



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: Virtual meeting through Microsoft Teams

Date: Monday, 2nd November, 2020

Time: 10.00 am

The meeting will be held remotely via Microsoft Teams. Members and Officers will be advised on the process to follow to attend the Overview and Scrutiny Management Committee Meeting. Any members of the public or Press wishing to attend the meeting by teleconference should contact Governance Services on 01302 735682 or 01302 734941 for further details.

BROADCASTING NOTICE This meeting is being recorded for subsequent broadcast via the Council's web 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 meeting, you accept that you may be recorded and the recording used for the purpose set out above.

Damian Allen
Chief Executive

Issued on: Friday 23rd October, 2020

Governance Officer for this meeting: Christine Rothwell Tel: 01302 735682

Doncaster Metropolitan Borough Council
www.doncaster.gov.uk

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. 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.

5. Digital Recovery and Renewal Strategy (*Pages 1 - 20*)
6. Overview and Scrutiny Work Plan and Council's Forward Plan of Key Decisions (*Pages 21 - 36*)

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Chair – Councillor Jane Kidd

Vice-Chair – 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.



Doncaster Council

Date: 2nd November
2020

To the Overview & Scrutiny Management Committee

Digital Recovery & Renewal Strategy

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Jane Nightingale		No

EXECUTIVE SUMMARY

1. The purpose of this report is to make the Overview & Scrutiny Management Committee aware of the Council Digital Response, Recovery & Renewal activities that have been and continue to be progressed through the Covid-19 crisis. The Strategy paper at **Appendix 1** developed in July includes the detail at that point in an environment that is continually changing.
2. If the Council had not continually invested in technology and digital ways of working for itself, St Leger Homes and Doncaster Children's Services Trust before the pandemic, all three organisations would have had problems continuing to function if Councillors and the majority of officers could not continue to run the Council from home. This was only achievable to the volume and extent required because of that investment.
3. Many more citizens have accessed services and information via the Council website during this time keeping them safer. Councillors can still operate and attend meetings virtually meaning Council business can continue. A large percentage of staff continue to deliver services from home to keep them safe. Staff who physically need to be on site or out in the borough to deliver services can still operate with the help of technology. Officers can talk to many citizens virtually in their homes if required and they have the facility whilst of course still having traditional channels open for those citizens who prefer them or do not have access to the internet.

4. Much of this would not have been possible without having the right digital tools and ways of working in place and in fact, some authorities who have not invested significant resources into digital have struggled to maintain services to the scale we have achieved, with some having to access technology in shifts due to technology capacity issues. It also reinforces why the Council needs to continue to keep up with technology so we are in a position to deal with anything that we must during these uncertain times.

EXEMPT REPORT

5. N/A

RECOMMENDATIONS

6. This report recommends the Overview & Scrutiny Management Committee:
 - Consider and comment on the Digital Recovery & Renewal Strategy.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

7. The ability to access digital Council services means that many citizens can self-serve access to services and information 24/7 if they wish to and have access. In addition, knowing their Council has the technology in place to ensure their critical services are not disrupted at a time of great need should reassure as well as ensure all the required services are delivered. This of course does not mean there will be no alternatives to accessing services on-line, not all citizens can, have or desire access to technology and connectivity.

BACKGROUND

8. Like many others, our organisation had to change very quickly back in March 2020 from traditional mostly on-site and/or office based with some home working, to mostly home-based reliant on the use of technology. It also changed many of the ways we do things on a daily basis such as interaction with each other, communication with those we serve, how we operate internally and the delivery of services via alternative means.
9. If we had not invested significantly in the previous Digital Council Programme and the major technology upgrade projects completed in 2019, there is no doubt that we would have struggled to continue to function in the way that we have. Having many re-designed services on-line, moving our main technology and digital components to be cloud hosted and the way we have implemented our desktops, systems and security means we can access anytime anywhere in a secure and resilient environment. Many other organisations including local authorities have not been able to achieve this to the same extent. That said there is still so much more we could do, in particular what is digitally possible to assist in the care for vulnerable citizens.
10. The Strategy in **Appendix 1** seeks to deliver some of these things as well as explore the business case for others. It also sets out to collect Doncaster detailed information about who has access to technology, who does not and who does not

want to use it. The last consultation and data collection exercise on this subject was completed a few years ago and the current national data does not break this down in enough detail for Doncaster. The world has also changed, as have the needs of citizens living through a pandemic when access to technology is an even greater asset and need. The strategy was developed in July 2020, delivery has started, however due to the on-going pandemic events, and organisational capacity, some of the timescales will need to be changed. Team Doncaster partners are also involved in some of these initiatives.

OPTIONS CONSIDERED

11. There are no options to consider in this particular report. The main objective is to communicate this reactive Digital Recovery & Renewal Strategy for Doncaster Council.

REASONS FOR RECOMMENDED OPTION

12. N/A

IMPACT ON THE COUNCIL'S KEY OUTCOMES

13.

	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,</p>	

	<p>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 	<p>The right digital tools in place contribute to:</p> <ul style="list-style-type: none"> - a modern, efficient and flexible workforce; - modern, accessible customer interactions; - the ability to work within our resources; and - improved value for money.

RISKS AND ASSUMPTIONS

14. The assumption is that all national digital connectivity continues to operate via its various providers so the internet services to homes, citizens, Councillors and staff are not disrupted.
15. The biggest risk when operating digitally is cyber security. This is a strategic risk for the Council and activity is continually monitored and blocked where relevant using best practice tools and other technology infrastructure designed for this

function. Councillors and staff are also continually asked to complete training and to always, be vigilant.

LEGAL IMPLICATIONS [Officer Initials SRF Date 13/10/2020]

16. There are no legal implications arising out of this report. Specific legal advice can be provided to the panel upon request.

FINANCIAL IMPLICATIONS [Officer Initials PH Date 13/10/2020]

17. There are no direct financial implications in this report.

HUMAN RESOURCES IMPLICATIONS [Officer Initials KG Date 13/10/2020]

18. There are no significant HR implications to this decision.

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 15/10/2020]

19. A number of quick wins identified in the Digital Recovery & Renewal Strategy have been delivered to date including:

- The further roll out and use of web chat across several high-volume processes (e.g. waste collection);
- Further implementation of gov notify and the Government Delivery Platform to improve digital communication to citizens and staff via email and text;
- Virtual democratic, public and partner meetings;
- Hybrid meeting room solutions including partners;
- Enhancements to online processes;
- Requirements gathering for future phases; and
- Procurement of a digital solution for Schools Catering.

20. High-level progress against the delivery of the strategy will continue to be monitored through the quarterly Technology Governance Board (TGB) and more closely via the 3 weekly Technology Portfolio Delivery Board chaired by the Assistant Director of Customers Digital & ICT which also monitors the delivery of anything technical.

HEALTH IMPLICATIONS [Officer Initials SK Date 15/10/2020]

21. Digital inclusion is a contributor to wellbeing. Conversely, digital exclusion can compound existing health and other inequalities. If important information and services are more easily accessed digitally this could cause unintended harm to people who are unable or do not wish to use digital services. While age is the main factor in digital exclusion, there are other determinants: low income, disability, learning difficulties, educational attainment, ethnicity, rurality, and language/literacy. People who are digitally excluded are likely to be those most in need of services. The depth of digital exclusion for people with disabilities is generally much greater than for the wider population. Accessibility, therefore, must be built into all digital offers. Similarly, development of our systems and

platforms should take consideration of e.g. older operating systems and different devices used to access services online.

22. Equitable application of a digital-forward approach will require focussed and culturally competent support. Similarly, there should be consideration of whose voices define what it looks like for the council to 'better serve' our citizens. Finally, it is important to consider existing biases in data for e.g. predictive work and AI-based functions to ensure existing biases are not compounded.
23. Issues of mental wellbeing and isolation, for example in the case of telehealth and care provided remotely, should be mitigated for employees and citizens. For some people health and care staff can be among their only social contact. The limitation of identifying welfare needs remotely must also be considered, for example in the case of people living with disabilities that could prevent them from having insight into their situation or from communicating their needs.
24. For employees the continued need to work remotely should lead to consideration of their situations such as disabilities and workspace/VLE set-up. Employees will need access to reliable, high-quality internet access and sufficient suitable home workspace, which not all will have. Not all will be able to afford this, and consideration must be given to how the council will offer equitable support to employees as well as citizens in that regard. This will be important for council officers as well as other employees across Team Doncaster to ensure that those receiving services from partners, are not treated unequally because of inadequate equipment, skills, or connectivity among staff who support them.
25. The proposal explains that changes to ways of working to a digital-forward approach that may mean that some services become online only with an in-person alternative offered for non-internet users. It will be important to consider the potential cost of time and transport to access services in-person that others can access online, as well as the increased risk of COVID transmission through travelling to council sites. There may be an increased risk of poorer COVID outcomes among those more likely also to be non-internet users through (age, ethnicity, and disability). The COVID risk inequalities must be considered alongside digital inequalities, and other non-digital but remote options for service provision should be considered.

EQUALITY IMPLICATIONS [Officer Initials JG Date 12/10/20]

26. The Council has duties under the Public Sector Equality Duty at s149 of the Equality Act 2010. The duty requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those that do not share that protected characteristic. Those who do not have the means or ability to use technology for whatever reason are being considered in the delivery of the strategy ensuring alternatives are available.

CONSULTATION

27. This Digital Recovery & Renewal Strategy has been considered at the Council's Directors Meeting. Senior Management were also consulted and comments from staff surveys were used.

BACKGROUND PAPERS

28. **Appendix 1** – Digital Recovery & Renewal Strategy

REPORT AUTHOR & CONTRIBUTORS

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Debbie Hogg
Director of Corporate Resources

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Digital Recovery & Renewal Strategy

1. Introduction

The Covid-19 crisis has created a perfect storm for digital acceleration and has indeed achieved in three months what has previously taken years to achieve. Digital ways of working have been essential to enable the Council to function throughout the Covid-19 crisis with the majority of the organisation continuing to function from the homes of staff. As we start to recover in line with easing lockdown restrictions, it will be just as essential once again to ensure we can operate safely both for the citizens we serve and our staff. Further to this, as part of our renewal in a world that has probably changed forever, we will need to embrace many of these changes permanently as well as seeking further innovation and solutions. Given time is of the essence, this shorter than planned reactive Digital strategy has been developed to fast track our thinking with the aim of starting to deliver outcomes as quickly as possible aligning with the Three Horizons approach within the Doncaster Recovery & Renewal Strategy.

2. Definition of Digital

Digital means different things to different people. It is therefore important to define this in terms of this document. Digital is not a team within the Council or a remedy delivered by a piece of technology. It is an ethos, a culture that enables us as one council to 'better serve' our citizens and where the agenda and vision are delivered unilaterally, with the responsibility residing holistically across the whole organisation. 'The integration of digital technology to achieve required fundamental change to how we operate and deliver value to citizens.'

Some examples of this are:

- The re-design of service processes to achieve a successful on-line presence;
- A redesign of processes to update their delivery and operating model;
- New, replacement or enhanced procured or in-house developed technical solutions to solve operating and service delivery dilemmas such as the need for physical distancing and increased home or remote working;
- The provision of additional technology equipment to enhance home working;
- Further enhancement and rollout of technology we already have such as further Microsoft 365 tools;
- Researching and applying new innovative technologies e.g. artificial intelligence, automated processing etc.
- Modernising the way we operate internally changing processes and technology;
- Ensuring all staff have the skills to use so digital operating and service delivery becomes the norm;
- Pursuing increased digital connectivity across Doncaster; and
- Improving digital inclusion so our digitally excluded citizens have digital access and the skills to use.

3. The Covid-19 Response

Like many others, our organisation had to change very quickly back in March 2020 from traditional mostly on-site and/or office based with some home working, to mostly home-based reliant on the use of technology. It also changed many of the ways we do things on a daily basis such as interaction with each other, communication with those we serve, how we operate internally and the delivery of services via alternative means. It has also reduced some of our dated and more costly ways of working such as the requirement for face-to-face interaction, home visits, printing, using cash, posting letters and documents, the use of couriers for post, travel between buildings for meetings and to other organisations both locally and nationally. Examples of this in a digital context include:

- The delivery of some services on-line only;

- Increased direction of citizens on-line;
- The urgent procurement and rollout of extra laptops;
- The very quick increase of home working connectivity and security;
- Increased digital skills with many staff using a laptop for the first time;
- Increased self-service access to virtual training and support;
- The superfast rollout and adoption of Microsoft Teams;
- Geographic COVID19 related data modelling and dashboard development;
- Design and development of COVID19 related on-line functions such as self-isolation, business grant applications, PPE Requests, supplier assistance etc.
- An in-house developed Care Home Track & Trace solution and other developments;
- Implementation of gov notify and the Government Delivery Platform to improve digital communication to citizens and staff via email and text;
- Increased use of electronic document management;
- Increased use of hybrid mail;
- Virtual democratic, public and partner meetings;
- Increased use of webinars rather than attending conferences and national meetings;
- and
- The use of a range of tools to collaborate with other organisations.

In summary, we have solved problems quickly using people, processes and technology working in an agile way and across boundaries. The Covid-19 crisis has achieved a level of digital culture change that can take decades to achieve.

4. Recovery

The Council has continued to deliver business critical services to citizens but had to stop or reduce some services for safety and capacity reasons. Services are becoming available again in phases dependent upon capacity, ability, suitability and readiness. We have not yet found alternative ways of working for all services moving forward in line with the physical distancing required until we are absolutely Covid-19 free, which may or may not occur. We also do not have a full solution of how we will operate internally when it is safe for all staff to return, but it is likely that this may never occur, so we need to be prepared digitally even more so than now, for when we totally return to business as usual. Short-term solutions for times of crisis may not be suitable longer term. This means there is a requirement to embrace digital further as part of our recovery to achieve this. Some solutions may exist but some may not. A good example of this is the requirement to engage with people who are housebound due to having a disability or due to their age. Examples of the types of questions we need to consider in order to assist in finding digital solutions include:

- Which services need to visit people in their homes and why;
- Is there another way of delivering these services;
- Are there services without an on-line presence;
- How many citizens can operate on-line;
- Could more citizens operate on-line if they had the equipment and skills;
- Do we want to provide these to make it possible;
- How many staff do we need at work physically to achieve service delivery;
- Which buildings will need digital connectivity – more or less;
- How many staff will we need to work at home and when;
- What other equipment do we need if longer term – monitors, keyboards etc.;
- How will we work at the required productivity level with a hybrid of on-site and home work force;
- How will we know we are doing this successfully;
- What new services do we need to deliver; and
- What processes and technology do we need to enable.

These are just some of the questions we need to identify and find the answers to so we can work to solve them as soon as possible.

5. Renewal

As we create our future organisation taking advantage of the digital ways of working, we have had to implement very quickly to continue during the response and recovery, do we want to leave it there. Alternatively, do we want to continue our digital journey on our own terms? If we had not invested significantly in the previous Digital Council Programme and the major technology upgrade projects completed in 2019, there is no doubt that we would have struggled to continue to function in the way that we have. Having many re-designed services on-line, moving our main technology and digital components to be cloud hosted and the way we have implemented our desktops, systems and security means we can access anytime anywhere in a secure and resilient environment. Many other organisations including local authorities have not been able to achieve this to the same extent. That said, there is still so much more we could do, in particular what is digitally possible to assist in the care for vulnerable citizens in these conditions as well as other more advanced ways of interacting and identifying when we are needed to achieve something in the borough proactively without anyone having to report it.

That said, this is not just about the Council, it is also about the citizens we serve and the businesses that provide jobs for those people. They have also had to survive during the crisis in a borough that does not yet have access to digital connectivity everywhere although this is close at about 96% for superfast broadband (28mbps). However, where it does, it is not always at the level required, in particular for business premises, some of whom have started to benefit from gigabit connectivity (1,000mbps) but not enough. Previous citizen consultation has also told us that some cannot afford connectivity and/or the devices they need to access or have the skills. How many needed this to continue working at home during the crisis? What can we do about this? What do we want to do about this? Those that have and can, will also continue to have even higher expectations with digital access to our services, now very much regarded as an everyday essential utility. They will also expect further modernisation and innovation to provide them with the best value for their money. Even more so, given the national financial environment we are now probably facing.

6. Three Horizons Framework

The Three Horizons framework is part of our Recovery & Renewal Strategy aligned with the four Recovery Stages below; therefore, it makes sense to align this Digital Recovery & Renewal Strategy with this model. A quick consultation has occurred:

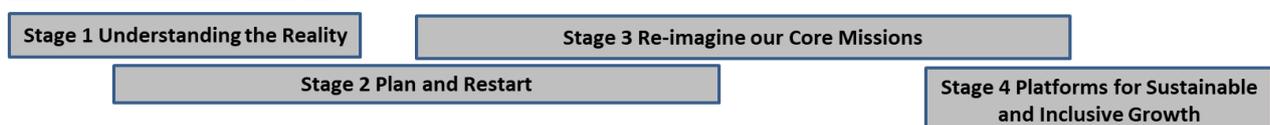
- To inform Horizon 1, that is, what occurred digitally March through to the end of June 2020 to get us through the main crisis;
- To inform the potential digital requirements for Horizon 2 to start asap through to the end of September 2020; and
- To inform Horizon Three 3 for delivery from October 2020 onwards.

The consultation included the 'Three Quick Questions' asked of Assistant Directors, the completed ADASS Survey relating to digital and the LOCYP Staff Survey. Sections 7, 8 and 9 that follow are the responses to those consultations summarised and aligned with the Three Horizon approach. These will of course not include everything but provide a good summary to build upon through feedback and further consultation.

Three Horizons Framework



Doncaster Recovery Stages



7. Horizon One – Understanding The Reality – March to June 2020

Corporate Resources	Adults, Health & Well Being including Public Health	Economy & Environment including Housing	Learning & Opportunities: Children & Young People
<p>Increased use of website by citizens to access services. Swift rollout of Microsoft Teams. Swift procurement and distribution of additional Laptops to DMBC, DCST & SLHD. Remote working – increased performance, less sickness, improved work/life balance, less stress and anxiety, increased productivity, less interruption. Enabled nearly the whole directorate work force to work from home excluding Schools Catering & Metroclean. On-line developments – business grants, supplier assistance, PPE Requests. GIS dashboards and data modelling. Use of Power BI for COVID19 flow model. Virtual Committee Meeting implementation, testing and training. Government Delivery Platform for staff and citizen email communication. Gov notify to email and text businesses, citizens and staff. Virtual Training.</p>	<p>Swift rollout of extra laptops. Teams rollout. Ability to work remotely has been a lifesaver. Reduced practitioner exposure to Covid-19. Remote Virtual Assessments such as capacity assessments, virtual ward round contribution for inpatients, mental health act assessments, and occupational health assessments. Reduced travel and quicker work. Successful collaboration with health colleagues e.g. The Care Home Cell. Encouraged Health re benefits and security of MS Teams and same conversation progressing with SYP. Power BI and GIS Care Home Dashboard and system flow. In-house developed Care Home Contact Tracing database. Community Hub & Localities digital improvements. A need for more equipment for some at home – monitors, docks, keyboards, mice, cables.</p>	<p>Home working a benefit to some but not others. Initiated virtual committee meetings. Loss of access to some information and resources held in the office. Electronic production of ground sheets has been a problem. Some services issue paper copies of required work to staff. Some devices not set up for email. Financial processes not easy due to using paper. Whats App on council mobile phones would help.</p>	<p>The swift rollout of Microsoft Teams has been a lifeline. Jabber messaging also been very helpful. Good feedback from the majority of staff about new ways of working. Google Classroom and Hangouts also used. Some files in the office. A need for more equipment for some at home – monitors, docks, keyboards, mice, cables. No remote printing.</p>

<p>DWP use of 'Trust & Protect' for benefits verification. Increased use of EDRMS. Increased use of hybrid mail. No remote printing. No face-to-face service delivery in one-stop-shop or visiting homes or businesses. A need for more equipment for some at home – monitors, docks, keyboards, mice, cables. Need to remove requirement to use a specific pen for birth registrations.</p>			
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8. Horizon Two – Plan & Restart/Re-Imagine Our Core Missions – July to September 2020

Corporate Resources	Adults, Health & Well Being including Public Health	Economy & Environment including Housing	Learning & Opportunities: Children & Young People
<p>Move some services to on-line only and only deal with citizens not on-line. Reduce face-to-face service offer aligned to this. Increase the use of web chat in the delivery of services. Continue remote working where appropriate. Implement further virtual public meetings. Implement digital signatures wider. Introduce 'Trust & Protect' for verification purposes e.g. Council Tax.</p>	<p>Potentially use Teams to view properties on the Accessible Housing Register so Occupational Therapists do not have to attend with SLHD. Find a solution to re-start minor adaptations without delay (MAWD) clinics. Explore technology that a Learning Disability client could use. Explore providing tech to digitally excluded vulnerable citizens. Explore Wi-Fi or other connectivity in adult provider</p>	<p>Work station at home training. Implement Whats App on work mobiles where required e.g. Food standard inspections. Review fly tipping technology (Lagan/Opti/Total Mobile) in use to ensure photos and info can be recorded. Review use of Lagan/Opti/Total for street cleansing. Continue waste business analysis and any resulting tech changes and development. Continue Street Scene business analysis and any resulting tech development.</p>	<p>Whats App & Skype. Remote printers and scanners where required. More mobiles and laptops.</p>

<p>Introduce consistent mandatory technology provision for all Councillors. Introduce virtual Councillor training. Implement home and mobile printing for those citizen services that require it. Implement hybrid-meeting solution/s. Increased use of SMS texting to citizens and staff. Explore the need for ICT user accounts for Schools Catering & Metroclean staff. Implement Schools catering digital solution. Increase the marketing of digital services so they are the primary access channel.</p>	<p>service buildings with the providers. Ipads and apps for remote health consultations with citizens – Positive Step Unit, Hamilton Court, Eden Lodge, Wickett Hairn Road & Ammersall Court. More tech equipment to be used at Day Centres by citizens. Public Health text alerts. Card payments in libraries. Whats App and Skype on work mobiles where required.</p>	<p>Lagan/M3/Cyclops remote working. Increase the marketing of digital services so they are the primary access channel.</p>	
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9. Horizon Three – Re-Imagine Our Core Missions/Platforms For Sustainable & Inclusive Growth - October 2020 Onwards

Corporate Resources	Adults, Health & Well Being including Public Health	Economy & Environment including Housing	Learning & Opportunities: Children & Young People
<p>Explore solution for unsupervised property and land searches.</p>	<p>Implement further telecare and telehealth. Movement sensors for activity monitoring e.g. Just Checking. Environmental monitoring in homes. Video calling vulnerable citizens' e.g. Alcove Care phone – one touch video and voice calling.</p>	<p>Explore the use of apps. Ensure all services have an on-line presence and designed around citizens. Bring asset datasets together so one accurate dataset for all. Map where all assets are to improve on-line access, maintenance schedules, resource requirements etc.</p>	<p>Ensure all appropriate services have an on-line presence and designed around citizens, children and young people.</p>

	<p>Introduce home technology to communicate e.g. Alexa, Facebook portal. On-line self-assessments. On-line eligibility checking.</p>	<p>Use more sensors to inform when maintenance is required such as when waste bins need emptying. Increase the use of data such as interaction history and geographic data to inform service delivery and resources required.</p>	
<p>Council-Wide Deliverables</p>			
<p>Implement the use of telephony artificial intelligence where relevant across the Council. Implement more web chat including the use of artificial intelligence. Implement more service access via the use of home devices for services across the Council to access information e.g. Alexa, Google. Increase internal on-line and digital support services. Implement robotic automated processing across the council where appropriate. On the back of very successful data modelling, implement further enhanced data collection, manipulation and presentation to inform decision making, intervention, service delivery and resource management using a Big Data solution. Explore the increased use of smart devices to monitor things like footfall, travel, traffic, parking, buildings, bins, care etc. Explore automated case processing. Increased use of data to inform targeted intervention. Use of predictive analytics to inform future planning and prevention measures and activities.</p>			

10. Digital Inclusion

As a **Connected Council**, we aim to:

- Provide modern, accessible customer interactions;
- Operate within our resources and deliver value for money; and
- Provide a co-ordinated, whole person, whole life focus on the needs and aspirations of residents.

As part of our **Learning** agenda, we aim to have:

- More young people equipped to access employment, training and higher education.
- More young people ready for school.
- More people learning throughout their lives and have the skills to access work.

As part of our **Working** agenda, we aim to have:

- More people employed in good quality jobs.
- The number of businesses in Doncaster increased with more of them exporting.
- More quality jobs created in the local economy.

As part of our **Caring** agenda, we aim to have:

- More people remaining healthy and independent for longer with fewer people socially isolated.

Digital connectivity can play a huge part in all of these, even more so due to the corona virus situation. We can also transform all we like digitally within our own organisation but if our citizens do not have digital access or skills, the full benefits will not be maximised. The last Office of National Statistics data collected on this subject was in May 2019 below. The picture is more complicated locally and there are no figures for Doncaster alone. The situation will also have changed over the last year given Covid-19 and it is assumed that there will have been an acceleration of use at all ages through necessity whether that has been keeping in touch with family or ordering shopping on line etc. As the data shows below and will no doubt once again demonstrate, those in the higher age groups are less likely to use the internet but are more likely to benefit from it greatly due to the Covid-19 situation where self-isolation, shielding and social distancing are more required. This strategy includes a number of digital initiatives that would greatly assist those older and vulnerable but they will not be effective if we do not consider the role our citizens will need to play if they wish to, are capable and have access to the necessary equipment and connectivity.

Of course, if the connectivity is not available in the first place, the above is immaterial. The Superfast South Yorkshire Programme will have covered about 99% of the borough with superfast broadband upon its completion and up to now across South Yorkshire, take-up has increased from 18% to 53%, although the exact figures are not yet available for Doncaster. The rollout of gigabit fibre has also started in the most populated areas and enterprise zones. However, we cannot guarantee that all will choose to access or can afford to access and in some instances, it may be beneficial for the Council to assist in this provision for the delivery of critical services and to achieve value for money. For example, we may already be providing connectivity to sheltered accommodation for care alarms so is there an opportunity to provide other services to those vulnerable people using the same connectivity.

TABLE 1B: RECENT INTERNET USERS UK, 2012 TO 2019*Persons aged 16 years and over*

	Used in the last 3 months							
	2012	2013	2014	2015	2016	2017	2018	2019
All adults	80.9	83.3	85.0	86.2	87.9	88.9	89.8	90.8
Age group (years)								
16-24	97.6	98.3	98.9	98.8	99.2	99.2	99.3	99.2
25-34	96.7	97.7	98.3	98.6	98.9	99.1	99.2	99.4
35-44	94.2	95.8	96.7	97.3	98.2	98.4	98.6	98.9
45-54	87.8	90.2	92.3	93.6	94.9	96.2	96.8	97.5
55-64	77.9	81.3	84.2	86.7	88.3	90.0	91.8	93.2
65-74	56.2	61.1	65.5	70.6	74.1	77.5	80.2	83.2
75+	22.9	29.1	31.9	33.0	38.7	40.5	43.6	46.8



11. Action Plan

Although we clearly do not have all the information yet, there follows a proposed ambitious high-level action plan as a starting point. The timescales for Horizon 2 to begin are already here so if we are to have a chance in succeeding all that has been proposed for delivery by October, we need to take an agile approach where we start without knowing all the answers and focus on delivering the beneficial outcomes and we know are low risk. The deliverables for Horizon 2 are by nature lower risk with many achievable within current resources but capacity will be an issue. However, using the agile approach, we will also identify any issues and risks quickly and can revise our decisions and plans quickly with a view to having all the information we require as soon as possible. Horizon 3 by nature are bigger more complex deliverables that will affect resources, therefore it is proposed the business cases for these are developed and considered at the appropriate point.

Task	Whom	Timescale
General		
Incorporate feedback from Directors Meeting discussion.	Julie Grant	20 th July 20
Complete a further quick consultation with Leadership & Heads of Service to ensure no important gaps.	Julie Grant	20 th to 31 st July 20
Develop Digital Strategy Programme governance model to monitor delivery.	Julie Grant	By 20 th July 20
Technology Governance Board discussion to identify representation and initial resources.	Technology Governance Board	22 nd July 20
Horizon 2		
Identify any quick wins and deliver.	PIC Digital Programme Manager, Digital & ICT, Digital Strategy Programme Board.	End of July/Early August 20.
Hold workshops to scope deliverables where required.	Business Analysis Team & Service Representatives	End of July/Early August 20
Identify what can be completed in Horizon 2 with anything above moved to Horizon 3 subject to agreement.	PIC Programme Manager/Business analysis Team, Digital Tech, ICT & Service Representatives.	End of July/Early August 20
Develop the Horizon 2 Programme & Project Plans.	PIC Digital Programme Manager & Project Managers with input from others.	End of July/Early August
Identify costs and other resources required.	PIC Digital Programme Manager & Project Managers.	End of July/Early August
Focused delivery.	Business Analysts, Digital Tech, ICT, Services.	August & September
Horizon 3		

Develop business cases for the larger deliverables e.g. increased telecare, health, big data, Internet of Things/smart places, artificial intelligence, robotic automated processing etc.	Business Analysts & Systems Analyst.	By January 21
Identify any quick wins and deliver.	PIC Digital Programme Manager, Digital & ICT, Digital Strategy Programme Board.	By January 21
Hold workshops to scope deliverables where required.	Business Analysis Team & Service Representatives	By end of December 20
Develop the Horizon 3 Programme & Project Plans.	PIC Digital Programme Manager & Project Managers with input from others.	By January 21
Identify costs and other resources required.	PIC Digital Programme Manager & Project Managers.	By January 21
Focused delivery.	Business Analysts, Digital Tech, ICT, Services.	January 21 to end of October 21 (any longer to be agreed based on complexity and capacity.)
Digital Inclusion		
Hold workshop with Council and appropriate delivery partners to inform scope and potential solutions.	Business Analysis Team, Service & Partners Skills & Delivery Representatives.	By end of November 20
Develop a focused digital inclusion survey and consult with Doncaster people.	Digital, Communications & PIC	Jan & Feb 21
Analyse the outcome and develop a delivery plan.	Business Analysis Team, Service & Partners Skills Representatives. PIC Project Manager	By end of March 21
Deliver any one-off outcomes in scope and integrate into existing delivery models where possible.	Service & Partners Skills & Delivery Representatives. PIC Project Manager	April 21 onwards
Measure the outcomes and continuously monitor.	Business Analysis Team, Service & Partners Skills Representatives.	Continuously

12. Next Steps

As indicated in the action plan, the first proposed step is to seek feedback from the Chief Executive and Directors with regard to this reactive Digital Recovery & Renewal Strategy proposal developed quickly due to the Covid-19 situation and the urgent need to progress deliverables to enable successful recovery and prepare us for whatever the future holds. Please note that this proposal does not mention partners due to separate conversations already progressing with Team Doncaster but should be developed to do so as those conversations develop.

Julie Grant 06/07/20



Please note dates of meetings/rooms/support may change

OVERVIEW & SCRUTINY WORK PLAN 2020/21

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
May	Friday 1st May, 2020 11am – Briefing Session				
	OSMC and Vice Chairs - way forward during the Covid-19 pandemic period.				
	Wednesday 13th May, 2020 5pm – Briefing Session				
	How the Local Authority is identifying and responding to the needs of vulnerable people				
	Thursday 28th May 2020 5pm – Briefing Session				
	Use of grant funding and impacts				
June	Thursday 11th June 2020 5pm – Briefing Session				
	Street scene services, cleaner and greener; Household Waste Centres				
	Thurs, 25th June 2020, 10am (AS)				
	<ul style="list-style-type: none"> • Qtrly Finance & Performance Report – Qtr 4 <ul style="list-style-type: none"> • DMBC • SLHD • DCST • Scrutiny Work Plan 				

Please note dates of meetings/rooms/support may change

July	Cancelled Thurs, 16th July 2020, 10am	Cancelled Thurs, 2nd July 2020, 10am	Thursday 9th July 2020 5pm – Briefing Session	Thursday 23rd July 2020, 5pm – Briefing session	Wed, 29th July 2020, 10am
			<ul style="list-style-type: none"> Home schooling during Covid-19 pandemic – schools approach and support and advice available Potential impact on educational outcomes 	<ul style="list-style-type: none"> Impact on delivery of major projects during the covid-19 pandemic 	<ul style="list-style-type: none"> Update on Environmental Strategy and Climate Commission Work planning meeting
	Wed 29th July 2020 1pm	Mon 27th July 2020 12.30 pm	Cancelled Thurs, 23rd July 2020, 4:30pm	Thurs 30th July 2020 5pm	
	Work planning meeting	Work planning meeting		Work planning meeting	
		Tues 28th July 2020 11am (CM) South Yorkshire Regional Joint Scrutiny Virtual Meeting.			
Aug		Thurs 6th August 2020 5pm (CM)	Mon 3rd Aug 2020 5pm		
		<ul style="list-style-type: none"> Mental Health (include suicide prevention) – impact from the covid-19 pandemic 	<ul style="list-style-type: none"> Work planning meeting 		
Sept	Thurs 3rd Sept 2020, 12:30pm Cancelled & moved from 10th Sept 2020, 10am (CR)				Friday 18th Sept 2020 9.30am (CR)
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 1 (specific issue staff sickness and back to work interviews) (c) <ul style="list-style-type: none"> DMBC SLHD DCST O&S Workplan – Sept Update (c) 				<ul style="list-style-type: none"> Flooding Briefing session

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"> Licensing Strategy (c) 				
	Tues, 22nd Sept 2020 at 4pm Briefing Session		Thurs, 17th Sept 2020, 4:30pm (CM)		
	<ul style="list-style-type: none"> Planning White Paper Consultation (c) 		<ul style="list-style-type: none"> Theme - Early intervention in localities supporting families in the place (c) 		
			Ext Tues, 29th Sept 2020, 5:00pm (CM)		
			<ul style="list-style-type: none"> Theme – Participation Child Friendly Borough (c) Doncaster Offer (Youth Strategy) (c) 		
Oct				Thurs 8th Oct 2020 at 4pm R and H Briefing Session (All Members welcome)	
				<ul style="list-style-type: none"> Housing Strategy Housing Delivery Plan 	
	Thurs, 8th October 2020, 10am	Thurs, 1st October 2020, 10am (CM)		Mon, 12th Oct 2020 at 1pm rescheduled from Wed, 14th Oct	Thurs, 22nd October 2020 At 2pm (CM)
	<ul style="list-style-type: none"> Council Compliments and Complaints (c) 	<ul style="list-style-type: none"> Ensuring access to day support and short breaks during the Covid 19 pandemic (c) Health Protection Assurance Report (deferred from meeting in March 2020) (c) 		<p>Economic impact arising from COVID (c)</p> <ul style="list-style-type: none"> To include Business Support Grants (main fund and discretionary fund) <ul style="list-style-type: none"> how has this been utilised. 	<p>Flooding (c)</p> <ul style="list-style-type: none"> Section 19 requirements; Winter preparations for flooding assurance ahead of winter period
Wed, 21st October 2020, 4pm Members Seminar –OSMC led					

Please note dates of meetings/rooms/support may change

	<ul style="list-style-type: none"> Planning White Paper Consultation (c) 				
Nov	<p>Mon 2nd Nov 2020, 10am rescheduled from Thurs, 5th Nov</p>	<p>Thurs, 26th Nov 2020, 10am</p>	<p>Extraordinary- Wed 11th November, 2020 4.30pm</p>		<p>Wed 25th November, 2020 at 10am</p>
	<ul style="list-style-type: none"> Digital Recovery & Renewal Strategy(c) <p>Borough Strategy Briefing following the meeting</p>	<ul style="list-style-type: none"> Winter Planning Partnership Plan to including hospital discharges to care homes, track and trace (local) and CV-19 Doncaster position (c) 	<ul style="list-style-type: none"> Theme Education, Skills and Curriculum Recovery Achievements in relationships with Academies; Reintegration into education; NEET; Skills and transition into employment. (c) Learning Provision Organisation Strategy; (c) Education achievement and attendance; (c) 		<p>Domestic Abuse (during the pandemic) – briefing session (c)</p> <p>Briefing session Environmental Strategy development (c)</p>
Dec	<p>Thurs 3rd Dec 2020, 10am (AS)</p>		<p>Thurs, 10th Dec 2020, 4:30pm</p>		
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 2 (c) <ul style="list-style-type: none"> DMBC SLHD DCST 		<ul style="list-style-type: none"> Theme – Safeguarding Whole System including demand management; Doncaster Children’s Safeguarding Board Annual Report (c) 		
	<p>Friday 8th Jan 2021, 10am (TBC)</p>				
Page 24 Jan	<ul style="list-style-type: none"> Borough Strategy Education and Skills Strategy 				
	<p>Wed, 20th Jan 2021 10am</p>	<p>Thurs, 28th Jan 2021, 10am</p>			
	<ul style="list-style-type: none"> Review of Ward Budgets 	<ul style="list-style-type: none"> Childhood obesity Get Doncaster Moving (to include invite to DCLT) (c) 			

Please note dates of meetings/rooms/support may change

		<ul style="list-style-type: none"> Substantial variation GP Practice Proposed Merger (c) 			
Feb	Thurs, 4th Feb 2021, 10am				Wed, 10th Feb 2021, 10am
	<ul style="list-style-type: none"> Budget (TBC) Corporate Plan 				Crime and Disorder Committee <ul style="list-style-type: none"> Reflection on Covid period 2020
	Thurs, 25th Feb, 2021 10am				
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 3 <ul style="list-style-type: none"> DMBC SLHD DCST 				
March		Thurs, 18th March 2021, 2pm	Thurs, 11th March 2021, 4:30pm	Wed, 3rd March 2021 – 10:00am, Council Chamber	
		<ul style="list-style-type: none"> Health Protection Assurance Report 	<ul style="list-style-type: none"> Theme – Health and well-being of children; How to promote and transition of children with learning disability into Adult Education. 	-	
Apr	Thurs, 1st April 2021, 10am				
May					

Please note dates of meetings/rooms/support may change

POSSIBLE ISSUES FOR FUTURE CONSIDERATION OR TO BE SCHEDULED					
	Youth Justice Plan – being dealt with through a different process in 2020	Changes to Adult Social Care Charges 1 year on – first meeting in 2021/22		Town Centre Car Parking (TBC)	Environmental/Climate Change <ul style="list-style-type: none"> • Climate Change Commission Report – Oct • Transportation (link to Climate Change/Covid) – Review – timing tbc link to Regeneration and Housing • Hatfield Moors Fires • Environment Strategy (Cleaner/Green proposed early January) Other areas arising out of the above will be reviewed throughout the year and maybe rolled over on a continual basis.
	DGT 2 and Borough Strategy (Early January 2021)	RDaSH Quality Accounts – December 2020	All Age Learning Disability Strategy (TBC)		•Water Management Consortium and Doncaster East Internal Drainage Board–update following 2018/19 Flood Review (deferred from 2019/2020 tbc)
	Budget 21/22 – October 2020 onwards (including CSR settlement)				
Page 26	Ward budgets – 6 months on – addressing community vibrancy, lessons learnt particularly operating through Covid-19, barriers - review				

Please note dates of meetings/rooms/support may change

	Contract commissioning – roll over to 2021/22				
Page 27		<p><u>Briefing Note</u></p> <p>Adults Safeguarding – January/February 2021</p>		<p><u>Briefing Notes</u></p> <ul style="list-style-type: none"> • Homelessness – <ul style="list-style-type: none"> ○ response to homelessness (in response to Covid 19) and implications on housing stock/budget/support ○ ending of suspension of evictions for those renting in private renting (23rd Aug) when court actions can resume ○ impact on number that could be made homeless ○ support to those finding new accommodation/sustaining tenancies • Council Properties Rent Payments; <ul style="list-style-type: none"> ○ Impact from job losses/redundancies/delays in Universal Credit 	<p><u>Briefing Notes</u></p> <ul style="list-style-type: none"> • Rapid Improvement Programme • Future parks' and green space • Social Isolation and Loneliness Alliance Update

Please note dates of meetings/rooms/support may change

				<ul style="list-style-type: none">○ measures in place to support those impacted.● Flooding– flooding being addressed by C & E so may need to review what is covered to avoid duplication and ensure the issues remained linked<ul style="list-style-type: none">○ Flood resilience and housing – how we can become more resilient to flooding.○ Economic impact from flooding● SCR Devolution● Funding Streams and progress made eg. Towns Fund January 2021	
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DONCASTER METROPOLITAN BOROUGH COUNCIL
FORWARD PLAN FOR PERIOD 1 NOVEMBER 2020 TO 28 FEBRUARY 2021

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

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Prepared on 1st October, 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
10 Nov 2020	To accept grant funding from the Ministry of Housing, Communities and Local Government - Next Steps Accommodation Programme	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Equalities.	Portfolio Holder for Housing and Equalities	Mark Wakefield Mark.Wakefield@doncaster.gov.uk		Open
11 Nov 2020	Continuance of sponsorship agreement with Doncaster District Bowling Association for maintenance of bowling greens for 2020/21.	Councillor Joe Blackham, Portfolio Holder for Highways, Street Scene and Trading Services	Portfolio Holder for Highways, Street Scene and Trading Services	Lisa Carter lisa.carter@doncaster.gov.uk		Open
17 Nov 2020	Proposal for 2 year Contract Extension for the RDASH Diamond Centre (Formerly known as Solar Centre)	Councillor Rachael Blake, Portfolio Holder for Adult Social Care	Cabinet	Kathryn Anderson-Bratt, Head of Service - Commissioning and Contracts Tel: 01302 737013 Kathryn.Anderson-Bratt@doncaster.gov.uk		Open

17 Nov 2020	Learning Provision Strategy in Doncaster.	Councillor Nuala Fennelly, Portfolio Holder for Children, Young People and Schools.	Cabinet	Neil McAllister, School Organisation Manager neil.mcallister@doncaster.gov.uk		Open
17 Nov 2020	To approve the revised Housing Strategy 2020-2025	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Equalities.	Cabinet	Karen Lythe, Assistant Director of Housing Karen.Lythe@doncaster.gov.uk		Open
17 Nov 2020	To approve the Five Year New Homes Delivery Plan.	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Equalities.	Cabinet	Karen Lythe, Assistant Director of Housing Karen.Lythe@doncaster.gov.uk		Open
17 Nov 2020	Update on the development of the new Big Picture project	Councillor Nuala Fennelly, Portfolio Holder for Children, Young People and Schools.	Cabinet	Martyn Owen martyn.owen@doncaster.gov.uk		Part exempt

1 Dec 2020	To develop an integrated model of adult substance misuse treatment & supported housing services, by Riverside supported housing services to be sub-contracted by Aspire & to extend the contract to 31 March 2023, to pilot & evaluate an integrated model	Councillor Nigel Ball, Portfolio Holder for Public Health, Leisure and Culture	Portfolio Holder for Public Health, Leisure and Culture	Helen Conroy, Public Health Specialist Tel: 01302 734571 Helen.Conroy@doncaster.gov.uk		Open
1 Dec 2020	St Leger Homes Performance Report 2020/21 Quarter 2 (Non Key Decision)	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Equalities.	Cabinet	Julie Crook Tel: 01302 862705		Open
1 Dec 2020	Quarter 2 2020-21 Finance and Performance Report and the 'Delivering for Doncaster' Booklet	Mayor Ros Jones	Cabinet	Faye Tyas, Chief Financial Officer and Assistant Director of Finance faye.tyas@doncaster.gov.uk, Louise Parker, Head of Service Strategy & Performance Unit Manager Louise.Parker@doncaster.gov.uk		Open

12 Jan 2021	Approval of the Council Tax Base for 2021/22	Mayor Ros Jones	Cabinet	Alan Stoves, Head of Revenues and Benefits Tel: 01302 735585 Alan.stoves@doncaster.gov.uk		Open
21 Jan 2021	To agree a new Doncaster Borough Strategy (2021-2030)	Mayor Ros Jones, Mayor of Doncaster with responsibility for Budget and Policy Framework	Council, Cabinet 12/01/21 Council 21/01/21	Allan Wiltshire, Head of Policy and Partnerships allan.wiltshire@doncaster.gov.uk		Open
23 Feb 2021	Quarter 3 2020-21 Finance and Performance Report and the 'Delivering for Doncaster' Booklet	Mayor Ros Jones	Cabinet	Faye Tyas, Chief Financial Officer and Assistant Director of Finance faye.tyas@doncaster.gov.uk, Louise Parker, Head of Service Strategy & Performance Unit Manager Louise.Parker@doncaster.gov.uk		Open
23 Feb 2021	St Leger Homes Performance Report 2020/21 Quarter 3	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Equalities.	Cabinet	Paul Tanney, Chief Executive, St Leger Homes of Doncaster paul.tanney@stlegerhomes.co.uk		Open

23 Feb 2021	To approve new discretionary relief schemes for Business Rates for 2021/22.	Mayor Ros Jones	Cabinet	Alan Stoves, Head of Revenues and Benefits Tel: 01302 735585 Alan.stoves@doncaster.gov.uk	Open
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