMPLICATIONS [PW 20.01.20]

29. Technology is an essential enabler to support the delivery of all services together with the imperatives and key priorities outlined in the updated Corporate Plan. In particular 'developing our technology to support modern, accessible customer interactions and act as a catalyst for cross council service improvement'. Robust and effective ICT governance arrangements will continue to be needed to ensure the delivery of the key priorities. New technology requirements to support the key priorities will be considered by the Council's Technology Governance Board (TGB) for inclusion in the Technology Forward Plan, to ensure the resources, expertise and capacity within services is available. This will be monitored and continuously reviewed via TGB.

HEALTH IMPLICATIONS [RS 16.01.20]

30. Health and inequalities in the pattern of health are caused by a range of different factors: socio-economic factors e.g. the availability of work, education, income housing and amenities; lifestyle and health-related behaviours e.g. smoking, diet, and physical activity; healthcare factors e.g. access to services, understanding the needs of the population; and personal factors e.g. age, gender, ethnicity, and genetics. All of these factors contribute to the likelihood that an individual will develop ill health. One of the best ways of describing the relative contribution of these factors is the Robert Wood Johnson Foundation work which estimates the contribution of each factor. The figure below outlines these contributions:

Health behaviours 30%	Socioeconomic factors 40%	Clinical care 20%	Built environment 10%
Smoking 10%	Education 10%	Access to care 10%	Environmental 5%
Diet/exercise 10%	Employment 10%	Quality of care 10%	Built environment 5%
Alcohol use 5%	Income 10%		
Poor sexual health 5%	Family/social support 5%		
	Community safety 5%		

Source: Robert Wood Johnson Foundation and University of Wisconsin Population Health Institute. Used in US to rank counties by health status

31. Local authorities can play a significant part in creating health and addressing unequal patterns of illness. The Corporate Plan plays a key role in setting the conditions to improve health and reduce inequality. The Corporate Plan and service priorities for 2020/21 are both informed by current health outcomes and use health outcomes to monitor impact. It will be essential that the 'Review' phase of Council's annual 'Define and Deliver' improvement cycle monitors progress in terms of creating health and assures that inequalities in patterns of illness are not increased. On-going vigilance and attention to these issues should be a key component in the successful delivery of the new Corporate Plan. The public health function within the council can provide on-going support and advice in this area.

EQUALITY IMPLICATIONS [AW 15.01.20]

32. In line with the corporate approach to compliance against the Equality Act 2010, due regard must be shown across all activity within the Council. As the Corporate Plan brings together key plans and delivery programmes that are already shaping how we work a due regard statement is not required. However as the individual components and programmes that underpin the Plan become further developed, due regard statements will need to be completed and reported as and when appropriate. The Corporate Plan includes Equalities, Diversity and Inclusion objectives, which form part of the Council's quarterly monitoring process.

CONSULTATION

33. Consultation on the updated Corporate Plan document is summarised below:

- DLT's: Early January 2020
- Directors: 13.01.20
- Directors: 20.01.20
- Executive Board 28.01.2020

If agreed by the Chief Executive, Directors and Executive Board the Corporate Plan document will be agreed at Full Council:

- Full Council: 05.03.20

BACKGROUND PAPERS

34. None.

REPORT AUTHOR & CONTRIBUTORS

Mitchell Salter, National Management Trainee, Strategy & Performance Unit
Tel: 01302 737890, E-mail: mitchell.salter@doncaster.gov.uk

Andy Pattinson, Senior Strategy & Performance Manager, Strategy & Performance Unit
Tel: 01302 734896, E-mail: andy.pattinson@doncaster.gov.uk

Allan Wiltshire, Head of Policy, Performance & Intelligence
Tel: 01302 862307, E-mail: allan.wiltshire@doncaster.gov.uk

Lee Tillman
Assistant Director, Strategy & Performance Unit

This page is intentionally left blank



Doncaster
Council

Corporate Plan 2020-21

DRAFT

Doncaster – growing together

Foreword by: Ros Jones, Mayor of Doncaster & Damien Allen, CEO

Doncaster is a huge and diverse **'place of places'** – most of its 226 square miles are rural, but the town centre is complemented by large, distinctive former mining settlements and historic market towns. Our priorities for the borough and how we deliver them must be grounded in this variety, as well as in our combined strengths, shared challenges and opportunities.

Actions taken now by the council and its partners have the **power to improve the lives** of residents people for **generations to come**, for example through the homes provided, community strengths nurtured, public transport made available, skills developed and how we reform public services.

The impact of greenhouse gas emissions on **climate change** also starkly demonstrates how previous local, national and global priorities can have profoundly damaging consequences. Doncaster has declared a **climate change and biodiversity emergency** and established a Local Commission to advise on how we achieve net zero emissions.

Crucially, the **low carbon transition** also provides major **opportunities** to improve well-being by, for example reducing energy costs and creating well-paid green-tech jobs.

Digitisation, globalisation, an ageing population and growing inequalities also demand radical new approaches to deliver lasting social, economic and environmental improvements.

Therefore, embedding longer-term **sustainability** into all that we do is a council imperative – and will shape a new 10 year Borough Strategy. This drive to be a **cleaner and greener** borough will include reviewing and improve our Environmental and Street-scene services.

The **2019 State of the Borough** assessment report highlights record levels of employment and investment, supported by a borough-wide portfolio of development projects. **Wage rates** have increased by 10% over the past 2 years which is a strong basis for improving living standards. However, too many residents are still not feeling the benefit of this success, which requires a renewed focus on building a **fair and inclusive borough**.

The agreement of a **South Yorkshire devolution deal** in January 2020 will unlock significant investment for Doncaster and we will also maximise the investment available from Town Deals and the Shared Prosperity Fund. A **Yorkshire wide devolution deal** remains the ultimate goal to deliver thousands of new jobs and homes, infrastructure and a public transport system to transform Doncaster into a **vibrant networked city**. Work to establish a Yorkshire Committee is already underway.

We must continue to support the creation of **well-paid jobs in high-value industries**, including engineering, creative, and digital, whilst ensuring our 'every-day economy' has the skilled workers it needs, particularly in health and social care.

A **University Technical College** will open in 2020 which is part of our **University City** ambitions to strengthening and diversifying skills provision and the routes to work. The recently launched **Opportunities Doncaster** brings education and business together to raise awareness of the different careers and education pathways.

We have made positive progress in **early years education** and **GCSEs**, but we need to significantly improve skills at Level 3. A new **Education and Skills Strategy** will be launched in 2020 to focus our efforts on transforming lifelong learning and skills in Doncaster.

In 2020, a new cinema and a new library and museum will open in the Civic and Cultural Quarter and Doncaster is developing a dynamic **collaborative arts programme** to improve well-being.

Through major events like the **Tour de Yorkshire** and the cycling world championships, we continue to create a place where people enjoy spending time and support the promotion of **physical activity**.

House building remains strong and a **new strategic approach** to housing will enable the council to deliver an ambitious programme of new affordable council houses over a 10 year period. Levels of **homelessness** are lower than the England average and we will continue to work together to ensure nobody needs to sleep rough on our streets.

By integrating **health and care services** we are ensuring residents benefit from co-ordinated care and support, and where possible are more able to look after their own health and well-being. New **locality-based models** of support focus on early help and valuing the resources and knowledge in communities. Good progress has been made in enabling older people to **live independently** and it is encouraging that the long-term trend shows an improvement in **healthy life expectancy**.

The 3,610 residents who contributed to the '**Doncaster Talks**' consultation provided compelling feedback on the issues that matter most to them and should be borough priorities – including, the environment, crime and ASB, public transport and support for community activities.

To deliver effective services and our broader **place-shaping role**, the council needs to be fit for the future. We have clear plans to **manage our resources** in 2020/21, despite reduced government funding, rising demand for services and increasing costs. However, we will have to make further difficult decisions about how services are delivered and funded.

Over the next year, the **One Council programme** will provide clarity about the type of organisation we should be and the capabilities, behaviour, technology and approaches needed. The devastation caused by the **2019 floods** remind us that our work must be **rooted in communities** and focussed on residents' lived experiences. The flood recovery will continue during 2020/21 and we will develop plans to improve the borough's **future resilience** to other major events.

With our growing **track record of delivery** and the transformational **opportunities** within our grasp, we must now set the borough on a path to a **sustainable and inclusive** step-change in well-being.

It has never been more possible.

Overview

This Corporate Plan summarises:

- The council's contribution over the next year to the Doncaster Growing Together (DGT) plan – the Borough Strategy for Team Doncaster.
- The overall quality of life improvements the council will contribute to, including those relating to Equality, Diversity and Inclusion.
- How the council will ensure it delivers quality services - as measured by service standards.

Priority Themes

This Corporate Plan is framed around the same four themes as the DGT Plan, with the addition of a fifth 'Connected Council' theme:

THEME	VISION
Doncaster Learning	Learning that prepares all young people and adults for a life that is fulfilling
Doncaster Working	More people are able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future
Doncaster Living	Doncaster's people live in a borough that is vibrant and full of opportunity, where people enjoy spending time
Doncaster Caring	A borough that cares together for its most vulnerable residents
Connected Council	A Connected Council, ready for the future

Resources

The council continues to face the **significant challenge of setting a balanced budget** with reducing funding, rising demand for services and increasing costs (e.g. inflation), whilst continuing to invest in the borough and protect the most vulnerable in our communities. The overall funding gap is £17.7m across 2020/21, 2021/22 and 2022/23. The unprecedented set of cuts and pressures faced required managers and service areas to deliver savings of £148.3m over the 5 year period 2014/15 to 2018/19 and a further £35.9m over the period 2019/20 to 2022/23.

Despite continued budget constraints, we have a clear plan to manage our resources in 2020/21 and a robust and balanced **gross revenue budget of £495.2m** is expected to be in place for 2020/21. The savings proposals and budget framework that have enabled this budget to be set are based on the Corporate Plans six imperatives. Many of the savings proposed in the budget are a result of working more commercially, utilising technology and taking new approaches to commissioning. For example, the budget proposals include re-tendering the homelessness and substance misuse service and Healthwatch contracts; technology investments to deliver cost savings, such as chatbots to assist with customer enquiries and other savings from digital ways of working; and a more commercial approach through investments in properties and the Yorkshire Purchasing Organisation.

As well as funding high quality services for residents, the council will **continue to invest in the future of the borough** with £134.5m of capital spending estimated for 2020/21. This is part of an overall package of £322.7m of investment to 2022/23 to stimulate growth and prosperity. Residents across Doncaster will benefit from investment in projects to further improve education, housing, infrastructure, retail, leisure and culture, as well as attracting investors and visitors to the borough. Wherever possible, we will spend our money locally to support local businesses and organisations, and create **social value** to maximise the social, economic and environmental impact of procurement to the benefits of our residents.

The council's services are delivered through people, directly and indirectly, and by far the largest element of investment is connected with the cost of employing and developing staff. The satisfaction of our customers, our efficiency and overall performance depend on **our workforce's skills, abilities, behaviour** and motivation in modernising services and changing the way it works to meet customer needs.

Imperatives & Approach

Six imperatives are the focus for our transformation work:

1. **Sustainability** – to become a cleaner and greener Borough with net zero greenhouse gas emissions.
2. **Inclusive Growth** - particularly ensuring local people can access economic opportunities.
3. **Early intervention & Prevention** – through locality working which harnesses community strengths and targets services to where they are needed most.
4. **Lifelong Learning & Skills** - for inclusive growth and the overall well-being of residents.
5. **'Keeping It Real'** - understanding and responding to the lived experience of residents and communities.
6. **'Intelligence Led'** – ensuring we make the most of the insight and intelligence we have in the decisions we make.

To drive the delivery of the **DGT Plan** Team Doncaster has:

- Governance arrangements that include partnership boards and sub-boards with clear accountabilities.
- A programme management approach to the day-to-day delivery of priorities.
- Quality of life indicators to measure overall success.
- Set a timetable to refresh the Borough Strategy by Summer 2020.

The **Council's performance management framework** captures:

- The Council's progress in delivering the DGT Programmes (or parts of) it is responsible for.
- The latest data for the DGT quality of life indicators.
- Service Standards - reflecting what the council needs to do well, day in, day out.
- An effective performance and development scheme linked to a corporate skills framework.
- Equalities, Diversity and Inclusion objectives.
- Progress in quarterly monitoring reports to the Council's leadership.

A new **council policy register** provides a single place to access the key plans and strategies that underpin all our work. We will bring forward a Policy & Strategy Toolkit to support greater consistency and alignment in our policymaking

Corporate Plan 2019/20 – Delivering Our Imperatives

Imperative	We will prioritise new work to....	We will continue to....
1. Sustainability	<p>Embed Sustainability into all that we do for a cleaner and greener borough, in particular:</p> <ul style="list-style-type: none"> Respond to our Local Climate Commission recommendations. Develop a One Catchment approach to flooding resilience and implement our Flooding Recovery Plans. Bring forward a new Borough and Environment Strategy 	Review and improve our Environmental and Street-scene services we deliver.
2. Inclusive Growth	<p>Develop a new strategic approach to housing including a five year Council house build programme</p> <p>Create the conditions for good economic growth in particular by:</p> <ul style="list-style-type: none"> Developing our place narrative - reflecting the potential of Doncaster's town centre, principal towns and major projects. Maximising the investment available, e.g. from Future High Street Fund, Town Deals, the Shared Prosperity Fund and the Sheffield City Region. 	<p>Enable people and businesses to enjoy improved prosperity by participating in a growing and productive economy.</p> <p>Embed arts, heritage and culture into our approach to well-being and economic growth.</p>
3. Early Intervention & Prevention	Develop and Implement our 'Locality Working' approach (OC).	<p>Enable people to be independent, safe and well and when services are needed, ensure they are provided to a good standard.</p> <p>Support families to be resilient and access services early when needed.</p> <p>Create conditions for healthy behaviours and in particular deliver the Get Doncaster Moving whole system approach to address physical inactivity.</p>
4. Lifelong Learning & Skills	Develop opportunities for more people to access skills that open pathways to employment and a better sense of well-being .	Continually develop our workforce with the skills necessary to deliver in an ever-changing environment (OC).
5. 'Keeping It Real'	<p>Better understand our people and places and build this into our insight, policy and decision making</p> <p>Operate within our resources and deliver value for money (OC).</p>	<p>Continue to develop closer collaborative working with the police to reduce crime and ASB.</p> <p>Build a fair and inclusive Borough that celebrates equality and diversity.</p>
6. 'Intelligence Led'	Develop an integrated commissioning function across all services (OC).	Develop our technology to support modern, accessible customer interactions and act as a catalyst for cross council service improvement (OC).

Key: OC = One Council

Learning

Learning that prepares all young people and adults for a life that is fulfilling.

How we want to make life better for residents

- More young people are equipped to access employment, training and higher education.
- More young people are ready for school.
- More people are learning throughout their lives and have the skills to access work.
- More young people do well in school.
- Pupil attendance and behaviour of disadvantaged young people is improved.
- Greater work readiness of all children and young people particularly for disadvantaged young people.
- More young people from BME backgrounds as well as people with a disability do well at school.

What the Council needs to do well

- Support schools and early year's settings to provide good or excellent provision.
- Ensure Education, Health and Care plans are issued quickly and effectively.
- Ensure as many children as possible gain entrance to their first choice school placement.

Key priorities that our resources will support in 20-21

We will:

- Develop opportunities for more people to access skills that open pathways to employment and a better sense of well-being.
- Develop our plans for a 'University City' that will enhance the Higher Education Offer across the Borough.
- Ensure that there is sufficient high quality education and care provision in all phases and sectors to enable all children and young people to access good provision within their local communities and enable them to achieve their full potential irrespective of disadvantage.
- Ensure that everyone engaged in supporting young people with special needs and disabilities are clear about their responsibilities and are supported and challenged to deliver them in line with the principles of early intervention and the graduated response to need.
- Have an agreed set of commissioning principles across the borough.
- Ensure that families have access to high quality advice and guidance through the Family Information Service
- As we move towards fulfilling our ambition of becoming the most child friendly borough in the country, we will ensure the voice of children and young people is central to all our decision-making and delivery of all our services. This will be delivered through the implementation of Participation Standards and the Child Friendly Doncaster Framework.

Working

More people are able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future.

How we want to make life better for residents

- Doncaster's economy is more productive.
- More people are employed in good quality jobs.
- Wages increase for Doncaster residents.
- The number of businesses in Doncaster increases and more of them export.
- More people are in sustained work.
- More quality jobs are created in the local economy.
- More people in Doncaster are completing good quality apprenticeships.
- Fewer people claim out of work benefits, including Universal Credit.
- More care leavers enter employment, education or training.
- The number of people from BME communities that take up apprenticeship opportunities in Doncaster increases.
- The gap in female employment and the female wage rate reduces within the organisations in Doncaster that we can influence.

What the Council needs to do well

- Process planning applications quickly and appropriately.
- Market the borough as a good place to live, work and visit.
- Encourage and support inward investment opportunities in the borough, targeting key employment sectors.

Key priorities that our resources will support in 20-21

We will:

- Create the conditions for economic growth and maximise investment for example by developing our town fund investment plans for Stainforth and Town Centre and taking forward our proposals under the Future high Street Fund.
- Enable people and businesses to enjoy improved prosperity by participating in a growing and productive economy.
- Deliver on-going development projects and develop the investment pipeline, in particular:
 - Urban Centre Masterplan¹
 - Integrated and sustainable transport, active travel and Smart Cities
 - DN7 Unity and the wider northern growth corridor (e.g. A1-A19 link)
 - Improving digital and transport connectivity across the borough
- Respond to the HS2 national review and the impact within the borough.
- Market the borough to investors and visitors and take destination management to the next level.
- Continue to lobby and work with government to develop a new train station at the airport.
- Develop targeted programmes to grow our existing/potential industry specialisms: Engineering & Technology; Digital & Creative; Future Mobility and Advanced Materials (e.g. for manufacturing).
- Direct business support resources to growth opportunities and challenges, including accessing new export markets and supply chains.
- Provide support for employment, recruitment and in-work progression including those with the poorest health, for example the Working Win - Health-Led Employment Trial
- Respond to the challenges of Brexit and assess the impacts on the borough and its economy.
- Bring forward our strategy for Anchor institutions and leverage social value from inward investment.

¹ <http://www.doncaster.gov.uk/services/planning/doncaster-town-centre-masterplan>

Living

Doncaster's people live in a borough that is vibrant and full of opportunity, where people enjoy spending time.

How we want to make life better for residents

- More homes are built and fewer people are homeless or in unsuitable accommodation.
- More people are physically active.
- More people feel safe in their community.
- Healthy life expectancy in Doncaster improves.
- Our natural environment is enhanced and protected.
- Fewer children in poverty.
- People take part and enjoy great cultural experiences.
- Care leavers have a good place to live with the support they need.
- The inequalities of health outcomes of BME populations reduce.
- More people are supported to take up opportunities to get involved in community life.

What the Council needs to do well

- Support more people to recycle.
- Encourage and educate people on road safety.
- Regularly clean the streets and roads, removing litter, detritus, fly posting, graffiti and fly tips.
- Make sure we cut grass when we say we will.
- Maintain the roads to appropriate standards across the borough.
- Deal with dangerous/nuisance trees when we know about them.
- Deal with housing hazards, resolving any issues quickly.
- Encourage more people to take up NHS health checks.

Key priorities that our resources will support in 20-21

We will:

- Create conditions for healthy behaviours and in particular deliver the Get Doncaster Moving whole system approach to address physical inactivity.
- Review and improve our Environmental and Street-scene services we deliver
- Embed arts and culture into our approach to well-being and economic growth.
- Develop a new strategic approach to housing including a five year Council house build programme
- Embed sustainability into all that we do for a cleaner and greener borough, in particular
- Support the reduction of crime, reoffending, domestic abuse and anti-social behaviour.
- The Local Plan² is developed to facilitate Doncaster's economic, housing and population growth in a sustainable way.
- Develop the borough's arts and culture offer, including opening the new library and museum and raising the profile of quality cultural opportunities and major events.
- Consider the impacts on health in our key planning, licensing and environmental decisions.
- Ensure we are fit to respond to the housing needs of our residents by delivering homes and providing housing related support especially to those who need it most.
- Support the partnership to reduce the impacts of poverty
- Growing Inclusion by helping people already getting social care support to build better lives
- Create vibrant town centre(s) that people want to visit, work and live in.
- Support the work of the Local commission on Climate change and biodiversity and respond to its recommendations by bringing forward a new environment strategy for the Borough.
- Explore a single technology solution that will help us report and understand places across the borough better.

² <http://www.doncaster.gov.uk/services/planning/local-plan>

Caring

A borough that cares together for its most vulnerable residents

How we want to make life better for residents

- Fewer children and adults require health and social care services and vulnerable people are safe.
- More people remain healthy and independent for longer with fewer people that are socially isolated.
- The number of preventable deaths reduces.
- Fewer people are delayed from leaving hospital.
- People in end of life care die in a place of their choosing.

What the Council needs to do well

- Work with communities to improve people's well-being
- Respond to need quickly and appropriately, keeping people safe
- Support more people with disabilities into work.
- Make information about services easier to access.
- Support people to live well at home for as long as possible.
- Reduce the amount of repeat referrals, specifically for children's care.
- Support families to access free childcare entitlements.
- Support more residential homes to be rated good or better.

Key priorities that our resources will support in 20-21

We will:

- Develop and Implement our 'Locality Working' approach involving whole family multi agency integrated working
- Enable people to be independent, safe and well and when services are needed, ensure they are provided to a good standard.
- Support families to be resilient and access services early when needed supporting child and family development, encouraging self-care and build resilience through whole family working.
- Target Prevention to build resilience with people and places most at risk of escalating needs
- Prioritising 'Home First' by working with NHS Partners so people spend less time in urgent care
- Growing Inclusion by helping people already getting social care support to build better lives
- Giving Quality and Value by enabling tailored, accessible support of good quality and proportionate cost
- Charging Fairly by using personal, timely and clear processes to ensure income and sustainable support
- Act Personal using a clearer practice framework so our actions always reflect our principles
- Think Local to improve our connections with communities and partners to help joint working

Connected Council

A connected council – ready for the future.

What the Council needs to do well

- Respond to our customers quickly, focusing on a quality customer experience.
- Process Housing and Council Tax queries quickly and appropriately.
- Ensure more people can access Council services digitally.
- Collect Council Tax and Business Rates effectively.
- Be an open and inclusive employer that champions diversity
- Wherever possible spend our money locally.
- Support employees to improve performance, engagement and attendance.
- Provide expert advice for all aspects of council business.

quality services, underpinned by high standards of leadership and partnership working

- Operate within our resources by continuing with disciplined financial monitoring and refreshing our Medium Term Financial Strategy and budget planning for 2021/22
- With the support of a new Digital Strategy, further develop our technology to support modern, accessible customer interactions and to connect people with new forms of support and with each other
- Develop an integrated commissioning function across all services
- Better understand our people and places and build this into our insight, policy and decision making
 - Ensure we have a consistent approach to policy development and implementation across the organisation
 - Develop a stronger base of intelligence that integrates new opportunities for research informing the key decisions we make.
- Work to maximise our agreed South Yorkshire Devolution deal and continue to explore a wider Yorkshire approach.
- Provide leadership to ensure the public sector provides a joint up response to the changes arising from leaving the EU
- Deliver our partnership priorities, particularly the actions in the Inclusive Growth and Community Engagement Strategies
- With the support of a revised communications and engagement strategy, continue to develop and embed effective communications with all stakeholders and increase the ability to give the right information in the right way at the right time
- Improve the ‘front-door’ service experience of residents by simplifying our co-ordination, providing more continuity and less hand-offs.
- Embed and promote the delivery of social value commitments with the Council’s procurement and contracting activities
- Manage our corporate assets effectively to support service delivery
- Support the partnership to develop a new 10 year Borough Strategy to 2030 setting out the priorities over the long term.

Key priorities that our resources will support in 20-21

We will:

- Continue the implementation of the Workforce Strategy that equips staff with the right skills and behaviours to deliver and commission good

Glossary of Terms

BME

Black and Minority Ethnic

Social Mobility

Social mobility is the movement of an individual or group from one social position to another over time.

SEND

Special educational needs and disability.

Social Value

Term that describes how public bodies should consider how the services they commission and procure might improve the economic, social and environmental well-being of the area.

Smart Cities

A Smart City uses information and communication technologies and other means to improve quality of life, for example relating to public safety to health and transportation.

HS2

High Speed Rail Two (proposed route through Doncaster).

DN7 Unity

642ha regeneration and housing site adjacent to J5 of M18.

Supply chains

Networks of individuals, organisations, resources, activities and technology involved in the creation and sale of a product or service.

Devolution Deal

A deal between the Government and a region to transfer powers and funding to improve local quality of life.

Page 40

Complex Lives

Integrated partnership team that works to support a cohort of people who have complex needs including addiction, mental health, domestic abuse and rough sleeping.



Doncaster Council

Report

**Date: 6th February
2020**

To the Chair and Members of the Overview & Scrutiny Management Committee

OVERVIEW AND SCRUTINY REVIEW: EMPOWERED, ENGAGED COMMUNITIES, WITH DEVOLVED LOCALITY BUDGETS

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Mayor Ros Jones	All	No

EXECUTIVE SUMMARY

1. This report details the outcomes and recommendations resulting from OSMC's review which considered how Councillors could work effectively with their local communities using a ward budget to deliver positive change through volunteer led actions.
2. The Committee held a number of workshops to engage and seek the views of elected Members to consider the effectiveness of ward budgets as a means of engaging and empowering local communities. Members also, undertook a site visit to Barnsley Council, held a telephone conference with Nottingham City Council and reviewed processes and practices in a number of other authorities.
3. Members supported a grant allocation to each ward Member to be distributed to small groups and organisations to bring about positive change and deliver local priorities and solutions.
4. Full details of the issues considered and the Committee's evidence base is attached in the report at Appendix A. Once agreed the Committee's recommendations will be forwarded to the Mayor and Cabinet for consideration.

EXEMPT REPORT

5. This report is not exempt

RECOMMENDATIONS

6. That the Committee agree the following recommendations and these be forwarded to the Executive for consideration

Recommendation 1: Financial Arrangements:

That the Financial arrangements for ward budgets include the following features:

- a. A flat rate allocated to each Councillor, this may be pooled with other Councillors or wards providing this contributes to agreed priorities.
- b. The ward fund be allocated within the current year, carry forward of funding should only occur if earmarked for specific schemes.
- c. Applications for ward funding should, as far as possible, seek a contribution from applicants e.g. match funding, volunteering, additional community benefit.

Recommendation 2: Grant Funding Application and Decision Making Process

That the process identified below provide the framework for developing the grant application process:

- a) Ward Councillors agree a small number of local priorities through consultation events, data sets and other relevant information.
- b) Ward Budget agreed with a set amount allocated to each Councillor.
- c) Councillors identify groups who would benefit from the ward fund and actively encourage applications.
- d) Application forms are completed. Neighbourhood teams can advise and assist (but not drive the process).
- e) Grant applications could be considered at the monthly Neighbourhood Management meetings (ward meetings).
- f) Elected Members agree the allocation of grants and may take soundings from others present at the meeting including Community representatives invited by the individual Councillor. Successful applications are forwarded to Corporate Resources to ensure the application is recorded, meets governance criteria and a central record is maintained.
- g) Allocation of the individual member budget be reported on the Council's web page, quarterly finance and performance improvement report and within an annual report to OSMC.
- h) The ward meeting be used to check back on activities and impact, ensure priorities remain relevant and up to date and will be used to plan future consultation and feedback on the effectiveness of ward funding.

Recommendation 3: Grant Funding Application Process and Criteria

That consideration be given to incorporating the following elements into the application process:

- a. The grant application form, guidance and protocol be based around existing Doncaster Council forms e.g. Small Grants Form and other best practice models.
- b. That non-constituted groups, who can meet the requirements for the funding application be eligible to apply. A maximum level of funding be allowed for non-constituted groups e.g. up to £250.
- c. That consideration be given to how grass roots groups will be supported to become constituted to support their future sustainability.
- d. That each Councillor identify community representatives to assist and liaise with in respect of grant applications at the ward meeting.
- e. Consideration be given to applications from larger organisations such as Town and Parish Councils and Academies who can match fund and demonstrate this would contribute to meeting ward priorities.
- f. Further consideration be given to the most efficient process of allocating grant funding to applicants e.g. payment into bank account.

Recommendation 4: Supporting Transparency and Openness

That the following arrangements be incorporated into the scheme to support transparency and accountability:

- a. That an officer decision process be determined to authorise grant allocations supported by elected Members.
- b. An initial 6 monthly report to OSMC and the Executive highlighting the progress of the scheme with a subsequent move to an annual report.
- c. That Councillor web pages be updated to identify how each Councillor has allocated their funding.
- d. An annual event to showcase and share good practice and identify lessons learnt.
- e. Development of Key Performance Indicators that assist in measuring the impact of the scheme e.g. impact on local spend, additional volunteer hours, social return on investment.
- f. Give further consideration to developing ward meetings as a forum for identifying how localities can benefit from other grant funding streams. This may include a move to an Area Committee based approach as the ward based model matures.
- g. Development of a Communications Strategy to highlight the new arrangement in the context of locality working.

Recommendation 5: Local Transport Plan Funding

That in respect of the proposal for Area Committees to allocate Local Transport Plan Funding it be noted that OSMC:

- a. Support the current scheme of officers using an expertise based funding allocation and a “worst-first” highway scheme and maintenance programme across the Borough rather than an area based approach.
- b. Support further opportunities to engage locally and put forward suggested local transport/maintenance schemes.
- c. Recommend increased Councillor liaison with Highways to help influence schemes and achieve a joint understanding of local issues for officers, Councillors and communities.

Recommendation 6: Risks Identified During The Review

That the Executive consider measures to mitigate against the following risks identified during the review:

- a. Member engagement, buy in and support for the new arrangements.
- b. Ensuring Councillors engage with training and development associated with the new arrangements so they understand the purpose.
- c. Councillors unable to agree timely and relevant local priorities across wards
- d. Grant funding not allocated in year and left unspent.
- e. Capacity within the Council and partners to assist with the application process particularly supporting non-constituted and grass roots groups.
- f. Balancing effective transparent governance with efficiency and reduced bureaucracy.
- g. Managing complaints or criticism over allocation of grants.
- h. Effectively measuring and demonstrating good governance, including impact and value to the local area.

Recommendation 7: Next Steps

That a project plan be developed to identify key tasks and milestones to ensure the arrangements are introduced from 1st April 2020, including:

- training and development,
- priority setting,
- development of application form
- approval processes, protocols and guidance,
- financial arrangements for grant allocation,
- officer and resource implications etc.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

7. This review identifies recommendations that seek to promote and engage communities to deliver local improvements and priorities.

BACKGROUND

8. At the 25th July 2019 Council the Mayor requested that OSMC undertake a review to consider how local Councillors could work closely with their communities to bring about improvements using a small ward budget. The Terms of Reference for the review were developed over the summer and a number of workshops and activities were undertaken to enable the

Committee to provide feedback and comments to the Mayor on how this process could work in practice.

9. In order to develop its recommendations the Committee;
 - Held three all Member workshops to seek ideas and suggestions from elected Members
 - Undertook a site visit to Barnsley Council to consider how its ward alliance process worked.
 - Held a telephone conference Call with Nottingham City Council in respect of how it administers its Area Committee function to inform its highways programme.
 - Reviewed areas of best practice and the processes undertaken by a number of other Councils on different aspects area governance arrangements.
 - Sought feedback from the Parish Council Joint Consultative Committee.

10. The outcome report attached at Appendix A details the activities undertaken, key findings and supporting evidence for the recommendations.

OPTIONS CONSIDERED AND REASONS FOR RECOMMENDED OPTION

11. The Committee reviewed a number of processes operating in a range of local authorities to consider a process for delivering improvements in local areas through a small ward budget. The evidence and reasons identified for the Recommendations are included within Appendix A.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

12. By developing a set of local priorities that meet the ambitions and unique nature of each ward, the recommended process has the potential to impact on all of the Council's key outcomes.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p>	

	<ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	

RISKS AND ASSUMPTIONS

13. The recommendations proposed within this review need to be considered by the Executive before they are implemented. Recommendation 6 identifies a number of risks associated with the introduction of the recommended scheme. Consideration would need to be given to addressing these and any other risks that may be identified prior to the development and implementation of any scheme.

LEGAL IMPLICATIONS [Officer Initials...SRF Date 27/1/20]

14. Section 1 of the Localism Act 2011 (the so called “general power of competence”) provides that a Local Authority has power to do anything that individuals generally may do.
15. Any scheme introduced by the Council to allocate small grants to organisations and non-constituted groups would need to be undertaken in accordance with the Council’s Financial and Contract Procedure rules and further legal advice should be sought prior to the establishment of any arrangements.

FINANCIAL IMPLICATIONS [Officer Initials: CC Date: 27/01/2020]

16. The Mayor’s Draft 2020/21 Budget has identified £280k (including administration and associated costs) to support Locality Budgets in 2020/21. This is subject to approval by Full Council as part of the wider 2020/21 Budget approval process. The full Locality Budget allocation should be spent within the financial year of allocation – carry forward of funding into future financial years will only be permitted if earmarked for specific schemes. The allocation of Locality Budgets must adhere to the Council’s Financial Procedure Rules.

HUMAN RESOURCES IMPLICATIONS [Officer Initials RH Date 27.01.2020]

17. There are no specific Human Resource implications associated with this report.

TECHNOLOGY IMPLICATIONS [Officer Initials...PW Date...23/01/20]

18. There are no specific technology implications at this stage. Where the recommendations are agreed, ICT should be consulted in relation to any technology requirements to support the application and administration processes for devolved locality budgets.

HEALTH IMPLICATIONS [Officer Initials.....RS.....Date ...28/01/2020]

19. There are no direct health implications. Evidence suggests low level participatory budgeting leads to different types of Community projects that often missed receiving funding under previous investment approaches.

Participatory Budgeting supports the approach of Asset Based Community Development, which is an integral part of the Public Health Community prevention offer.

Evidence also suggests that this approach can raise ward members profiles in their local community, often opening up lines of communication with residents and new groups.

The risk to be mindful of, there are currently a number of small funding pots available within communities such as the SEED fund and the Active Communities grant, which means groups could access several pots of funding for the same project.

EQUALITY IMPLICATIONS [Officer Initials AS Date 23/01/20.]

20. There are no specific equality implications associated with this report. Consideration will need to be given to how any process for engaging communities and agreeing grant applications meets the needs of those with protected characteristics.

CONSULTATION

21. During the review consultation with elected Members and officer was undertaken. The Parish council Joint Consultative Committee was informed of the review and provided an opportunity to give feedback.

BACKGROUND PAPERS

22. None

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

REPORT AUTHOR & CONTRIBUTORS

Andrew Sercombe, Governance & Member Services Manager
01302 734354 andrew.sercombe@doncaster.gov.uk

Name & Title of Lead Officer

Debbie Hogg

Director of Corporate Resources

DONCASTER COUNCIL

OVERVIEW & SCRUTINY MANAGEMENT COMMITTEE

**LOCALITY REVIEW: EMPOWERED, ENGAGED
COMMUNITIES, WITH DEVOLVED LOCALITY
BUDGETS.**

JANUARY 2020

CONTENTS

	Page Number
Introduction and Summary	3
Evidence and Activities	4
Summary of Recommendations	5 - 27
Recommendations, Findings and Supporting Evidence	8 – 17
Conclusion	18
Acknowledgements	18
Appendices	19 - 26
Appendix 1 – Terms of Reference for the Review	19 – 24
Appendix 2 – Summary of case study following site visit to Barnsley Council	25 - 26
Appendix 3 i and ii – Examples of local ward priorities – Rotherham Council (Hellaby and Hooper Wards)	Attached PDF document
Appendix 4 i and ii – example application forms and guidance Hillingdon Council and Barnsley Council	Attached PDF document

EMPOWERED, ENGAGED COMMUNITIES, WITH DEVOLVED LOCALITY BUDGETS

Introduction and Summary

This report details the outcome of the review undertaken by OSMC between August and December 2019.

The Council has an ambition to move to a more locality based working model, empowering citizens and communities to work closely with the Council and its partners to deliver solutions to local issues. Within this context, the Mayor requested the Committee to consider how Elected Members and officers can work together to plan and invest in grass roots action that meets the needs of specific local communities and that makes a real difference to the quality of life for residents.

As local leaders, Councillors are well placed to work with their communities to determine local priorities and mobilise community-led and volunteer-led solutions. To support this initiative a small budget would be available within the ward and controlled by local Councillors, to support and help deliver community action.

During the review, the Committee identified a number of local authorities who operate a system of devolved decision making to enable local Councillors to allocate small sums of money to individuals or community groups to help deliver positive change. Members considered elements of these schemes and saw how effectively seed funding could encourage and help communities bring about their own creative solutions to local issues.

In undertaking the review, the Committee invited all Councillors to discuss and comment on the Terms of Reference (Appendix1) and to participate in a number of workshops to consider how this process could work. The Committee also visited Barnsley Council, held a telephone conference call with Nottingham City Council and received information on how a number of other local authorities operate devolved locality budgets in order to gain a wide range of perspectives.

It is not the role of Overview and Scrutiny to propose a comprehensive process for this element of the Locality model such as drafting application forms or guidance notes however, the recommendations identify a number of key features or principles that OSMC consider important elements within the new process.

On behalf of the Committee, I wish to thank the Members, officers and the local authorities, particularly Barnsley and Nottingham City Council who contributed to this review.

Councillor Jane Kidd
Chair of the Overview and Scrutiny Management Committee

Evidence and Activities

In order to gather evidence to develop its recommendations the Committee undertook the following activities:

- i. **6th September** – All Member workshop to discuss the Terms of Reference, initial thoughts and key lines of enquiry.
- ii. **12th September** – Terms of Reference agreed by OSMC
- iii. **16th September** – Member Site visit to Barnsley Council to consider how its “Ward Alliance” model operated, share best practice and identify lessons learnt.
- iv. **21st October** – All day workshop (all Members) to consider best practice and key features of the scheme:
 - Allocation of Budgets and modelling
 - Developing Priorities
 - Small grant funding - lessons learnt and past schemes
 - Barnsley case study
- v. **28th October** - All day workshop (all Members) to consider best practice and key features of the scheme:
 - Allocation of Local Transport Plan funding
 - Allocation of budgets and modelling
 - Role of Voluntary and Community sector
 - Making the scheme Work – training and Development & Measuring Impact
- vi. **31st October** – Conference Call with Nottingham City Council to consider its approach to allocating Local Transport Plan Funding at an area level.
- vii. **7th November** – Meeting with OSMC to discuss and identify draft recommendations following the review.
- viii. **17th January** – Presentation to Parish Council Joint Consultative Committee outlining the Committee’s work and seeking feedback.

During the workshops, elements of best practice from other local authorities were considered, including:

- Process for allocating ward budget and examples of expenditure – Nottingham County Council, Barnsley MBC, Hillingdon and Croydon Council.
- Examples of guidance notes and application processes: York Council. Hillingdon, Barnsley.
- Examples of developing local priorities: Rotherham MBC.

RECOMMENDATIONS

Recommendation 1: Financial Arrangements:

That the Financial arrangements for ward budgets include the following features:

- a. A flat rate allocated to each Councillor, this may be pooled with other Councillors or wards providing this contributes to agreed priorities.
- b. The ward fund be allocated within the current year, carry forward of funding should only occur if earmarked for specific schemes.
- c. Applications for ward funding should, as far as possible, seek a contribution from applicants e.g. match funding, volunteering, additional community benefit.

Recommendation 2: Grant Funding Application and Decision Making Process

That the process identified below provide the framework for developing the grant application process:

- a) Ward Councillors agree a small number of local priorities through consultation events, data sets and other relevant information.
- b) Ward Budget agreed with a set amount allocated to each Councillor.
- c) Councillors identify groups who would benefit from the ward fund and actively encourage applications.
- d) Application forms are completed. Neighbourhood teams can advise and assist (but not drive the process).
- e) Grant applications could be considered at the monthly Neighbourhood Management meetings (ward meetings).
- f) Elected Members agree the allocation of grants and may take soundings from others present at the meeting including Community representatives invited by the individual Councillor. Successful applications are forwarded to Corporate Resources to ensure the application is recorded, meets governance criteria and a central record is maintained.
- g) Allocation of the individual member budget be reported on the Council's web page, quarterly finance and performance improvement report and within an annual report to OSMC.
- h) The ward meeting be used to check back on activities and impact, ensure priorities remain relevant and up to date and will be used to plan future consultation and feedback on the effectiveness of ward funding.

Recommendation 3: Grant Funding Application Process and Criteria

That consideration be given to incorporating the following elements into the application process:

- a. The grant application form, guidance and protocol be based around existing Doncaster Council forms e.g. Small Grants Form and other best practice models.

- b. That non-constituted groups, who can meet the requirements for the funding application be eligible to apply. A maximum level of funding be allowed for non-constituted groups e.g. up to £250.
- c. That consideration be given to how grass roots groups will be supported to become constituted to support their future sustainability.
- d. That each Councillor identify community representatives to assist and liaise with in respect of grant applications at the ward meeting.
- e. Consideration be given to applications from larger organisations such as Town and Parish Councils and Academies who can match fund and demonstrate this would contribute to meeting ward priorities.
- f. Further consideration be given to the most efficient process of allocating grant funding to applicants e.g. payment into bank account.

Recommendation 4: Supporting Transparency and Openness

That the following arrangements be incorporated into the scheme to support transparency and accountability:

- a. That an officer decision process be determined to authorise grant allocations supported by elected Members.
- b. An initial 6 monthly report to OSMC and the Executive highlighting the progress of the scheme with a subsequent move to an annual report.
- c. A summary of funding allocated and outstanding be included within the quarterly performance report presented to Cabinet and OSMC.
- d. That Councillor web pages be updated to identify how each Councillor has allocated their funding.
- e. An annual event to show case and share good practice and identify lessons learnt.
- f. Development of Key Performance Indicators that assist in measuring the impact of the scheme e.g. impact on local spend, additional volunteer hours, social return on investment.
- g. Give further consideration to developing ward meetings as a forum for identifying how localities can benefit from other grant funding streams. This may include a move to an Area Committee based approach as the ward based model matures.
- h. Development of a Communications Strategy to highlight the new arrangement in the context of locality working.

Recommendation 5: Local Transport Plan Funding

That in respect of the proposal for Area Committees to allocate Local Transport Plan Funding it be noted that OSMC:

- a. Support the current scheme of officers using an expertise based funding allocation and a “worst-first” highway scheme and maintenance programme across the Borough rather than an area based approach.
- b. Support further opportunities to engage locally and put forward suggested local transport/maintenance schemes.
- c. Recommend increased liaison with Highways to help influence schemes and achieve a joint understanding of local issues for officers, Councillors and communities.

Recommendation 6: Risks Identified During The Review

That the Executive consider measures to mitigate against the following risks identified during the review:

- a. Member engagement, buy in and support for the new arrangements.
- b. Ensuring Councillors engage with training and development associated with the new arrangements so they understand the purpose.
- c. Councillors unable to agree timely and relevant local priorities across wards
- d. Grant funding not allocated in year and left unspent.
- e. Capacity within the Council and partners to assist with the application process particularly supporting non-constituted and grass roots groups.
- f. Balancing effective transparent governance with efficiency and reduced bureaucracy.
- g. Managing complaints or criticism over allocation of grants.
- h. Effectively measuring and demonstrating good governance, including impact and value to the local area.

Recommendation 7: Next Steps

That a project plan be developed to identify key tasks and milestones to ensure the arrangements are introduced from 1st April 2020, including:

- training and development,
- priority setting,
- development of application form
- approval processes, protocols and guidance,
- financial arrangements for grant allocation,
- officer and resource implications etc.

RECOMMENDATIONS, FINDINGS AND SUPPORTING EVIDENCE

The following section provides a summary of the evidence, findings and views expressed during the review to inform the Committee's recommendations.

Recommendation 1: Financial Arrangements:

That the Financial arrangements for ward budgets include the following features:

- a. A flat rate allocated to each Councillor, this may be pooled with other Councillors or Wards providing this contributes to agreed priorities.**

A total budget of £280k (including administration of the scheme) has been allocated to support Locality Budgets for 2020/21.

Members considered how the allocation would work as a total ward budget or as a budget allocated to each Councillor individually and the extent to which the allocation could include an element per Councillor and reflect the characteristics of the ward by allocating an amount for deprivation and for population.

This issue was considered in detail at the Member workshops and there was no consensus on how weightings for population and deprivation could be allocated. Members believed other considerations were also relevant such as type and number of communities and geographical area. Members considered that finding a formula that was equitable and took account of all relevant issues was challenging and would over complicate the process.

During its review, the Committee found that a number of other authorities (e.g. Barnsley and Rotherham) allocated a budget that was the same across all wards regardless of size or deprivation levels. In this model, Ward Members would agree by consensus how the funding would be allocated. Members recognised that as there were a number of 2 and 3 Member wards in Doncaster, a flat rate per ward would not be equitable. Members believed the most equitable way of allocating funding was to allocate the same amount to each Councillor. Councillors would have the flexibility to pool their allocation with other Members if they wished. Members believed this would also make the scheme more equitable, easier to administer and understand and would make individual Councillors more accountable.

Although Members recommended an individual allocation to Councillors, it was considered that ward priorities should be agreed by all Councillors.

- b. The ward fund be allocated within the current year, carry forward of funding should only occur if earmarked for specific schemes.**

Members were of the view that spending money in year encouraged Councillors to be "active" and identify groups who could come forward with ideas and suggestions for new initiatives. There was a risk that allowing unspent budgets to roll over would mean local resources were not being

maximised. It was recognised that initially Councillors may need a couple of years to understand the process and develop their systems to encourage applications.

- c. **Applications for ward funding should, as far as possible, seek a contribution from applicants e.g. match funding, volunteering, additional community benefit.**

Members supported the approach that the locality budget be used to empower and engage the local community and maximise impact. Examples of how this type of budget is used in other local authorities includes:

- Funding for equipment to help establish local sports clubs or social groups to promote healthy activities.
- Improvements, repairs or refurbishment of local community buildings and assets to enhance their use by the community.
- Funding that supports sustainable improvements to the natural environment e.g. equipment for litter picks or gardening equipment for local groups.
- Supporting the organisation of local events that bring the community together e.g. summer fetes, firework displays and Christmas markets

It was considered that where possible recipients should give something back to ensure buy in, such as match funding or additional volunteers or volunteer hours, which further increases resources in the area. The case study at Barnsley see (Appendix 2) demonstrated how seeking social action in return for funding had helped create a real impact by engaging communities and encouraging them to take ownership of local initiatives.

Recommendation 2: Grant Funding Application and Decision Making Process

That the process identified below provide the framework for developing the grant application process:

- a. Ward Councillors agree a small number of local priorities through consultation events, data sets and other relevant information.**
- b. Ward Budget agreed with a set amount allocated to each Councillor.**
 - a. Members supported the development of local ward priorities, agreed by all Members and informed by the community. These would identify the challenges and uniqueness of the area and the allocation of grant funding would have to contribute to these. It was suggested that priorities could be developed using data such as Multiple Indices of Deprivation, Doncaster Talks and through local consultation exercises. The ward priorities detailed in the leaflets attached at Appendix 3i and ii. (Hellaby and Hooper) provide examples of ward priorities in

Rotherham, these are short succinct and tell a story of the area. These are also useful in providing contact details for the local Councillors and may be useful as an initial template.

c. Councillors identify groups who would benefit from the ward fund and actively encourage applications.

Members were of the view they had a role in identifying and encouraging applications rather than expecting grant applications to be seen by them for the first time at the ward meeting. The discussion and work undertaken by Councillors to engage with the community before receiving an application was considered to be an important aspect of the process and of their leadership role. Members also considered that Councillors could proactive and put out a call for action requesting groups to apply if they had an initiative that could support the delivery of a particular priority.

d. Application forms are completed. Neighbourhood teams can advise and assist (but not drive the process).

Whilst this was seen as a Councillor led initiative, it was recognised that neighbourhood officers could assist Councillors in understanding wider local priorities and advising on applications or potential applicants. The system should not however be an officer led process but it was noted that the delivery of ward budget funding in areas such as Barnsley and Hillingdon relies on officers throughout the organisation supporting and assisting Councillors.

e. Grant applications could be considered at the monthly Neighbourhood Management meetings (ward meetings).

Members were of the view that considering grant applications should be incorporated within current processes wherever possible. Members acknowledged that a monthly ward meeting with Councillors and the Neighbourhood Manager currently takes place and this could provide the forum to consider grant applications.

f. Elected Members agree the allocation of grants and may take soundings from others present at the meeting including Community Representatives invited by the individual Councillor. Successful applications are forwarded to Corporate Resources to ensure the application is recorded, meets governance criteria and a central record is maintained.

Members supported the view that representatives from their local community should attend the meeting at the time grant applications are considered. Community representatives can also assist by ensuring

these meetings develop as a forum for reviewing and refreshing priorities and providing feedback on other local issues. The experience of Barnsley Council is that including community representatives supports greater community engagement and ownership.

g. Allocation of the individual Member budget be reported on the Council's web page and an annual report and incorporated within the quarterly finance and performance improvement report and within an annual report to OSMC.

Ensuring transparency within the grant allocation process and ensuring expenditure is clearly detailed was considered a key governance criteria. Members supported the view that the Council's web page should provide information on how elected members had allocated their budget. An example considered was York Council, which publicises expenditure on a ward basis.

<https://data.yorkopendata.org/dataset/register-of-ward-committee-decisions-on-funding>

h. The monthly ward meeting be used to check back on activities and impact, ensure priorities remain relevant and up to date and will be used to plan future consultation and feedback on the effectiveness of ward funding.

Members considered that as the process evolved, the ward meeting should be used to check back on whether the activities arising from the funding have taken place and had an impact. The involvement of community representatives would also allow Members to take account of wider community feedback and reflection. To promote locality working and the Councillors leadership role, Members anticipated these meetings developing into forums that go beyond grant funding approval. These meetings provided an opportunity to identify future ward initiatives, refresh priorities and identify future consultation and collaborative working to identify how local resources can be maximised for the benefit of the community.

Recommendation 3: Grant Funding Application Process and Criteria

That consideration be given to incorporating the following elements into the application process:

a. The grant application form, guidance and protocol be based around existing Doncaster Council forms e.g. Small Grants Forms and other best practice models.

Members considered examples of current grant forms. A number of these included the safeguards that would support good governance when

administering the scheme e.g. requiring a bank account, return of unused funds, requirement for health and safety training and risk assessments for organised events, Disclosure and Barring Service (DBS) checks for groups working with vulnerable adults or children. It was recommended that the development of an application form setting out requirements and guidance would be useful. The application guidance attached at Appendix 4i. (Hillingdon Council) and 4ii. (Barnsley Council) provide further examples that incorporate the necessary safeguards that could be considered within the development of a local form.

That non-constituted groups, who can meet the requirements for the funding application be eligible to apply. A maximum level of funding be allowed for non-constituted groups e.g. up to £250.

Members recognised that encouraging grass roots engagement from local groups would mean that small non-constituted groups were likely to apply. Barnsley Council had encouraged non-constituted groups to apply and had written conditions in to the application process to ensure necessary safeguards. The Committee was also keen that with support small groups could grow and develop into more formal groups and associations. Members suggested that initially the allocation of funding to non-constituted groups could be restricted to a maximum amount e.g. up to £250.

b. That consideration be given to how grass roots groups will be supported to become constituted to support their future sustainability.

Members identified that small groups may need help and support both in completing applications and in ensuring their sustainability. It was recognised that there were a number of areas where this support could be provided e.g. Neighbourhood Teams, Strategic and Performance Unit and the local Voluntary and Faith Sector.

c. That each Councillor identify community representatives to assist and liaise with in respect of grant applications at the ward meeting.

Members supported the view that local representatives from the community could assist Councillors in identifying local groups to apply for grant funding as detailed at Recommendation 2 f. Members were supportive of the view that choosing representatives from the local community to attend debate and discussion around grant applications was helpful in gaining wider community buy in and engagement.

d. Consideration be given to applications from larger organisations such as Town and Parish Councils and Academies who can match fund and demonstrate this would contribute to meeting ward priorities.

Members were clear that the purpose of the ward budget was to support nurture, grow local groups within the local area, and support their sustainability to meet local priorities. When reviewing the allocation of ward budgets at other Councils, there was evidence that where larger organisations were seeking match funding for a local initiative e.g. repair or improvement to

a local community building that enables its usage to wider local groups or actively engage additional volunteers these applications could be considered acceptable.

e. Further consideration be given to the most efficient process of allocating grant funding to applicants e.g. payment into bank account.

There were a number of discussions about how resources could be allocated to applicants. The Committee was of the view that whichever process was used, it should be efficient, non-bureaucratic and meet good governance and audit requirements. Members recognised for example there would need to be monitoring of expenditure and proof of purchase or activity and this would need to be written in to the application process.

Recommendation 4: Supporting Transparency and Openness

That the following arrangements be incorporated into the scheme to support transparency and accountability:

a. That an officer decision process be determined to authorise grant allocations agreed by elected Members.

It was recognised that Members would ultimately be agreeing relatively small funding applications, the bureaucracy of approving and administering the scheme should not outweigh the value. However, Members recognised that the process required the necessary checks and balances including a formal sign off by the budget holder and a central record of all grant allocations. It is expected that individually some of the applications will be relatively small, consideration will need to be given to ensuring the level at which sign off takes place is appropriate and proportionate.

b. That Councillor web pages be updated to identify how each Councillor has allocated their funding.

One of the key governance elements of this scheme is accountability and transparency. Members noted a number of Councils had individual web pages for each Councillor detailing ward priorities, the amount of ward funding available the amount committed, the amount spent and the balance remaining. A number of Councils operating this type of scheme provide this information in an easy to read manner Croydon Council's website which provides current year allocation for each Councillor and a summary of grant funding issued during 2018/19.

<https://www.croydon.gov.uk/community/advice/community-ward-budgets-for-each-ward/adiscombe-east>

c. An annual event to showcase and share good practice and identify lessons learnt.

Members recognised that the scheme should provide opportunities to share their experiences to support organisational and Member learning. It was also

acknowledged this would provide an opportunity to show case best practice and encourage applications.

d. Development of Key Performance Indicators that assist in measuring the impact of the scheme e.g. impact on local spend, additional volunteer hours, social return on investment.

Members supported a mechanism for measuring value added and impact. The Barnsley model was particularly effective in monitoring the amount of additional money going into the local economy from the match funding, additional volunteers, volunteer hours in the local economy and social return on investment. In addition Members recognised the need for the system to use case studies to demonstrate examples of impact on a local community as these were often more descriptive than raw data.

e. Give further consideration to developing ward meetings as a forum for identifying how localities can benefit from other grant funding streams. This may include a move to an Area Committee based approach as the ward based model matures.

During its review, Members referred to a number of funding streams that the Council was (or had been) responsible for allocating to small groups for the benefit of the community e.g. Doncaster Voluntary & Community Support Fund – Small Grants Programme Grants Programme, SEED funding, Helping Hand funding. Whilst it was recognised each would have its own specific criteria Members considered that once the ward budget arrangements were in place, consideration could be given to using these as the forum for considering other grant applications and developing a more streamlined process for supporting communities.

Views were also expressed that as the ward model matures there may be an opportunity to move to an Area Committee based approach with local Councillors having responsibility for greater budgets to be allocated to local initiatives. Running the ward budgets as a pre cursor to this will enable the Council to develop capacity, identify potential issues and learn from experiences.

f. Development of a Communications Strategy to highlight the new arrangement in the context of locality working.

Members recognised the importance of ensuring there was an awareness and understanding of the purpose of new arrangements. It was recommended that arrangements be put in place to ensure the new scheme was widely publicised and local groups could come forward with applications.

Recommendation 5: Local Transport Plan (LTP) Funding

That in respect of the proposal for Area Committees to allocate Local Transport Plan Funding it be noted that OSMC:

- a. Support the current scheme of officers using an expertise based funding allocation and a “worst-first” highway scheme and maintenance programme across the Borough rather than an area based approach.**

The Committee discussed the current arrangements for using LTP funding and supported the current model of a “worst first” approach across the Borough. Concern was raised that delivering local schemes that did not meet this criteria would cause uncertainty and potential legal challenge. The committee heard how Nottingham City Council used an area approach to the allocation of funding for highway improvements. The Nottingham model demonstrated useful ongoing engagement with local ward Members and communities, which helped, inform the delivery of schemes. However, it was recognised that there were some distinct differences in the local areas e.g. size of the road network.

- b. Support further opportunities to engage locally and put forward suggested local transport/maintenance schemes.**
- c. Recommend increased liaison with Highways to help influence schemes and achieve a joint understanding of local issues for officers, Councillors and communities.**

The review identified that greater engagement with elected Members in developing the annual maintenance programme would be helpful in ensuring communities were better informed about maintenance schemes and projects. Other local authorities such as Herefordshire County Council also advocate an area based approach to Highway issues with local schemes being considered in the development of the wider Maintenance programme. Whilst local communities a process of evaluation to ensure schemes meet initiate many local schemes put forward, the Council’s maintenance evaluation standards are still considered. Elected Members and communities receive feedback on proposed schemes to ensure they are better informed of any future programmes and Members and the communities value this.

Recommendation 6: Risks Identified During The Review

That the Executive consider measures to mitigate against the following risks identified during the review:

- a. Member engagement, buy in and support for the new arrangements.**
- b. Ensuring Councillors engage with training and development associated with the new arrangements so they understand the purpose.**

Members recommended that Councillors should undertake training prior to launch of the new scheme. For this scheme to be effective and make a difference in the communities ward Members would need to drive the process. It was recognised that as well as understanding how the scheme operates

Members may require training and development to ensure they have the skills to maximise impact e.g. understanding asset based communities development, consultation and engagement techniques.

c. Councillors unable to agree timely and relevant local priorities across wards.

Developing priorities was viewed as an essential part of the process as any grant allocation would need to contribute to these. It was important that these were agreed before the start of the financial year so the priorities were clearly defined. Members would need to work together to agree priorities for their area and this would require inputs from a range of areas particularly in wards with diverse communities over large geographical areas.

d. Grant funding not allocated in year and left unspent.

Funding should be seen as an asset for the local area. Councillors should be supported to ensure they could spend their allocation in year. There is a reputational risk to the Council and Councillors where budgets earmarked for local spend are not utilised. Unspent monies will be returned to the General Fund.

e. Capacity within the Council and partners to assist with the application process, particularly supporting non-constituted and grass roots groups.

Members were aware that there would need to be capacity within the Council to support local groups that may apply for grant funding. This could include assistance on how to complete the form and how to establish themselves as constituted groups.

f. Balancing effective transparent governance with efficiency and reduced bureaucracy.

Members recognised that there would potentially be a high number of low value transactions arising from the administration of locality budgets and there should be an equitable balance between safeguards for the use of public money without creating an overly bureaucratic system, where benefits are outweighed by the administration costs.

g. Managing complaints or criticism over allocation of grants.

The scheme would need to provide clear guidance on the grant qualification process and feedback to those whose applications were refused.

h. Effectively measuring and demonstrating good governance, including impact and value to the local area.

This would require development of meaningful key performance indicators and demonstrating benefits and added value. The table below identifies how the recommendations proposed can meet the principles of Good Governance in the Public Sector as developed by The International Federation of

Accountants (IFAC) and the Chartered Institute of Public Finance and Accountancy (CIPFA)

GOVERNANCE PRINCIPLES	FEATURE OF THE RECOMMENDED SCHEME
A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	An agreed Protocol will provide confirmation of the process and expected behaviours. The Protocols used by Hillingdon Council and Barnsley provide good examples.
B. Ensuring openness and comprehensive stakeholder Engagement.	Public consultation events such as Doncaster Talks and local events be used to develop priorities. It is recommended that Councillors invite Community representatives to assist in the grant allocation process to broaden stakeholder engagement.
C. Defining outcomes in terms of sustainable economic, social, and environmental benefits	The scheme will outline a small number of ward priorities, which link to the wider area but recognise the challenges and character of the local area. Clear measures and Key Performance Indicators should be in place to monitor and measure the effectiveness of the process and the impact. (e.g. Barnsley measure social return on investment, additional volunteers and volunteer hours, local spend)
D. Determining the interventions necessary to optimise the achievement of the intended outcomes	The ward meeting provides the opportunity to assess, review and monitor the effectiveness of applications and past schemes as well as current applications. Annual reports and quarterly monitoring provide additional opportunity to identify any interventions to improve the scheme.
E. Developing the entity's capacity, including the capability of its leadership and the individuals within it.	Provision of training and development for Members and officers prior to the commencement of the schemes will help develop capacity. Ongoing monitoring and sharing of good practice to develop effective processes will assist in developing this further.
F. Managing risks and performance through robust internal control and strong public financial management	Arrangements may include: Development of a risk register prior to launching the scheme. Developing ward priorities and Key Performance indicators to track impact. Publishing regular reporting of spend and impact on communities will provide public accountability.
G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability	Allocation of spend published on website and funding allocations broken down to ward or individual Councillor to publicise and provide accountability. Officers will provide advice and sign off agreed schemes. An annual report and inclusion within quarterly performance and improvement report will provide further transparency and accountability.

Recommendation 7: Next Steps

That a project plan be developed to identify key tasks and milestones to ensure the arrangements are introduced from 1st April 2020, including:

- training and development,
- priority setting,
- development of application form
- approval processes, protocols and guidance,
- financial arrangements for grant allocation,
- officer and resource implications etc.

Conclusion

The Committee set out to consider how a system of devolved decision-making could operate at Doncaster Council. Elected Members were invited to workshops to give their views on this new arrangement but also to seek their views and opinions on various aspects of the new process. The recommendations and suggested features of the scheme are presented to offer some guidance and suggestions as to how this may be undertaken in future.

Acknowledgements

The Committee expressed its gratitude to all Members and officers who participated in the review and to Barnsley Council for welcoming Members and officers to their council to discuss devolved decision-making arrangements and to Nottingham City Council for participating in a conference Call to consider their approach to devolved addressing local transport and highways needs.

Appendices

Appendix 1 – Terms of Reference for the Review

Appendix 2- Summary of case study following site visit to Barnsley Council

Appendix 3i and ii – Examples of local ward priorities – Rotherham Council (Hellaby and Hooper Wards)

Appendix 4i and ii – Example application forms and guidance Hillingdon council and Barnsley Council

OSMC Review - Empowered, Engaged Communities, With Devolved Locality Budgets – Terms Of Reference

Overview describing the background to this piece of work

Why this matters:

I) *We are ready: This is the next stage in our improvement journey*

The whole Council has worked over the last five years with partners to deliver a remarkable recovery from intervention to a more confident and capable organisation, leading change and inspiring partnership delivery across a range of fronts – people, place and economy.

The first Doncaster Growing Together programme re-set our ambitions and has driven further reforms – including a major focus on joined up public services, locality working and supporting local communities. We are ready now to take the next step, to release the capability and energy of communities and staff at local level, and to accelerate and scale our work on service integration with a big focus on prevention – getting to root causes of social and economic challenges that can blight the lives of families and communities and generate demand for costly acute interventions.

II) *We are in a crucial moment which needs engagement and support of local communities*

There is a very strong Mayoral and political priority to engage, empower and ‘get closer’ to communities at a crucial point in Doncaster’s, the UK’s and the Planet’s history.

The ongoing impacts of austerity and welfare reform, the uncertainty of post - Brexit economic and social conditions and a global climate emergency all require the Council and its partners to understand risks and opportunities at a local and community level. Stimulating bottom - up grass - roots action will be a vital part of a wider partnership response to these issues.

Reflecting and respecting the specific character, identity, strengths and stories of Doncaster’s towns and villages will be crucial to this, building capacity and releasing the inherent strengths and resources within communities in an Asset Based Community Development approach.

III) *We need to maximise and focus Council resources*

In the context of continuing resource constraints, it is necessary to explore and define opportunities to ensure that the Council can maximise use of available resources to

deliver outcomes for individuals, families and communities at locality level. Crucially the focus will be on localised prevention activity to stem the flow of demand for acute interventions will contribute over the medium and long term to cost pressures.

IV) We need a clear, strong framework for Team Doncaster local partnership delivery

We have made much progress in driving reform and improvements through a partnership approach – driven by Team Doncaster and the Doncaster Growing Together programme. However as this work starts to focus on localities we need to ensure that there is a guiding framework in place at locality level to ensure that work across partners and policy themes is coherent and connected so it achieves maximum impact. This includes efforts to engage local communities where we must avoid fragmentation and potential confusion.

The Council and elected members have a crucial community leadership role to play here, in creating the conditions and framework within which local communities and a range of partners can work together and where empowerment and release of skills and energy at the front line can flourish.

Collectively, these present a **social, political, organisational and partnership mandate** to assess current ways of working and to identify options for future resource organisation at locality level and how this is supported centrally.

Our Opportunity:

Within this context, there are many ingredients in place which supports this direction and we already have strong foundations. There is a clear future focus on place, and specifically engaging people in their own defined communities and neighbourhoods. We need to explore the possible development of the role of local councillors and how they could operate in this new locality model to support local delivery and integration. This is a natural progression from the connectivity and collaboration in communities and with partners that already exists.

How?

OSMC will lead a cross-party group to look at empowered, engaged communities, with devolved locality budgets – and provide recommendations by December 2019 on:

- A framework to support the development of **bottom - up approach that includes developing the role of local elected members, devolved budgets to stimulate grass roots activity and community capacity building**
- A locality based operating model with strong governance arrangements supporting the delivery of the Boroughs priorities

The group will be the driving force to explore how this locality based model could work in Doncaster, and will:

- Represent cross party elected members
- Be accountable for completion of the review and agreement of future recommendations
- Identify issues and risks

Principles of the review

- To be a 'critical friend' and constructively challenge options
- To reflect the voice and concerns of local people and communities
- Deliver value – maximise the social and financial value of our work
- Keep it simple – together we focus on what we can do, not what we can't
- Be ambitious – we expect Doncaster and its people to thrive. We are creative and courageous in pursuit of this ambition
- Do it together – we share responsibility with the community and our partners. No-one has all the answers
- Expect contribution – we empower people to help themselves and each other. We all do our bit.

These terms of reference outlines a number of areas of focus for OSMC members to discuss and consider as key activity to be undertaken as part of the review. The first stage of this process is for OSMC members to consider and approve the areas of focus, including any identified assumptions, constraints, and the exploratory questions to define the activity.

Areas of Focus

i. Site visit

Local Government Association signposts to a number of authorities with notable experience of effective locality working, with different governance structures and approaches. Research of similar best practice models and learning from previous local approaches highlights possible locations to visit, Barnsley (Ward Alliances, with devolved budgets) and Nottingham (Local Transport Plan, devolution to Area committees).

- What do councillors need to know in advance of their visit?
- What would councillors like to explore during their visit?

ii. Governance arrangements

Doncaster's approach should follow existing Financial Rules, in a process that is proportionate and sustainable within the available budget. One which is driven by ward needs – that are described in ward plans and where evidence of spend and impact can be captured and reported.

- How will ward plans and priorities be defined?
- What could the governance process look like?
- How will evidence and impact of the new approach be captured and reported?

iii. Financial arrangements

£280K has been identified as the total budget for resources to be spent locally, and includes support resources. Allocation across wards will be based on a formula taking into account population and deprivation at a local level, with a fixed element per councillor. Budgets could be pooled across wards/councillors and while budget is expected to be spent in year, for specific priorities, it can be committed over a 4-year term. The aim is to attract matched funding, however recognise that this may not always be possible.

- Consider the budget allocation across wards
- What will the budget be spent on?
- How will spend be monitored to ensure outcomes are achieved?

We aim to explore devolved allocation of (part) of the Local Transport Plan (LTP) based on a formula such as number and conditions of roads and where spend is aligned to evidence-based intelligence within area plans to address local parking and traffic management issues.

- Consider the budget allocation proposal; are there any additional factors to be included?
- What will councillors be responsible for?
- What would the process of approval and reporting of expenditure and outcomes look like?

Budget spend will deliver on local priorities, which makes a real difference to the quality of life for residents and demonstrates value for money and investment in local spend, and the Doncaster £. This could include; stimulating the voluntary sector or seed community action rather than on recurrent spend.

- How will we measure impact?

- How will we know spend provides value for money, social impact and community empowerment?

iv. Membership of governance structure and officer support

All councillors will be represented in the new approach, which operates with minimal officer administrative support and should consider and work with Town/Parish councils where they exist. Explore and define role for councillors, communities and partners in this approach.

- What should the involvement of communities and partners look like?
- How would you define the roles of each member of the governance structure?

v. Training and development

The approach has the focus on the role of councillors, devolved budgets to stimulate grass roots activity and community capacity building. It is important that individuals clearly understand their roles and responsibilities and have the knowledge and skills to carry out their role.

- How should we ensure that all those involved have a clear and consistent understanding of how this will work?
- How do we also communicate this to assist staff, partners and members of the public?

vi. New Model (Pilot)

The new model including devolved budgets aims to commence at the start of the new municipal year. For the Local Transport Plan element, the aim is to deliver a pilot in one area locality.

- What should be considered in determining the LTP pilot area?
- How long should the pilot run for and how will impact be measured?

Additional Considerations

- How would you like to work through the areas of focus? For example via facilitated workshops?
- How can we ensure that we engage will all essential stakeholders? Who else may need to be included?
- What else do you need to inform this work? i.e. data and intelligence
- How will this developing approach influence wider integrated area based working in the future?

Outline of Proposed Next Steps:

- September – November 2019. OSMC to conduct the review over a 3-month period to explore and consider what the approach could look like in Doncaster.
- December 2019 Present findings and proposal of the model for agreement
- Winter/Spring 2019/20 Select and pilot in an area for the LTP
- January – April 2020 Develop proposals into detailed plans for 2020/21 to set governance structure and align to budgets
- Municipal year 2020 Launch of new devolved locality budgets

SITE VISIT TO BARNLSLEY

Barnsley Council's Area Governance arrangements have been cited by the LGIU and LGA as a best practice model.

Locality Budgets

The Council operates a three tiered approach across the Borough comprising six Area Committees (including up to four wards, each ward allocated £100k), 21 ward Alliances (each ward allocated £10k) and a system of Neighbourhood Networks.

Barnsley Council's reasons for introducing devolved decision-making included:

- Finding significant budget cuts but wanted to use austerity as a chance to do things differently
- Wanted to work WITH citizens rather than do things for them
- To help citizens & communities to put their many talents to best use locally
- Build on strong existing levels of 'people helping people' to make communities stronger
- To use the enormous knowledge and talents of communities and councillors to get better value for remaining budgets.

The guiding principles behind this way of working was to share leadership with communities by adopting a partnership approach of working together alongside residents and communities and strengthen and develop the sector.

Members considered the following information in respect of the Ward Alliance model.

Key features of the Ward Alliance model include:

- Shared influence and decision making between Ward Members and community representatives – elected member chairs the meeting
- Membership includes three Ward Members plus a minimum of six residents/local workers/businesses. Meetings are informal and held in private.
- The Ward Alliance determines local priorities and mobilises community-led and volunteer-led solutions
- Operates with a small budget (Ward Alliance Fund) £10k per ward (plus any carry-forward or any devolved funding from Area Councils) to support community action.
- Applications decided by the Ward Alliance by consensus wherever possible & by majority vote if needed (elected members do not have the power of veto)
- Ward Alliance Fund addresses local priorities by enabling others to undertake social action and encourage volunteering.
- 50% of available funding requires a volunteer match-funded element

What were the Committee's findings?

The Committee found the success of this arrangement had been due to a number of factors:

- i. The system had matured and developed over time since 2012.
- ii. There was a clear demonstration of impacts and value added through Performance Indicators e.g.
 - the number of volunteers and volunteer hours attributable to the Ward Alliance,
 - the amount of additional money brought in to the local area ,
 - the number of community representatives involved in the ward alliances
- iii. Ward Alliances were introduced as part of the Council’s ambition to engage and develop communities as part of the wider Council priorities of delivering “Strong and Resilient Communities”.
- iv. The arrangements were introduced shortly before a high profile volunteering campaign “Love where you live” in 2014.
- v. Ward level and Borough wide communications such as newsletters are in place focusing on impacts and providing case studies identifying value added and raising the profile of the area.
- vi. Barnsley has a strong, Voluntary and Community Sector
- vii. Strong Neighbourhood structure including including Community Development Officers who support the Neighbourhood process.
- viii. A focus on lessons learnt (some examples included)
 - Keep local priorities short and simple. Manage expectations.
 - Commission on quality and social value not price. (Procurement Rules amended to accommodate this)
 - Use Members and community knowledge to fill the gaps e.g. social isolation identified as an issue by communities but not identified in local data.
 - Share and show case good practice.
 - Volunteering and events has really helped community cohesion and bringing people together.

Hellaby

Ward Plan

2019/20



1 Introduction

Your Hellaby Ward

Providing vibrant, connected and safe neighbourhoods is a priority for Rotherham Council and communities are at the heart of everything we do.

We were elected as your Hellaby Ward Councillors to listen to your views and work with you to make a difference in the local community. We know many of our residents are passionate about making their community a better place to live and we are here to work in partnership and make these improvements a reality.

In order to develop this Ward plan we spoke to you to find out what matters the most. We did this through a number of events and just by speaking to you whilst out and about in the community.



The priorities laid out in this plan will contribute to three key outcomes which are set out in 'Thriving Neighbourhoods', our neighbourhood strategy for 2018-2025:

- Neighbourhoods are safe and welcoming with good community spirit
- Residents are happy, healthy and love where they live
- Residents use their skills and assets to contribute to the outcomes that matter to them.

We're now looking forward to working together to make these priorities come to life. The Ward plan will be updated regularly and placed on the Council website so everyone can see what's being achieved in Hellaby.

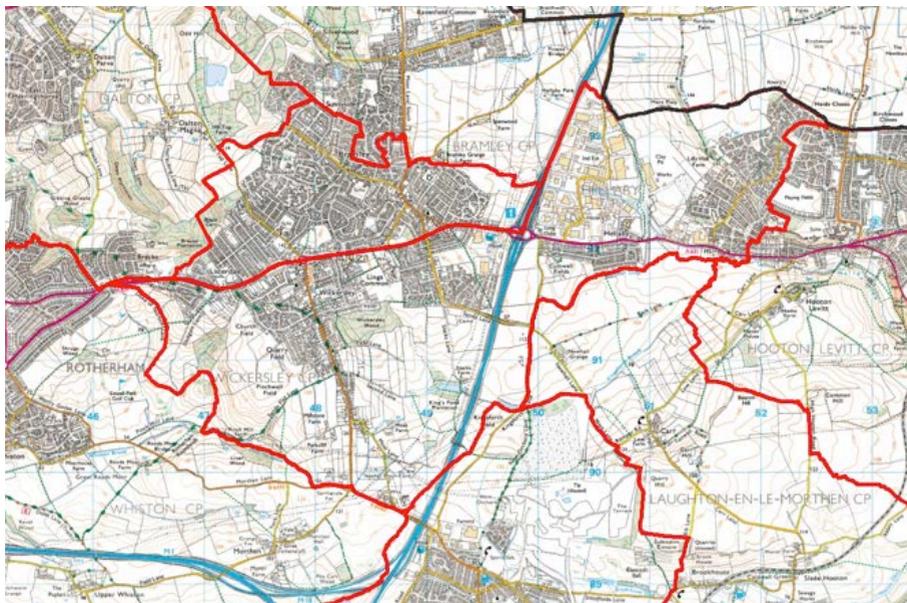
If you haven't yet been involved but want to have your say, it's not too late. Our contact details are included in this plan so get in touch and help develop and enhance our local community.

Councillors Jenny Andrews, Brian Cutts and John Turner

2 Hellaby Ward today

The Hellaby Ward covers parts of Wickersley, Bramley all of Hellaby and the west side of Maltby. If you are travelling from Rotherham along Bawtry Road into Wickersley and Bramley, the Hellaby ward covers Wickersley and Bramley from the right hand side of Bawtry Road.

Once over the M18 the Hellaby ward then cover the Hellaby Industrial estate and the housing estate which are on either side of Bawtry Road. Then the Hellaby Ward continues into Maltby until the Cliff Hills Road.



Households

- There are **11,100 residents, 4,608 households** and **97.3% are White British** in the Hellaby Ward. (2011 Census)
- Of these **83.3% are owner occupied, 8.2% live in social housing** and **8.5% are rented privately.**
- **44.8% live in detached properties** and **44.6% have two or more cars.**

Health

- **11.9%** provide unpaid care

Education

- **40.5% are in full time employment, 18.0% are retired** and **15.9% part-time.** All these figures are above the borough average. **Unemployment in this area is 3.0%** this is below the borough average.
- 21.2% of residents have no qualifications borough average is greater than this.
- The number of people living in this ward with a **Degree or Diploma is 24.5%** which is above the borough average.



3 Ward priorities

For the municipal year 2019/20 your ward councillors have taken a look at refreshing the local priorities to help meet the needs of the community.

After consulting with partners, internal colleagues and, most importantly, the community, the following priorities have been agreed

Hellaby

Develop and support initiatives to improve community safety and road safety -

- Work with SYFR to engage residents in safety campaigns to reduce the risk of fire deaths and serious injury and promote home safety checks
- Support target hardening initiatives in the ward to reduce ASB

Support initiatives around combating social isolation, loneliness, mental health and wellbeing -

- Continue to support and raise awareness around mental health & suicide prevention
- Support Hellaby Community group to promote activities in the area

Develop and support initiatives to improve the environment -

- Support and develop community litter picking groups
- Hold community clean up days
- Explore opportunities to develop and support a business watch
- Provide additional play equipment at Lyme Tree Park, Maltby

Support Hellaby Ward to be a strong, well connected community -

- Supporting community groups to be sustainable through the Community Leadership fund.
- Hold a series of Councillor Road Shows to raise the profile of the ward plan and bring people together

Your Local Councillors

<http://www.rotherham.gov.uk/councillors/specificWard/17/hellaby>



Jenny Andrews

jenny.andrews@rotherham.gov.uk
01709 814714
07757 287941



Brian Cutts

brian.cutts@rotherham.gov.uk
07977077469



John Turner

john.turner@rotherham.gov.uk
07791365989

Surgeries	Cllr Jenny Andrews	Cllr Brian Cutts	Cllr John Turner
Hellaby Centenary Hall	2nd Saturday of every month 10am -11am	2nd Tuesday of every month 5.30pm - 6.30pm	2nd Tuesday of every month 5.30pm - 6.30pm
Wickersley Community Centre & library	2nd Saturday of every month 11.30 am -12.30am	1st Tuesday of every month 5.30pm - 6.30 pm	1st Tuesday of every month 5.30pm - 6.30 pm
Bramley Parish Hall		3rd Tuesday of every month 5.30pm - 6.30 pm	3rd Tuesday of every month 5.30pm - 6.30 pm
Brooklands Club Maltby		4th Tuesday of every month 5.30pm - 6.30pm	4th Tuesday of every month 5.30pm - 6.30pm

Hoover

Ward Plan

2019/20



1 Introduction

Your Hooper Ward

Providing vibrant, connected and safe neighbourhoods is a priority for Rotherham Council and communities are at the heart of everything we do.

We were elected as your Hooper Ward Councillors to listen to your views and work with you to make a difference in the local community. We know many of our residents are passionate about making their community a better place to live and we are here to work in partnership and make these improvements a reality.

In order to develop this Ward plan we spoke to you to find out what matters the most. We did this through a number of events and just by speaking to you whilst out and about in the community.



The priorities laid out in this plan will contribute to three key outcomes which are set out in ‘Thriving Neighbourhoods’, our neighbourhood strategy for 2018-2025:

- Neighbourhoods are safe and welcoming with good community spirit
- Residents are happy, healthy and love where they live
- Residents use their skills and assets to contribute to the outcomes that matter to them.

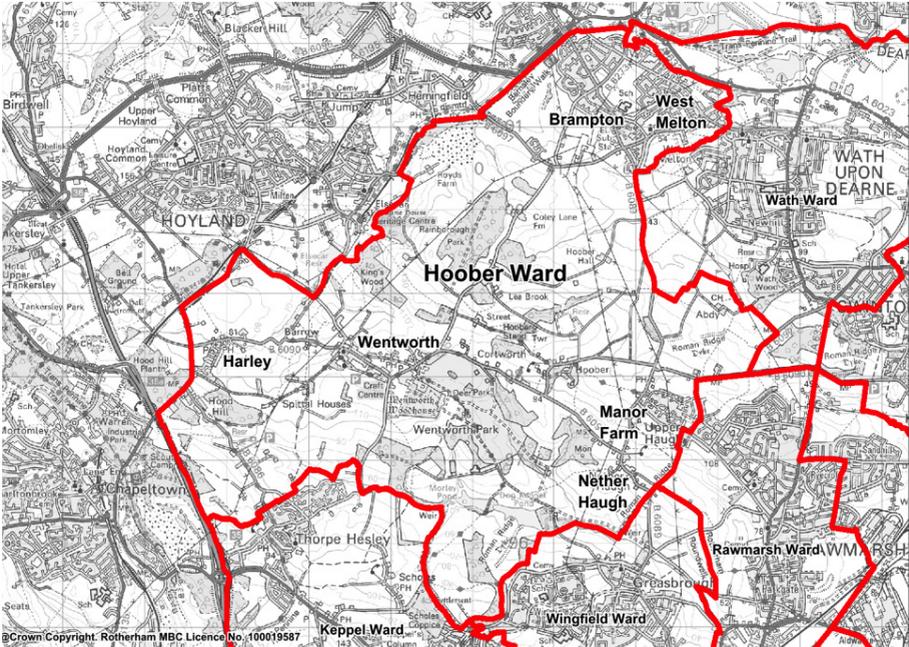
We’re now looking forward to working together to make these priorities come to life. The Ward plan will be updated regularly and placed on the Council website so everyone can see what’s being achieved in Hooper.

If you haven’t yet been involved but want to have your say, it’s not too late. Our contact details are included in this plan so get in touch and help develop and enhance our local community.

Councillors Denise Lelliott, David Roche and Brian Steele

2 Hooper Ward today

Hooper Ward is in the north of the borough



Households

- There are **13,980** residents and **5840 households** – the population has increased by **14.1%** since 2011, higher than the borough average. Of these, **62%** are owner occupiers, **24%** live in social housing and **14%** rent privately
- **2.9%** of residents are from a BME community (2011), well below the Borough average of **8.1%**.

Deprivation

- Overall deprivation is **similar to the borough average**, but there are high levels within three areas, and some parts of the Ward suffer from rural isolation and deprivation.
- Manor Farm is the most deprived area in the ward, within the **most deprived 10%** of England. Parts of Brampton North and West Melton West are within the most deprived **20%**.

- Wentworth and Harley are predominantly rural in nature and are the least deprived parts of the ward, although they are only slightly less deprived than the English average and

Health

- People describing themselves as being in **'bad' or 'very bad'** health is **8%**, slightly higher than the borough average, and above the national average
- The figures for those having a limiting long term illness or disability is slightly above the borough average and **5%** above the national average.
- The number of premature deaths is above the borough average.

Education

- Primary attainment – i.e. at Key Stage 2 / level 4 in Reading, Writing and Maths at **76.4%** is below the borough

and national averages, however the proportion attaining 5+ GCSEs including in English and Maths is **66%**, above the borough and national average

- Primary attainment is typical of Rotherham but below the national average. However Hooper was well above both averages for secondary attainment; however this masks pockets of lower educational attainment.
- The proportion of people with higher level qualifications is above the borough average, but below the national average. The proportion of those with no qualifications is above the borough and national averages.

Crime and Anti-Social Behaviour (ASB)

- Recorded Crime and ASB in the Hooper ward are below the borough average. However this masks variations within the ward and does not reflect under reporting of crime.



3 Ward priorities

For the municipal year 2019/20 your ward councillors have taken a look at refreshing the local priorities to help meet the needs of the community.

After consulting with partners, internal colleagues and, most importantly, the community, the following priorities have been agreed

- Hoover**
- Improve the local environment
- Tackle social isolation and loneliness
- Increase participation in the community
- Tackling crime and anti-social behaviour
- Explore opportunities to enhance facilities and activities for young people and families in the community



Your Local Councillors

<http://www.rotherham.gov.uk/councillors/specificWard/19/hoober>



Denise Lelliott

denise.elliott@rotherham.gov.uk
07931 260825



David Roche

david.roche@rotherham.gov.uk
07792 421800



Brian Steele

brian.steele@rotherham.gov.uk
01709 255962

Surgeries	Cllr Denise Lelliott	Cllr David Roche	Cllr Brian Steele
Wentworth Mechanics	Second Saturday of the month, 9.30am to 10.30am	Second Saturday of the month, 9.30am to 10.30am	Second Saturday of the month, 9.30am to 10.30am
Steadlands Community Centre	Last Friday of the Month, 4pm to 4.30pm	Last Friday of the Month, 4pm to 4.30pm	Last Friday of the Month, 4pm to 4.30pm
Cortonwood Comeback Centre	Every Friday, 5.30pm to 6.30pm	Every Friday, 5.30pm to 6.30pm	Every Friday, 5.30pm to 6.30pm
Cortonwood Comeback Centre	Every Wednesday, 9.15am to 10.30am	Every Wednesday, 9.15am to 10.30am	Every Wednesday, 9.15am to 10.30am
TARA Central Drive	Every Tuesday, 11am to 12noon	Every Tuesday, 11am to 12noon	Every Tuesday, 11am to 12noon

Ward Budget Initiative

Protocol for ward councillors

2017 onwards



Putting our residents first



Ward Budget Initiative

2017 onwards

Introduction

This Protocol provides useful guidance for ward councillors on how the Ward Budget Initiative operates. It aims to be as flexible as possible with little red-tape so that ward councillors can be very responsive to local priorities and needs. Nevertheless, it is necessary to have some rules governing the operation of the Initiative in order to ensure probity in public spending.

Ward Budget funding is used to make a difference in a local area and give residents a chance to influence how their local priorities are met.

The Protocol sets out what ward councillors can expect from the initiative and a flow-chart summarising the process is on page 7.

Overview

1. Ward budgets will enable ward councillors to put forward proposals for expenditure against a specific earmarked budget for their Ward, to promote the wellbeing of the community and to respond to local priorities.
2. The scheme is intended to be flexible, responsive and quick to deliver, enabling councillors to determine how their Ward budgets are spent, but processes are transparent and accountable.
3. Proposals must be consistent with the council's objectives of: *Our People; Our Natural Environment; Our Built Environment; Our Heritage and Civic Pride* and contribute to the aim of putting residents first. They should meet an identified need from within the Ward and deliver value for money.
4. Rather than inviting general applications, which may result in disappointment for some, ward councillors should use their local knowledge and insight to identify proposals.
5. Borough wide publicity will be managed by the council. Publicity at ward level is the responsibility of the ward councillors, as ambassadors for the scheme. Councillors are advised that they should only publicise proposals that have Cabinet Member approval.
6. Recommendations for projects will go to the Cabinet Member for Community, Commerce and Regeneration for approval on a monthly basis, with a presumption of approval.
7. Officers will provide assistance and advice so that projects gain approval quickly.
8. Retrospective applications cannot be considered and the costs of these projects cannot be funded from a ward budget.



Glebe Allotments - Ickenham Ward

The allotments group received a grant of £430 to purchase a new mower to maintain the allotment site which would be easy to operate for their older members.

How ward budgets can be used

1. Ward budgets are primarily intended for one-off spends on material works, events or activities that have a positive impact within the ward. For example:
 - supporting a local scout group for a specific activity
 - repairs or refurbishment of community facilities
 - purchase of street signs or furniture
 - renovating a village/community landmark
 - toys or equipment for a play group or nursery
 - installing a toilet for people with disabilities
 - older people's coach outing
 - a new park bench or memorial
 - specialist books or equipment for schools
 - supporting a community event, e.g. summer fete

For examples of previous projects please refer to the website, www.hillingdon.gov.uk/wardbudgets, for more details.

2. Ward budgets do not have to be spent all at once or on one proposal.
3. Ward budgets should be used for proposals where it can be demonstrated that residents from within the ward(s) can participate in and will benefit from that proposal.
4. Ward budgets can fund projects already covered by mainstream budgets or identified in future programmes if councillors wish to accelerate delivery. However, councillors should bear in mind that proposals might sometimes be more easily funded by other means, e.g. alley gates from the Chrysalis fund.

5. Ward budgets may be used to provide 'match' funding to enable projects to go ahead that are partly funded from other sources.
6. General grants or donations to voluntary organisations, whether in receipt of council funding or not, are not permitted. However, grants for a specific purpose or activity to assist such organisations are allowed. These organisations must have a bank account and agree to the required terms and conditions before funding can be released.
7. Ward budgets can be used for capital or revenue expenditure but projects should not give rise to new revenue expenditure pressures for the council.
8. Councillors must ensure that provision for maintenance costs is made within the agreed budget for a project, and in particular watering costs for trees or flowers. With external organisations, agreement is needed so that ongoing costs are met e.g. maintenance of IT equipment.
9. Consideration should be given to the sustainability of projects and the effects locally when funding is exhausted. An exit strategy may be required to identify how a project can continue once funding ceases.
10. Funding can be allocated to projects in individual wards, or if an agreement can be reached it is possible for neighbouring wards to pool budgets to fund a project that benefits residents across the wards in this single project proposal.
11. Where projects involve works on land not owned by the council, written consent from the landowner is required, as part of the initial funding application before a decision can be made.

Yeading Infant School - Barnhill Ward

The school received a grant of £6,000 to install a bespoke, purpose built climbing wall and activity frame in the playground for the children.



How ward budgets should NOT be used:

1. Ward budgets should not directly benefit an individual or a very small group of people. They are aimed at the wider community, or community organisations.
2. Ward budgets should not be made available to support the mainstream activities of commercial or voluntary sector organisations, such as meeting room hire, the running costs of a building or other overheads.
3. Ward budgets should not be used for party political purposes, including events organised by political parties or affiliated organisations.
4. Publicity at ward level will be delivered by councillors and ward budgets are not to be used for this purpose. General publicity on the scheme will be delivered by the council.
5. Ward budgets should not be used for proposals put forward by council officers acting in an official capacity. Funding is intended for projects identified by ward councillors from local residents and organisations in their ward.
6. Expenditure cannot be used that conflicts with any council policy.
7. Retrospective applications for expenditure cannot be considered.
8. Projects for which the council normally would have no clear legal mandate to incur expenditure cannot be considered.
9. Projects where the Borough Solicitor has advised that the proposal is unlawful or improper cannot be considered.
10. Proposals that could adversely affect the environment or community cannot be considered.

11. Appropriate exceptions to some funding criteria may be made under certain circumstances and the Cabinet Member for Community, Commerce and Regeneration, or the Leader of the Council may exercise discretion when considering any proposal.

Budget information

1. In September 2011, each of the borough's 22 wards were given a budget of £15,000 (£330,000 in total) to spend on local projects and initiatives to benefit the local community.
2. An additional £220,000 was agreed at Cabinet on 19 June 2014 and a further £440,000 was approved at Cabinet on 12 February 2015, giving £30,000 extra per ward to spend on local projects.
3. Balances are held within a specific reserve. At the end of each financial year, any unspent balances can be carried forward to future financial years.
4. The Community Engagement Officer records the grants to be allocated from the reserve as they are approved and reports on uncommitted balances available for distribution. Actual expenditure from the reserve is also monitored in line with the proposed drawdowns from the reserve. Any adjustments are formally recorded within the regular Ward Budget Cabinet Member Reports.
5. All grants to external organisations should be spent within six months from the date of issue. Proofs of purchase or receipts must be supplied by the recipient to the Community Engagement Project Officer for audit purposes. This is to



Hillingdon Musketeers Fencing Club - Brunel Ward

The fencing club were awarded a grant of £2,000 to purchase new protective clothing and equipment for their junior members.

ensure that that funding is used in accordance with the original approval, in a timely manner.

6. Grant terms and conditions will be agreed before payment is released, to ensure that recipients fully understand what is expected of them.
7. To achieve value for money for the council and to ensure groups/organisations receive their funding as quickly as possible, all ward budget grants will be made via BACs transfer only.

Identifying and agreeing a proposal

1. To identify proposals for the scheme, ward councillors are encouraged to use local resident networks and contacts through any membership of outside bodies, residents associations, local clubs, and ward surgeries.
2. Ward councillors should discuss proposals with their fellow ward councillors before progressing. Agreement to progress a proposal should ideally be reached by all relevant ward councillors, even if they represent different parties, although the agreement of two ward councillors is sufficient to proceed. In Harefield ward, the agreement of both ward councillors is required.
3. Any disputes will be referred to the Leader of the Council for determination, in consultation with other party group leaders, where appropriate.

Conflicts of Interest

1. Ward councillors should abide by the Members Code of Conduct when submitting a proposal. It is possible that some councillors may have a non-pecuniary interest in a proposal, as they, along with many other residents, may use, visit or support a particular organisation or activity that may benefit from the initiative. It will be up to the councillor concerned as to whether they determine this as non-pecuniary interest (in which they may still submit a proposal) or a pecuniary interest - see below.
2. Individual ward councillors should not submit any proposal in their ward where they have an actual or perceived pecuniary interest.
3. Where a councillor has a pecuniary interest, the remaining councillors (single councillor in the case of Harefield Ward) should submit the proposal for approval to the Cabinet Member for Community, Commerce and Regeneration.
4. Further advice on interests can be sought from the Head of Democratic Services, if required.
5. All proposals in the Manor ward will be approved by the remaining councillors and the Leader of the Council will authorise final approval of all proposals in that Ward.
6. The Cabinet Member for Community, Commerce and Regeneration reserves the right to exercise his discretion to resolve all matters that occur outside this protocol.

Yiewsley & West Drayton Town Centre Action Group - Yiewsley Ward

A grant of £2,000 was awarded towards the set up of the May Fair event on The Green for the local community.



Submitting a proposal

1. The Community Engagement Project Officer will work with ward councillors on submissions, provide advice and ensure that proposals are approved and completed on time, within budget and to councillors' satisfaction. Administrative support will also be provided from within the group office.

Ward councillors should submit a standard proposal form, which includes:

- how the proposal was identified
 - whether all ward councillors are in agreement with the proposal
 - anticipated benefits or beneficiaries of the proposal
 - financial implications of the proposal
 - any personal interests they may have in the proposal
 - address and contact details of the organisation/group
2. The Community Engagement Project Officer can assist with initial enquiries with any council departments that might need to be involved, as well as obtaining costs and keeping ward councillors up to date with timescales. Proposals will then be submitted to the Cabinet Member for Community, Commerce and Regeneration for formal approval. Once approved, any work will be procured and commissioned using a fast-track procedure in the relevant service department.



Northwood & Northwood Hills Residents Associations - Northwood and Northwood Hills Wards

A grant of £4,500 in total contributed to the running of a musical event to celebrate the Queen's 90th birthday for all local residents.



HILLINGDON
LONDON

OUR STANDARDS

What can ward councillors expect?

- A dedicated officer as the contact point. See below.
- Advice on proposals and completing application forms.
- Information on the full cost of the proposal and a target date for delivery/action.
- A swift decision-making process and notification of the Cabinet Member decision on your proposal.
- A promise to deliver/action your proposal quickly and effectively.
- Regular updates on the status of your proposal after formal decision
- Regular updates on the level of any remaining ward budget (actual ward budget remaining as well as uncommitted budget available for distribution).
- Assurance that allocations are spent in accordance with guidelines and that value for money is achieved.
- General publicity on how you have spent your ward budget. Detailed information pertaining to individual proposals will be posted on the council's website.

Community Engagement Project Officer, Residents Services

Kat Reynolds

 01895 558136

 wardbudgets@hillington.gov.uk

Group Offices

Conservative

 01895 250316

 ConservativeGroupSecretariat@hillington.gov.uk

Labour

 01895 250780

 LabourGroupSecretariat@hillington.gov.uk

Ward Budget Initiative process summary

Councillor activities

- Ward surgeries
- Residents' associations
- Local clubs
- Outside bodies
- Ward walks

Ward Insight

Ward councillors use their local knowledge and insight to identify proposals that will benefit their ward.

Ward Agreement

Ward councillors meet and agree together the proposal(s).

Ward Proposal

Ward councillors complete application form and submit it to the Group Office. Advice will be given on completing the form.

Ward Decision

The Community Engagement Project Officer will establish the full cost of the proposal(s) and make initial enquiries. A report will be sent every month to the Cabinet Member for Community, Commerce and Regeneration detailing proposals that are ready for his approval. Ward councillors will be notified of the decision.

Ward Delivery

Once approved, your proposal(s) will be built, delivered and completed, and you will be kept up to date with the timescales.

Ward Benefit

You will want to ensure those who can benefit from ward budgets know about it. The use of your ward budget will be publicised in Hillingdon People and on the council's website. You may also wish to undertake your own local publicity in the ward itself.

WARD  **BARNSLEY** **ALLIANCE –**
 Metropolitan Borough Council
GOVERNANCE FRAMEWORK 2018

1.0 Introduction

- 1.1 Building strong and resilient communities is a key aspect of the Council's Corporate Plan. The Ward Alliances are pivotal to instigating and influencing the strengthening of local communities. They aim to increase social action, community empowerment, equality, diversity and co-production.
- 1.2 The Ward Alliances exist as part of strong Area Governance arrangements to devolve decision making to local level, and to empower local communities to work alongside the Council to design and deliver local solutions to local issues.
- 1.3 The Ward Alliances established across the 21 wards bring together elected ward councillors, citizens and local organisations/groups to:
- Establish local priorities which the Ward Alliance and its local partners could help to tackle
 - Develop and facilitate community activity to help meet these local priorities
 - Oversee the allocation of the Ward Alliance Fund to support activities which increase community resilience and capacity by involving local people in the creation of local solutions to identified issues
- 1.4 The Ward Alliances also provide an important link between the role of ward councillors within the six Area Councils and their more direct engagement with their local communities at ward level. The local priorities and issues identified by Ward Alliances feed into the Area Council's plans and localised commissioning arrangements, to ensure that grass roots information is being properly used to inform decision making.
- 1.5 Ward Alliances do not work in isolation. Through a programme of self assessment and sharing of good practice between their peers, Ward Alliances strive to:
- create innovative and effective solutions to local issues
 - ensure projects deliver good value for money
 - maintain a high standard of integrity
 - increase the skills, knowledge and understanding of its members

- 1.6 The Ward Alliances are not formal meetings of the Council, but sit underneath and report into the 6 Area Councils, which are formal meetings of the Council.
- 1.7 Ward Alliances meetings are not public meetings, but all notes from the meetings are available to the wider public as part of published Area Council papers.
- 1.8 This framework outlines a standardised approach to the basic operating procedures of Ward Alliances, ensuring consistency across the Borough. There is recognition that additional, complimentary processes may be introduced to meet the needs of a specific locality.
- 1.9 This framework was revised in early 2018, following the learning of the past five years of work since its inception in 2013. It will be revisited every 2 years to ensure it continues to meet local challenges within communities

2.0 General Observations

- 2.1 For Borough-wide administrative purposes, the term Ward Alliances shall be used to describe the local arrangements for the Council and Community to work together at the Ward level.
- 2.2 The Ward Alliance is a non-political body.
- 2.3 Ward Alliances will be free to determine their own thematic sub-group arrangements providing that these do not place any increased burdens or expectations upon service providers.
- 2.4 **For the purposes of managing external grant applications**, Ward Alliances will be able to establish an independent bank account with four Ward Alliance members as signatures (with two out of four to authorise any expenditure) At least one of the signatories should be a community representative and at least one should be an elected member
- 2.5 Ward Alliances need to operate with minimal officer administrative support. The Community Development Officer (CDO) is there to advise and support the development of the Ward Alliance.
- 2.6 A formal Review of each Ward Alliance will be carried out every 2 years. A standardised approach will be provided by officers in the Area Teams to complete this process.
- 2.7 Ward Alliance meeting notes will be reported to the relevant Area Council.

Ward Alliance Chairs and Secretaries should ensure that meeting notes briefly record decisions taken, but are careful to anonymise all

discussion items to avoid potential reprisals to Ward Alliance members from the wider community.

3.0 The purpose of the Ward Alliance

- 3.1 To work effectively in partnership for the benefit of the Ward, its residents and businesses.
- 3.2 To develop a vision for the Ward with complementary priorities based upon Ward data, community consultation and local intelligence.
- 3.3 To develop a Ward Plan to meet the vision and priorities **and take collective ownership to deliver this Plan**, recognising and utilising all the assets available in the Ward.
- 3.4 To make consensus decisions and oversee the Ward Alliance Fund and any other locally delegated budgets or external grant income allocated to the Ward.
- 3.5 To make arrangements to engage and consult the wider community in setting the Ward priorities and helping to deliver the Ward Plan.
- 3.6 To ensure that the strengths, skills and assets of the Ward are developed to contribute to its sustainability.
- 3.7 Receive and act upon decisions and advice from other forums, and provide information and recommendation to these forums e.g. the Area Council, Overview and Scrutiny Committee, Voluntary Action Barnsley/Barnsley CVS, South Yorkshire Police etc.

4.0 Ward Alliance Membership

- 4.1 The membership of the Ward Alliance should be reflective of the community that it serves, both demographic and geographic and is responsible for ensuring equality of opportunity in its representation. **As a minimum**, membership of the Ward Alliance shall be:
 - 4.2 The Three Elected Members for the Ward.
 - 4.3 **A minimum** of six community representatives from the Ward, approved by Ward Councillors following an agreed application and selection process (see section 5). Examples of community representatives *could* include:
 - Faith Group representative(s).
 - Representative(s) of young people aged 16-21, preferably from the school council.
 - Representative(s) from the Private/Business Sector.

- Representative(s) from active community groups or organisations in the Ward.
 - School Governor representative(s)
 - Representative(s) from Voluntary Action Barnsley/Community Partnership.
 - Representative(s) from Town/Parish Councils.
- 4.4 Where two Wards opt to have a joint Ward Alliance, the minimum number of community representatives shall be 12.
- 4.5 All members will be expected to adopt the Ward Alliance's purpose, values and ground rules.

5. Appointment of Ward Alliance Community Representatives

- 5.1 All prospective community representatives should complete and submit the Ward Alliance Membership Application form to ensure that a range of strengths and skills are reflected in the membership (See Appendix A).
- 5.2 Ward Councillors will consider all applications submitted and select community representatives against the agreed criteria. Ward Alliance membership should be broadly representative of the community it serves and should strive to achieve a representative balance in terms of age, gender, race/ethnicity and other protected equality characteristics. Ward Alliances are encouraged to undertake specific targeted recruitment to their membership where this is not the case, in line with current equalities legislation.
- 5.3 Where Ward Councillors reject an application for membership & where a complaint is received, the decision will be reviewed by a Moderation Panel made up of:
- Portfolio Holder - Communities,
 - Respective Area Chair for the Area within which the Ward Alliance sits
 - either the Executive Director (Communities) or the Service Director (Safer, Stronger & Healthier Communities)
- 5.4 All new appointments to Ward Alliances will be reported to the relevant Area Council via Ward Alliance Meeting Notes.
- 5.5 Ward Alliance members will be asked to re-confirm their commitment to the Ward Alliance on a yearly basis.
- 5.6 This re-confirmation of commitment will be sought only if community representatives have fulfilled the agreed Ward Alliance roles as referred to at Section 6.3 of this Framework. This decision will be made by the

three elected members for each Ward Alliance (the six elected members in the case of joint Ward Alliances) who will make clear to the Alliance member in question the reasons that their re-confirmation has not been sought, using the criteria outlined at Section 6.3.

- 5.7 In the event that a complaint is received from the Ward Alliance member who has not been re-confirmed, this will be reviewed using the Moderation Panel arrangements outlined in Section 5.3.
- 5.8 Elected Members will be members of the Ward Alliance for the duration of their time as an elected Ward representative.
- 5.9 No substitutes or deputies will be allowed to attend Ward Alliance meetings on behalf of absent Ward Alliance members.
- 5.10 All new Ward Alliance Representatives (including new elected members) will be taken through an induction process by the Ward Alliance Chair & officers from the Area Team supporting that Alliance, to inform them about the Ward Alliance purpose, roles, responsibilities and processes. This process should include an introduction to this Framework and its associated documentation. At this point, the individual's skills and training/learning needs should also be discussed and assessed, and training/support offered to fill any identified needs.
- 5.11 If a joint Ward Alliance wishes to revert to operating as two single Ward Alliances, this change can be voted in by full membership consensus or by a minimum of a two thirds majority vote.

6.0 Termination of Ward Alliance Membership

A person shall cease to be a Ward Alliance member if:

- 6.1 They do not re-confirm their annual commitment to the Ward Alliance.
- 6.2 They choose to resign in writing.
- 6.3 They miss three consecutive Ward Alliance meetings without apology or explanation agreed by the Ward Alliance, or, they fail to adhere to /uphold the ground rules or fulfil the agreed roles and responsibilities. In this instance, the Chair will make a request on behalf of the Ward Alliance to the Chair of the Area Council and this shall be appropriately recorded in the minutes of the subsequent meeting of the Area Council minutes.
- 6.4 They are not re-elected (in the case of Elected Members).

7.0 Ward Alliance Roles

- 7.1 Roles within the Ward Alliances shall include:
- Chair
 - Vice-Chair (optional)
 - Treasurer (for the purposes of external grant income only)
 - Secretary

All roles shall be undertaken in a voluntary capacity, with the exception of the Secretary.

A community representative Secretary can opt to receive an honorarium payment (currently £500 per annum) for undertaking Ward Alliance secretarial duties.

An elected member can take on the role of Secretary, but must do so on a voluntary and unpaid basis.

In addition to the above, a role profile for the Secretary role will be developed.

Honoraria payments will be made quarterly to the Secretary only upon satisfactory completion of the Secretarial duties during the previous quarter. Authorisation of the payment is made by the Area Council Manager on satisfactory completion of the role.

- 7.2 Reflecting their 'community leadership' role, the Chair and the Vice Chair (where appointed) of the Ward Alliance will be an Elected Member. Some Ward Alliances may agree to rotate the Chair role between the elected members. Where this is agreed by the Ward Alliance, the elected member taking the Chair for any meeting should be agreed in advance of the meeting, to ensure they are fully involved in setting the meeting agenda beforehand.
- 7.3 The term of office for the roles of Chair, Vice-Chair (where appointed), Treasurer and Secretary within the Ward Alliance will be reviewed on an annual basis.
- 7.4 When a vacancy arises for the roles of Treasurer or Secretary, anyone wishing to be nominated should seek another Ward Alliance member to nominate them for selection and these nominations will be made to the Chair.
- 7.5 The first item on the agenda for the subsequent meeting of the Ward Alliance will be to receive any nominations.
- 7.6 If there is more than one nominee for any position, ballot papers will then be prepared to allow for members to vote in secret for the person that they wish to be appointed for each role.
- 7.7 The result of the ballot will be declared by the Chair.

8.0 Operation of meetings & making recommendations

- 8.1 All Ward Alliance members will operate according to the agreed Ground Rules – See Appendix B. These ground rules should be revisited as part of the formal Ward Alliance review completed every 2 years.
- 8.2 It is ultimately the responsibility of the Ward Alliance Chair to ensure that all members of the Ward Alliance adhere to the agreed ground rules and to challenge anyone who does not. In addition, any member of the Ward Alliance can challenge another member whose behaviour does not meet the standards outlined in the ground rules.
- 8.3 A quorum (minimum number) of Ward Alliance Members needs to be present before any decision can be reached. For Ward Alliance meetings the quorum shall be one third of the membership, with at least one elected member present. Where there is a 2 ward joint Ward Alliance, the quorum shall be one third of the membership with at least one elected member and one community representative from each ward present.
- 8.4 Ward Alliances are expected to achieve agreement through consensus in relation to all decisions.
- 8.5 If it is not possible to reach a consensus decision, this will be taken on the basis of a majority vote amongst those present at the meeting.
- 8.6 In the event of an equality of votes, Ward Alliance Members will be asked to reconsider the matter under discussion and then vote again. In the event that a majority decision cannot be reached following the second vote, the matter will be deferred until the next meeting to allow for further investigation to be undertaken.
- 8.7 Decisions made shall be properly recorded in the action notes of the meeting by the Secretary and sent out within 2 weeks of the meeting.
- 8.8 Elected Members must follow the Council Code of Conduct when they attend Ward Alliance meetings. This includes declaring an interest where they or a company they are involved in or employed by will benefit from any matter the Ward Alliance is considering. This requirement also applies to Ward Alliance community members and is intended to avoid accusations of bias in decision-making.
- 8.9 Ward Alliance members must declare any interest that they may have in an item to be discussed at a meeting as soon as they are aware of this and preferably in advance. This should include the nature of that interest. Where a Ward Alliance member or their company or employer has a direct pecuniary / financial interest in the matter in question, they must take no part in the decision and withdraw from the meeting for the

duration of that item and this shall be recorded in the notes. Failing to do so is a legal offence for Elected Members.

- 8.10 Where there are significant concerns about the operation or progress of a Ward Alliance (including the Ward Alliance Fund) these will initially be raised with the Ward Alliance Chair. Where unable to resolve, the matter will be discussed with the respective Area Chair. Where the Area Chair is also the Chair of the Ward Alliance in question, the matter will be referred to another Area Chair. If resolution cannot be achieved, the matter will be raised with the Portfolio Holder (Communities) and the Executive Director (Communities).

9.0 Ward Alliance Fund

- 9.1 The Ward Alliance will make all recommendations relating to the allocation of Ward Alliance Funds. If agreed by its membership, the Ward Alliance can ask applicants for the Fund to provide more information or to present their proposal to a meeting of the Ward Alliance before approval is given.
- 9.2 All members of the Ward Alliance will have an equal say in the decision making process. The decision making process shall be the same as that outlined in section 8.
- 9.3 All projects supported through this fund should have clear Social Benefits for the ward. At least 50% of projects supported by Ward Alliance Fund in each Ward should be matched with volunteer hours.
- 9.4 Ward Alliance Fund recommendations will be signed by the Chair of the Ward Alliance and countersigned by the relevant Area Manager and the Head of Service for Stronger Communities in the formal exercise of their delegated powers.
- 9.5 Transparency in decision making will be assured via the reporting of Ward Alliance notes to the relevant Area Council meeting.
- 9.6 The Ward Alliance has the responsibility to allocate available funding in a timely manner, and wherever possible to allow sufficient time for projects to spend their allocated funds within the current financial year.
- 9.7 Further details are contained in the guidance notes and application form for the Ward Alliance Fund.
- 9.8 Ward Alliances can request that Ward Alliance Funded projects acknowledge the financial support they have received by displaying a BMBC or Area Council logo on promotional material.

The Ward Alliance Framework agreed: Insert date of approval at Cabinet (White)

Date of next review – October 2020

Appendix A

Ward Alliance Membership Application Form

Personal details:

Name:

Address:

Phone:

Email:

Ward:

Signed:

Date: _____

For more information or if you need any help filling in this form please contact your local Area Team. If you are unsure how to contact them, please phone 01226 773016 or email lovewhereyoulive@barnsley.gov.uk so we can put you in touch.

If you are interested in becoming a member of your local Ward Alliance please complete the following questions. Please ensure that you cover all the relevant points. The selection panel, made up of your local elected members will use this information to make a decision.

A Ward Alliance member will:

1. Be passionate about making their community a better place to live and work for everyone.
2. Get actively involved in their community and encourage others to do likewise.
3. Take pride in their role on the Ward Alliance and act as an ambassador for the work they do.
4. Utilise their skills, experience and knowledge to support their community.
5. Be able to put aside personal interests and consider what is best for the whole community.
6. Help with the development and delivery of a Ward Plan.
7. Understand and agree to abide by the Ward Alliance Governance Framework, including the Ward Alliance Ground Rules.

Please tell us about yourself and why you want to become a member of the Ward Alliance.

	Question:	Answer:		Score from 0 - 4 (for selection panel use only)
1.	Tell us why you are interested in getting involved in your community as a Ward Alliance Member? (Max 100 words)			
2.	Tell us about the relevant skills, experience and knowledge you could bring to support your community as a Ward Alliance member? (Max 100 words)			
4.	What do you think are the main issues in your area and how could you work with the Ward Alliance to improve them? (max. 100 words)			
5	Do you agree to abide by the Ward Alliance Governance Framework and Ground Rules?	Yes	No	

Please ensure that you complete all the questions fully. Any questions which are not answered will receive a zero score.

Appendix B

Ward Alliance Ground Rules

The following are suggested ground rules for the operation of Ward Alliances. It is recommended that each Ward Alliance works together to set its own set of ground rules using this document as a guide.

.....

- No party politics should be brought to the meeting
- Each member of the Ward Alliance has the same right to speak at each meeting and have their views and opinions treated with equal respect.
- Ward Alliance members with power and rank must leave their rank at the door
- Anyone trying to use their power to intimidate or over-rule other members will be challenged
- Anyone having side conversations during a meeting will be challenged
- As little jargon as possible is to be used during meetings. When it is used, it must be explained
- Every meeting must be chaired by the appointed Chair or the Vice-Chair in their absence. If neither the Chair nor Vice-Chair is available, those present will vote to select a Chair for that meeting.
- Notes must be taken at every meeting, which should include the actions and decisions agreed.
- Notes from the previous meeting must be approved.
- Agendas must be adhered to.
- All mobile phones to be switched off before each meeting
- All questions must be addressed through the Chair
- All Ward Alliance Representatives should publicly support Ward Alliance decisions, even if their own view may have been different during the Ward Alliance meeting discussion.

Please note dates of meetings/rooms/support may change

OVERVIEW & SCRUTINY WORK PLAN 2019/20

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
May					
June	Wed, 5th June 2019, 1pm (AS/CR)	Mon 17th June 2019 1pm (CM)	Thurs 20th June, 2pm (CM)	Tues, 11th June 2019, 10am (CM)	Wed, 5th June 2019, 10am (CR)
	<ul style="list-style-type: none"> OSMC Workplanning 	<ul style="list-style-type: none"> H&ASC O&S Workplanning 	<ul style="list-style-type: none"> CYP O&S Workplanning 	<ul style="list-style-type: none"> R&H O&S Workplanning 	<ul style="list-style-type: none"> C&E O&S Workplanning
	Thurs, 27th June 2019, 10am (AS)				
	<ul style="list-style-type: none"> Youth Justice Plan Qtrly Finance & Performance Report – Qtr 4 <ul style="list-style-type: none"> DMBC SLHD Scrutiny Work Plan 				
July	Thurs, 11th July 2019, 10am (CANCELLED)	Thurs, 4th July 2019, 10am (CR)			Wed, 17th July 2019, 10am (CM)
		<ul style="list-style-type: none"> JSNA State of Health/Workplan Your Life Doncaster Update (Transformation) The Care Quality Commission (CQC) Inspection and Regulation of Adult Social Care. Scrutiny Workplan 			<ul style="list-style-type: none"> Social Isolation & Loneliness Alliance Update Scrutiny Workplan

Please note dates of meetings/rooms/support may change

Aug		Thursday 8th August 2019 1.30pm (CR) (joint CYP)	Thurs 8th August 2019, 4pm (CM)		Monday 19th August 2019 10.30am (CR)
		<ul style="list-style-type: none"> Autism & Learning Disability Strategy evidence gathering 	<ul style="list-style-type: none"> Consultation of the Education & Skills Strategy 2030 Send and Inclusion Strategy/Attendance Strategy Elective Home Education – Overview and Scoping Scrutiny Workplan 		<ul style="list-style-type: none"> South Yorkshire Fire and Rescue Service – Integrated Risk Management Plan
		Thursday 29th August 2019 3.30pm (joint CYP)			
		<ul style="list-style-type: none"> Autism & Learning Disability Strategy evidence gathering 			
Sept	Fri, 6th Sept 2019, 11am	Thurs 26th Sept 2019, 1pm (CR)	Thurs 5th Sept 2019, 4:30pm (CM)		
	<ul style="list-style-type: none"> Empowered, Engaged Communities, With Devolved Locality Budgets (1) - Overview 	<u>Starting Well Theme (invite to CYP O&S)</u> <ul style="list-style-type: none"> Hidden Harm Childhood Obesity/Tooth Decay Scrutiny Workplan 	<ul style="list-style-type: none"> Early Help Demand Management Educational Attainment/Schools Performance Tables Scrutiny Workplan 		
	Thurs, 12th Sept 2019, 10am (AS)				
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 1 <ul style="list-style-type: none"> DMBC SLHD DCST Annual Complaints Report O&S Workplan – Sept Update 				

Please note dates of meetings/rooms/support may change

	Mon 16th Sept 2019 (AS)				
	<ul style="list-style-type: none"> Scrutiny Review - Empowered, Engaged Communities, with Devolved Locality Budgets (2) Site Visit 				
Oct Page 109	Thurs, 3rd Oct 2019, 10am (CM)			Wed, 16th Oct 2019, 10am (CR)	
	<ul style="list-style-type: none"> Medium-term Financial Strategy (MTFS) for 2020/21 to 2022/23. Scrutiny Workplan 			<ul style="list-style-type: none"> Delivery of the Management of Doncaster Markets Scrutiny Work Plan 	
				Wed, 16th Oct 2019, to follow above meeting (CM)	
				<ul style="list-style-type: none"> Housing Needs Study – Panel Briefing meeting 	
	Thurs, 10th Oct 2019, 10am (AS)				
	<ul style="list-style-type: none"> Scrutiny Review - Empowered, Engaged Communities, with Devolved Locality Budgets (3) Meeting with Locality Working Leads 				
	17th October 2019				
	<ul style="list-style-type: none"> Scrutiny Review - Empowered, Engaged Communities, with Devolved Locality Budgets (3) Best Practice review - Notts CC. 				
Mon, 21st Oct 2019, 10am (CM/AS)					
<ul style="list-style-type: none"> Scrutiny Review - Empowered, Engaged 					

Please note dates of meetings/rooms/support may change

	Communities, with Devolved Locality Budgets (5)				
	Mon, 28th Oct 2019, (CR/AS)				
	<ul style="list-style-type: none"> Scrutiny Review - Empowered, Engaged Communities, with Devolved Locality Budgets (6) 				
	Thurs, 7th Nov 2019, 10am (CR/CM/AS) - Informal	Thurs, 28th Nov 2019, 10am (CM)		Fri 1st November 2019 10am (CM)	Mon 18th Nov 2019 10am (CR)
Nov	<ul style="list-style-type: none"> Scrutiny Review - Empowered, Engaged Communities, with Devolved Locality Budgets 	<u>Living Well Theme</u> DRI <ul style="list-style-type: none"> Strategic issues and Challenges Cancer Care waiting times; and Maternity Care – HSR DMBC <ul style="list-style-type: none"> Strategic Issues and Challenges (Winter Planning in Partnership) Other areas TBC <ul style="list-style-type: none"> Suicide Prevention Update 		<ul style="list-style-type: none"> Homelessness and Rough Sleeping Strategy (SLHD) to include Complex Lives – (joint area with C&E O&S) Scrutiny Workplan 	<ul style="list-style-type: none"> IMDB – update following 2018/19 Flood Review – item deferred at the meeting Social Isolation Alliance Update on Work of Climate Change Local Commission and Development of the Environment Strategy – item deferred at the meeting Street Scene Rapid Improvement Programme – item deferred at the meeting Scrutiny Workplan
Page 110					
	Mon 16th December 2019, 1pm (AS)		Thurs 5th Dec 2019, 4:30pm (CM)		Thurs 5th Dec 2019, 10:30am Briefing Session
Dec	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 2 <ul style="list-style-type: none"> DMBC 		<ul style="list-style-type: none"> Placement Strategy Youth Services 		<ul style="list-style-type: none"> Cycling Strategy

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Please note dates of meetings/rooms/support may change

	<ul style="list-style-type: none"> ○ SLHD ○ DCST 		<ul style="list-style-type: none"> • Doncaster Children's Safeguarding Board Annual Report (TBC) 		
Jan	Wed 22nd Jan 2020 11am Council Chamber (CR) Briefing session	Thurs, 30th Jan 2020, 1pm (CM)		Wed 15th January 2020, 10am (CM) Briefing Session	Mon 20th January 2020, 1pm (CM)
	<ul style="list-style-type: none"> • Adult Social Care Fees and Charges Briefing <p>Invite to H&ASC O&S</p>	<p><u>Living Well Theme</u></p> <ul style="list-style-type: none"> • Adult Safeguarding Annual Report and the Care Quality Commission (CQC) Inspection and Regulation of Adult Social Care. • Primary Care Networks (NHS CCG) and Integrated Area Based Working (invite to C&E O&S) • Yorkshire Ambulance Service 		<ul style="list-style-type: none"> • Urban Centre Master Plan and Major Projects • Large centres located outside Doncaster - areas to be agreed for the Panel to consider • Transport Infrastructure Policy 	<ul style="list-style-type: none"> • Climate Change Agenda And Strategy • Street Scene Rapid Improvement Plan
	Fri, 31st Jan 2020, 2pm Council Chamber (CR)				
	<ul style="list-style-type: none"> • Budget – Briefing 				
Feb	Thurs, 6th Feb 2020, 10am (CR)				Wed, 12th Feb 2020, 10am (CM)
	<ul style="list-style-type: none"> • Budget • Corporate Plan • Scrutiny Review Empowered, Engaged 				<p>Specific areas from the list below to be confirmed:</p> <ul style="list-style-type: none"> • Update on Safer Doncaster Partnership priorities and performance

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Please note dates of meetings/rooms/support may change

	Communities with Devolved Localities Budget				<ul style="list-style-type: none"> • Knife Crime • Long-term stabilisation of people with complex needs • Crime in prisons • Child criminal exploitation
	21st February, 2020 (CR)				
	<ul style="list-style-type: none"> • Adult Social Care Fees and Charges Consultation 				
	Thurs, 27th Feb 2020, 10am (AS)				
	<ul style="list-style-type: none"> • Qtrly Finance & Performance Report – Qtr 3 <ul style="list-style-type: none"> ○ DMBC ○ SLHD ○ DCST 				
Mar	Thurs, 26th March 2020, 10am (CM)	Wed, 19th March 2020, 1pm (CR)	Thurs 12th March 2020, 4:30pm (CM)	Mon, 2nd March 2020 – 1:30pm, Council Chamber (CR)	
	<ul style="list-style-type: none"> • Home to School Transport Policy (2021/25) Key decision 	<u>Ageing Well Theme</u> <ul style="list-style-type: none"> • Frailty – (NHS CCG) • Other areas TBC • Dementia – navigation around services, use of technology <u>Other</u> <ul style="list-style-type: none"> • Public Health Protection • Smoke Free Doncaster Action Plan 	<ul style="list-style-type: none"> • Youth Council – Feedback on key issues • Children & Young People Plan • Education And Skills 2030 Framework For Consultation Update 	<ul style="list-style-type: none"> • Members Briefing - Homelessness and Rough Sleeping Strategy 	
			Thurs 26th March 2020, 1:30pm (CM)	Mon 9th March 2020, 2pm (CR)	
			<ul style="list-style-type: none"> • Suicide Prevention – lessons learnt/support 	<ul style="list-style-type: none"> • Update on Business Doncaster 	

Please note dates of meetings/rooms/support may change

			provided through Education/Schools	<ul style="list-style-type: none"> Update on the delivery of the Management of Doncaster Markets. 	
Apr	(Date to be confirmed)		Thur 23rd April 2020 10am in Rm 210		
	<ul style="list-style-type: none"> DGT 		<ul style="list-style-type: none"> Members Briefing (invite to OSMC) - Academies (overview/ scoping) 		Extraordinary Meeting (Date to be confirmed)
May					Updates on;
					<ul style="list-style-type: none"> Climate Change Agenda And Strategy Street Scene Rapid Improvement Plan
POSSIBLE ISSUES FOR FUTURE CONSIDERATION OR TO BE SCHEDULED					
	<ul style="list-style-type: none"> Consultation Strategy (Role of the Voluntary Sector) 	<ul style="list-style-type: none"> Progress on new initiatives being undertaken to support people with gambling addiction and actions taken through Gambling and Financial Inclusion Group – briefing note. 	<ul style="list-style-type: none"> Engagement with Children in Care e.g. possible Member visit – to also focus discussions throughout the year, for example when addressing School Performance Tables/Attainment Gaps in housing for Children in Care between 17 and 18 	<ul style="list-style-type: none"> Doncaster Inclusive Growth Strategy (with a focus on individuals faced with a number of barriers gaining employment) – to be considered during 2020/21 	Meeting to consider the following updates: <ul style="list-style-type: none"> Waste; Tree Policy and 5G installation;
Page 113	<ul style="list-style-type: none"> Overview and Scrutiny – review/sharing best practice 		<ul style="list-style-type: none"> Elective Home Education 		Environment Strategy theme – to be prioritised <ul style="list-style-type: none"> What does a Smart City look like; Fly tipping update following the action week; Rewilding – how do we use our green spaces; Sustainability; Climate change

Please note dates of meetings/rooms/support may change

	<ul style="list-style-type: none"> • 20mph zones date and Panel to be confirmed (possible roll over onto 2020/2021 workplan) 		<ul style="list-style-type: none"> • Child Poverty 		<ul style="list-style-type: none"> Deferred from 18th November, 2019 • IMDB – update following 2018/19 Flood Review
	<ul style="list-style-type: none"> • Universal Credit Overview – first meeting 2020/2021 - potential for further work to be considered at Panel level e.g. impact on children attending at primary level 		<ul style="list-style-type: none"> • Youth Strategy 		<ul style="list-style-type: none"> • Social Isolation Alliance – First meeting 2020/2021
			<ul style="list-style-type: none"> • Demand Management – Update 2020 (TBC) Mid-June 20/21 		

DONCASTER METROPOLITAN BOROUGH COUNCIL
FORWARD PLAN FOR THE PERIOD 1ST FEBRUARY, 2020 TO 31ST MAY, 2020

The Forward Plan sets out details of all Key Decisions expected to be taken during the next four months by either the Cabinet collectively, The Mayor, Deputy Mayor, Portfolio Holders or Officers and is updated and republished each month.

A Key Decision is an executive decision which is likely:-

- (a) to result in the Local Authority incurring expenditure which is, or the making of savings which are, significant having regard to the Local Authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the Local Authority;
- (c) any decision related to the approval or variation of the Policy and budget Framework that is reserved to the Full Council.

The level of expenditure/savings which this Authority has adopted as being financially significant are (a) in the case of the revenue budget, gross full-year effect of £250,000 or more b) in the case of capital budget, £1,000,000 or more in respect of a single project or otherwise across one financial year.or the decision has a significant impact on 2 or more wards.

Please note in addition to the documents identified in the plan, other documents relevant to a decision may be submitted to the Decision Maker. Details of any additional documents submitted can be obtained from the Contact Officer listed against each decision identified in this plan.

In respect of exempt items, if you would like to make written representations as to why a report should be considered in public, please send these to the contact officer responsible for that particular decision. Unless otherwise stated, representations should be made at least 14 days before the expected date of the decision.

KEY

Those items in **BOLD** are **NEW**

Those items in **ITALICS** have been **RESCHEDULED** following issue of the last plan

Page 115

Prepared on: 2nd January 2020 and superseding all previous Forward Plans with effect from the period identified above.

Damian Allen
Chief Executive

MEMBERS OF THE CABINET

Cabinet Member For:

Mayor - Ros Jones

Deputy Mayor - Councillor Glyn Jones

Councillor Nigel Ball

Councillor Joe Blackham

Councillor Rachael Blake

Councillor Nuala Fennelly

Councillor Chris McGuinness

Councillor Bill Mordue

Councillor Jane Nightingale

- Housing and Equalities

- Public Health, Leisure and Culture

- Highways, Street Scene and Trading Services

- Adult Social Care

- Children, Young People and Schools

- Communities, Voluntary Sector and the Environment

- Business, Skills and Economic Development

- Customer and Corporate Resources.

Some Decisions listed in the Forward Plan are to be taken by Full Council

Members of the Full Council are:-

Councillors Nick Allen, Duncan Anderson, Lani-Mae Ball, Nigel Ball, Iris Beech, Joe Blackham, Rachael Blake, Nigel Cannings, Bev Chapman, Phil Cole, John Cooke, Mick Cooper, Jane Cox, Steve Cox, Linda Curran, George Derx, Susan Durant, Nuala Fennelly, Neil Gethin, Sean Gibbons, John Gilliver, Martin Greenhalgh, Pat Haith, John Healy, Rachel Hodson, Charlie Hogarth, Mark Houlbrook, David Hughes, Eva Hughes, Glyn Jones, R. Allan Jones, Ros Jones, Ken Keegan, Majid Khan, Jane Kidd, Nikki McDonald, Tosh McDonald, Chris McGuinness, Sue McGuinness, Bill Mordue, John Mounsey, David Nevett, Jane Nightingale, Ian Pearson, Andy Pickering, Cynthia Ransome, Tina Reid, Andrea Robinson, Kevin Rodgers, Dave Shaw, Derek Smith, Frank Tyas, Austen White, Sue Wilkinson, Jonathan Wood, Paul Wray.

WHEN DECISION IS EXPECTED TO BE TAKEN	KEY DECISION TO BE TAKEN	RELEVANT CABINET MEMBER	DECISION TO BE TAKEN BY	CONTACT OFFICER(S)	DOCUMENTS TO BE CONSIDERED BY DECISION MAKER	REASON FOR EXEMPTION – LOCAL GOVERNMENT ACT 1972 SCHEDULE 12A
11 Feb 2020	Review of the Selective Licensing Scheme in Hexthorpe (Non-Key Decision)	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Equalities., Councillor Chris McGuinness, Portfolio Holder for Communities, Voluntary Sector and the Environment	Cabinet	Paul Williams, Team Manager Housing (Enforcement Team), PaulJ.Williams@doncaster.gov.uk		Open
11 Feb 2020	Admission arrangements for Entrance to Schools for the 2021/22 Academic Year	Councillor Nuala Fennelly, Portfolio Holder for Children, Young People and Schools	Cabinet	Neil McAllister, School Organisation Manager neil.mcallister@doncaster.gov.uk		Open

25 Feb 2020	To accept European Social Investment Fund (ESIF) for the delivery of Community Wealth Builders programme	Councillor Nigel Ball, Portfolio Holder for Public Health, Leisure and Culture	Cabinet	Vanessa Powell-Hoyland, Public Health Improvement Coordinator Tel: 01302 734020 vanessa.powell-hoyland@doncaster.gov.uk	Open
25 Feb 2020	Adult Social Care Charges.	Councillor Rachael Blake, Portfolio Holder for Adult Social Care	Cabinet	Howard Monk Howard.Monk@doncaster.gov.uk, Debbie John-Lewis, Interim Assistant Director of Communities debbie.john-lewis@doncaster.gov.uk	Open
25 Feb 2020	Finance and Performance Report and the 'Delivering for Doncaster' Booklet - Quarter 3 2019-20	Mayor Ros Jones	Cabinet	Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@doncaster.gov.uk Louise Parker, Head of Service Strategy & Performance Unit Manager Louise.Parker@doncaster.gov.uk	Open

25 Feb 2020	St Leger Homes Performance Report 2019/20 - Quarter 3 (Non-Key Decision)	Portfolio Holder for Housing and Equalities	Cabinet	Julie Crook Tel: 01302 862705		Open
25 Feb 2020	DCST 2019-20 Quarter 3 Finance and Performance Report (Non-Key Decision)	Councillor Nuala Fennelly, Portfolio Holder for Children, Young People and Schools	Cabinet	Rob Moore, Director of Corporate Services and Company Secretary rob.moore@dcstrust.co.uk		Open
5 Mar 2020	Annual Report of the Director of Public Health	Councillor Nigel Ball, Portfolio Holder for Public Health, Leisure and Culture	Council	Dr Rupert Suckling, Director of Public Health rupert.suckling@doncaster.gov.uk		Open
5 Mar 2020	Approval of the Revenue Budget 2020/21	Mayor Ros Jones	Cabinet, Council Decision to take to Cabinet 11th February 2020 prior to Full Council approval	Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@doncaster.gov.uk		Open

5 Mar 2020	Approval of the Housing Revenue Account budget 2020/21	Mayor Ros Jones	Cabinet, Council Decision to take to Cabinet 11th February 2020 prior to Full Council approval	Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@doncaster.gov.uk	HRA Budget 2019/20	Open
5 Mar 2020	Approval of the Capital Strategy, Capital Programme and Treasury Management Strategy 2020/21 to 2023/24	Mayor Ros Jones	Council, Cabinet Decision to take to Cabinet 11th February 2020 prior to Full Council approval	Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@doncaster.gov.uk	Revenue Budget 2019/20 - 2020/21 MTFS 2020/21 to 2022/23	Open
5 Mar 2020	Approval of the Council Tax and Statutory Regulations 2020/21	Mayor Ros Jones	Full Council approval	Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@doncaster.gov.uk	Council Tax Setting Statutory Resolutions 2019/20	Open
10 Mar 2020	Smoke Free Public Spaces in Doncaster	Councillor Nigel Ball, Portfolio Holder for Public Health,	Cabinet	Victor Joseph, Consultant in Public Health victor.joseph@doncaster.gov.uk		Open

		Leisure and Culture, Councillor Rachael Blake, Portfolio Holder for Adult Social Care, Councillor Nuala Fennelly, Portfolio Holder for Children, Young People and Schools				
24 Mar 2020	<i>Big Picture Learning</i>	<i>Councillor Nuala Fennelly, Portfolio Holder for Children, Young People and Schools</i>	<i>Cabinet</i>	<i>Riana Nelson, Director of Learning, Opportunities and Skills (DCS) riana.nelson@doncaster.gov.uk</i>		<i>Open</i>
24 Mar 2020	Joint Commissioning Agreement between Doncaster Council and the and the NHS Clinical Commissioning Group	Councillor Rachael Blake, Portfolio Holder for	Cabinet	Denise Bann, Strategic lead Commissioning denise.bann@doncaster.gov.uk		Open

	(CCG) for the period 1st April 2020 to 31st March 2022	Adult Social Care				
21 Apr 2020	To Agree a Revised Home to School Travel Assistance Policy as part of the Strategic Travel Assistance Review (STAR)	Councillor Nuala Fennelly, Portfolio Holder for Children, Young People and Schools	Cabinet	Anita Linsdell Anita.Linsdell@doncaster.gov.uk	Doncaster Home to School Transport Policy 2015 Travel Assistance Policy Consultation Document	Open