

## OFFICER DECISION RECORD

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

Decision Ref. No:  
AHWB/058/2017 Developing  
Capacity in the market

### Box 1

**DIRECTORATE:** Adults, Health and Wellbeing

**DATE:** 10 July 2017

**Contact Name:** Fay Wood, Interim Commissioning Manager

**Tel. No.:** 01302 737817

**Subject Matter:** Capacity build the diverse Voluntary, Community and Faith Sector by the provision of a co produced 'bespoke' work programme

### Box 2

#### DECISION TAKEN:

1. To undertake a procurement exercise to select a provider who can deliver a "bespoke 'work programme to the diverse Voluntary, Community and Faith Sector (Better Care Funding agreed at £15k).

This work programme aims to: enhance the sector's 'Business Acumen' to help support the development and enhancement of a vibrant, sustainable and diverse provider market. It will also further demonstrate the Local Authorities' commitment to supporting the sector.

### Box 3

#### REASON FOR THE DECISION:

##### Background and Context

The Council is shifting to a Community Led Support model (CLS) whereby people have the best chance possible to remain independent and retain control of their lives. CLS is focused on implementing a fundamental change to the customer journey, building community capacity and resilience, introducing a three conversation model for customer contact, reshaping the front door, developing community hubs and supporting reconfiguration of a number of teams and culture change in social care staff.

This agenda can only be realised with the active involvement from key partners who have a vital role to play, including the strong independent Voluntary, Community and Faith sector organisations of Doncaster. The Council have a role to play in supporting the growth and development of a diverse provider market and this is reflected in section 5 of the Care Act 2014.

In 2016 the Commissioning and Contracts team worked with a group of local providers and co-produced a programme of bespoke workshops which will support the sector to achieve the outcomes set out below.

**The following topics were identified as key:**

- 1). Pricing and Payment – how to price; developing charging policies; processes for accepting payments
- 2). Marketing – how to market products and services; who is the customer? What is the product?
- 3). SROI – how to evidence SROI; the tools available
- 4). Added Value – how to demonstrate this and why it's important
- 5). Trading Arms - the role of Trading Arms; why chose this approach? their place in a business operating model
- 6). Understanding Direct Payments and Individual Service Funds

**The group also identified the following outcomes the work will achieve:**

- 1). Raise awareness of the importance of localised support services to local people in addressing social issues
- 2). Increase engagement and development of the Council's relationship with the diverse provider market To recognise the expertise and the local knowledge of the sector/s as a catalyst for change and improve the social wellbeing of local communities
- 3). Provide direct support to a diverse provider market through training and skills development
- 4). Recognise and celebrate the 'social value' of local community and voluntary groups
- 5). Improve accountability and transparency
- 6). Design local support provisions through co-production and together shape and implement solutions that respond to the needs of local people
- 7). Capacity build in the community by empowering the voluntary sector to do more.

**Perceived Benefits (Customer, Business, Partnership and Financial).**

- 1). Identify opportunities for greater collaboration with and between sectors in order to achieve greater efficiency and demonstrate strong value for money
- 2). Income Generation for Doncaster – support providers to consider using the funding as match funding, exploring other external funding streams, the introduction of charging, responding to personalisation/direct payments and finally being more business focused
- 3). Empower individuals to develop/enhance their skill base
- 4). Enhance social capital

**Funding.**

Funding of £15k has been secured for this work to be undertaken from the Better Care Fund.

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

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

**Option 1**

Do nothing.

This is not an option as it does not align with the direction of travel the Local Authority is taking and the Adults, Health and Wellbeing Transformation Plan for Doncaster.

**Option2.**

Undertake a procurement exercise to select a provider to deliver a 'bespoke' workshop programme to support the diverse Voluntary, Community and Faith sector.

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

Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do. Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services.

The procurement of the service must be in accordance with the Council's contract procedure rules.

**Name: Nicky Dobson\_ Signature: \_\_by email\_\_ Date: \_\_21<sup>st</sup> July 2017**

\_\_\_\_\_  
**Signature of Assistant Director of Legal and Democratic Services (or representative)**

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

This proposal £15k as a one off, has been agreed via the normal transformation co-ordination group (TCG). The Business case has been approved and both DMBC and CCG partners have approved the proposal. The cost of this proposal is £15k and is expected to be fully spent within the financial year 2017/18.

The proposal will be funded from the non-recurrent Better Care Fund (BCF) carry forward currently held as an ear marked reserve.

**Name: Nick Cameron Signature: [REDACTED] Date: 14/07/2017**

**Signature of Assistant Director of Finance & Performance (or representative)**

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

There are no Human Resources Implications.

Name:  Kelly Wilks  Signature:  By Email

Date:  12<sup>th</sup> July 2017

Signature of Assistant Director of Human Resources and Communications (or representative)

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

**As per the Contract Procedure Rules any contracts with a aggregated value between £5,000 and £25,000 should be procured by obtaining a** minimum of 3 verbal quotes, at least one of which must be from a Doncaster-based business. Quotes should then be confirmed in writing and all details must be saved. Upon selection of the quote which delivers best value, a Contract Award Notice must be completed to enable this to be added to the contracts register.

I would recommend that if the winning provider is working with customers that the relevant due diligence is completed to protect DMBC.

Name: Holly Wilson, Senior Category Manager Signature:   
Signature of Assistant Director of Finance & Performance  
(or representative)

Date: 13/7/17

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

This ODR has no direct ICT implications. If through the commissioning of these services and/or to support the delivery of the outcomes of the work programme any ICT requirements are identified, then a business case should be submitted to the ICT Governance Board.

Name: Peter Ward (ICT Strategy Programme Manager)

Signature: 

Date: 12/07/17

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

**Box 10****ASSET IMPLICATIONS:**

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

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

**Signature:** By email      **Date:** 12<sup>th</sup> July, 2017

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

**Box 11**

**RISK IMPLICATIONS:**

**To be completed by the report author**

1. A co-produced programme of bespoke workshop which will support the sector was developed to achieve the outcomes set out in Box 3 above.
2. If the Council and its partners are to realise its ambitious transformation agenda and turn aspirations into reality the Sector has a crucial role to play. Therefore, support to the Sector in what ever form is essential to deliver the agenda.
3. If this decision is not taken forward and supported there will potentially be a negative reputational impact on the Council which may well impede any further engagement with the VCF Sector.

**(Explain the impact of not taking this decision and in the case of capital schemes, any risks associated with the delivery of the project)**

**Box 12**

**EQUALITY IMPLICATIONS:**

**To be completed by the report author**

1. Historically, providers of support services in Doncaster have as rule been what can be termed as the 'usual suspects'.
2. Considerable amount of work has taken place overtime to change that situation within EU procurement rules.
3. We have witnessed the unusual suspects securing funding from the Council, many, for the very first time.
4. There is still work to be carried out to ensure that local small to medium providers are able to be in with a chance to not only secure Council funding and or external funding but be in a place whereby they can respond to self funders and those in receipt of a Direct Payment and or Individual Service Fund.
5. This project will address many of the barriers that local providers encounter and enable them to be in a position whereby they can compete and/or collaborate with other providers in order to aid their sustainability.

Name: Fay Wood  
(Report author)

Signature: 

Date: 24 July 2017

**Box 13  
CONSULTATION**

**Officers**

(In addition to Finance, Legal and Human Resource implications and Procurement implications where necessary, please list below any other teams consulted on this decision, together with their comments)

**Members**

Under the Scheme of delegation, officers are responsible for day to day operational matters as well as implementing decisions that have been taken by Council, Cabinet, Committee or individual Cabinet members. Further consultation with Members is not ordinarily required. However, where an ODR relates to a matter which has significant policy, service or operational implications or is known to be politically sensitive, the officer shall first consult with the appropriate Cabinet Member before exercising the delegated powers. In appropriate cases, officers will also need to consult with the Chair of Council, Committee Chairs or the Chair of an Overview and Scrutiny Panel as required. Officers shall also ensure that local Members are kept informed of matters affecting their Wards.

Please list any comments from Members below:

**Box 14  
INFORMATION NOT FOR PUBLICATION:**

In accordance with the Freedom of Information Act 2000, it is in the Public's interests for this decision to be published in full, redacting only the signatures.

Name: Gillian Parker Signature:  Date: 24/07/2017  
Signature of FOI Lead Officer for service area where ODR originates

**Box 15**

**Signed:** \_\_\_\_\_ **Date:** 21/08/17  
**Director of People Damian Allen**

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
**Additional Signature of Chief Financial Officer or nominated representative for Capital decisions.**

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

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