

# Public Document Pack



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|-----------------|------------------------------------|
| <b>MEETING:</b> | Cabinet                            |
| <b>DATE:</b>    | Wednesday, 19 October 2016         |
| <b>TIME:</b>    | 10.00 am                           |
| <b>VENUE:</b>   | Reception Room, Barnsley Town Hall |

## AGENDA

1. Declaration of pecuniary and non-pecuniary interests
2. Leader - Call-in of Cabinet decisions

### Minutes

3. Minutes of the previous meeting held on 5th October, 2016 (Cab.19.10.2016/3)  
(Pages 3 - 6)

### Items for Noting

4. Decisions of Cabinet Spokespersons (Cab.19.10.2016/4) (Pages 7 - 8)

### Petitions

5. Petitions received under Standing Order 44 (Cab.19.10.2016/5)

### Items for Decision/Recommendation to Council

#### Communities Spokesperson

6. Housing Options and Welfare Review (Cab.19.10.2016/6)
7. Community Safety Restructure (Cab.19.10.2016/7) (Pages 9 - 44)

#### People (Achieving Potential) Spokesperson

8. Education Outcomes in Barnsley 2015-16 (Cab.19.10.2016/8) (Pages 45 - 54)
9. Barnsley Alliance Education Improvement Strategy (Cab.19.10.2016/9)  
(Pages 55 - 74)

To: Chair and Members of Cabinet:-

Councillors Houghton CBE (Chair), Andrews BEM, Bruff, Cheetham, Gardiner, Howard, Miller and Platts

Cabinet Support Members:

Councillors Cherryholme, Franklin, David Griffin, Lamb, Mitchell and Saunders

Chair of Overview and Scrutiny Committee  
Chair of Audit Committee

Diana Terris, Chief Executive  
Rachel Dickinson, Executive Director People  
Matt Gladstone, Executive Director Place  
Wendy Lowder, Interim Executive Director Communities  
Julia Burrows, Director Public Health  
Frances Foster, Director Finance, Assets and Information Services  
Julia Bell, Director Human Resources, Performance and Communications  
Andrew Frosdick, Director Legal and Governance  
Katie Rogers, Communications and Marketing Business Partner  
Anna Morley, Scrutiny Officer  
Ian Turner, Service Director, Council Governance

Corporate Communications and Marketing  
Labour Group Room – 1 copy

Please contact Ian Turner on 01226 773421 or email [governance@barnsley.gov.uk](mailto:governance@barnsley.gov.uk)

Tuesday, 11 October 2016



|                 |                                    |
|-----------------|------------------------------------|
| <b>MEETING:</b> | Cabinet                            |
| <b>DATE:</b>    | Wednesday, 5 October 2016          |
| <b>TIME:</b>    | 10.00 am                           |
| <b>VENUE:</b>   | Reception Room, Barnsley Town Hall |

## MINUTES

**Present** Councillors Houghton CBE (Chair), Andrews BEM, Bruff, Cheetham, Franklin (for Gardiner), David Griffin (for Howard), Miller and Platts

**Members in Attendance:** Councillors Cherryholme, Lamb, Saunders and Sheard

### 87. Declaration of pecuniary and non-pecuniary interests

There were no declarations of pecuniary or non-pecuniary interests.

### 88. Leader - Call-in of Cabinet decisions

The Leader reported that no decisions from the previous meeting held on 21<sup>st</sup> September, 2016 had been called in.

### 89. Minutes of the previous meeting held on 21st September, 2016 (Cab.5.10.2016/3)

The minutes of the meeting held on 21<sup>st</sup> September, 2016 were taken as read and signed by the Chair as a correct record.

### 90. Decisions of Cabinet Spokespersons (Cab.5.10.2016/4)

The Record of Decisions taken by Cabinet Spokespersons under delegated powers during the week ending 16<sup>th</sup> September, 2016 were noted.

### 91. Petitions received under Standing Order 44 (Cab.5.10.2016/5)

It was reported that no petitions had been received under Standing Order 44.

#### Communities Spokesperson

### 92. Re-Modelling Customer Services - Community Engagement (Cab.5.10.2016/6)

**RESOLVED** that a 6 week period of community engagement be undertaken to inform the development of a new operating model for Customer Services Operations (including libraries) in order to build a modern, dynamic and sustainable public library and customer service operation for the Borough, which meets the Council's statutory requirements.

#### Place Spokesperson

### 93. Community Infrastructure Levy Draft Charging Schedule (Cab.5.10.2016/7)

**RESOLVED:-**

- (i) that approval be given to proceed with consultation on the Community Infrastructure Draft Charging Schedule as outlined within the report now submitted;
- (ii) that the budget for the implementation of the Community Infrastructure Levy as outlined in Appendix A to the report be approved and the Place Directorate revenue and capital budgets be amended accordingly; and
- (iii) that a further report be submitted following completion of the consultation exercise.

**94. Longcar Housing Development (Cab.5.10.2016/8)**

**RESOLVED:-**

- (i) that approval be given in principle to the proposal for direct development of the Longcar Professional Development (Longcar PDC) site by the Council, on the basis of the viability report at Appendix 3, such site to provide 32 residential units for both sale (28) and rent (4);
- (ii) that Cabinet note that the project has been included within the capital investment priority proposals for 2020 for spending in 2016/17, should the scheme not attract Sheffield City Region Devolution funding and that earmarking of the potential costs will be in advance of the report on the overall priorities for the investment available being brought to Cabinet;
- (iii) that delegation for the final scheme approval (inclusive of the agreed funding and project delivery route) and responsibility for the appointment of suitably qualified contractors be granted, to the Executive Director of Place, following consultation with the Director of Finance, Assets and Information Services. A final decision regarding the progression of the development will be made following a full financial appraisal at tender evaluation stage;
- (iv) that approval be given for the appropriation of the 4x affordable units associated with the development into the Housing Revenue Account (HRA) to be managed by Berneslai Homes (in line with transfer valuations);
- (v) that approval be given to refund the costs associated with the demolition of the former Longcar PDC buildings (completed by Berneslai Homes in December 2015) back into the HRA via a funding transfer or via a reduction in the Capital Receipt to be paid for Section 106 units; and
- (vi) that approval be given to appoint NPS Barnsley as Employer Agent to provide the project management and contract administration role for the duration of the project.

**People (Safeguarding) Spokesperson**

**95. HMIP Inspection of Barnsley Youth Offending Team (Cab.5.10.2016/9)**

**RESOLVED:-**

- (i) that the positive findings of the Short Quality Screen (SQS) Inspection of Barnsley Youth Offending Team by Her Majesty's Inspectorate of Probation in terms of the quality of service provided to support youth offenders and the continued progress being made in the Borough, as detailed in Appendix 1 of the report now submitted, be noted; and
- (ii) that Cabinet place on record its congratulations and thanks to the staff and management of the service for the excellent assessment of the service.

.....  
Chair

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**BARNSELY METROPOLITAN BOROUGH COUNCIL**

**CABINET SPOKESPERSONS' DECISIONS**

**Schedule of Decisions taken for week ending 7<sup>th</sup> October, 2016**

| <b><u>Cabinet Spokesperson</u></b> | <b><u>Item</u></b>   | <b><u>Decisions</u></b>   | <b><u>Contact Officer</u></b> |
|------------------------------------|--|---|-------------------------------|
| 1. Place                           | Section 106 Allocations – Broomhill Park                                       | that £20,000 of Section 106 monies be allocated towards a package of improvement works at Broomhill Park.   | P. Clifford<br>Tel. 775772    |
| 2. Place                           | Section 106 Allocations – Cortonwood Highways Improvements                     | that £160,028 of Section 106 monies be allocated in order to facilitate future highways improvements on infrastructure within the vicinity of Cortonwood Retail Park. | P. Clifford<br>Tel. 775772    |
| 3. Place                           | Section 106 Allocations – Cundy Cross Highways Improvements                    | that £20,000 of Section 106 monies be allocated in order to facilitate future highways improvements at Cundy Cross.   | P. Clifford<br>Tel. 775772    |
| 4. Place                           | Section 106 Allocations – Dearne Road and Carrfield Additional Allotment Plots | that £17,000 of Section 106 monies be allocated as a contribution to the provision of additional allotment plots at Dearne Road and Carrfield, Bolton-upon-Dearne.    | P. Clifford<br>Tel. 775772    |

| <b><u>Cabinet Spokesperson</u></b> | <b><u>Item</u></b>   | <b><u>Decisions</u></b>   | <b><u>Contact Officer</u></b> |
|------------------------------------|--|---|-------------------------------|
| 5. Place                           | Section 106 Allocations – Highgate Community Allotment Project                     | that £16,000 of Section 106 monies be allocated as a contribution to provision of Disability Discrimination Act (DDA) compliant access to the Highgate Allotment site, Goldthorpe.  | P. Clifford<br>Tel. 775772    |
| 6. Place                           | Section 106 Allocations – Highgate Lane Replacement Fencing                        | that £16,000 of Section 106 monies be allocated as a contribution towards the replacement of fencing at Highgate Lane, Bolton upon Dearne.  | P. Clifford<br>Tel. 775772    |
| 7. Place                           | Section 106 Allocations – Affordable Housing Former North Gawber Colliery, Phase 2 | that £28,000 of Section 106 monies be allocated to enable the Council (via Berneslai Homes) to support the purchase of 14 affordable houses at the former North Gawber Colliery Site, Mapplewell, situated in the Darton East Ward and due to be completed by Harron Homes. | P. Clifford<br>Tel. 775772    |
| 8. Place                           | Section 106 Allocations – Worsbrough Park Pavilion                                 | that £8,800 of Section 106 monies be allocated as a contribution to the refurbishment of Worsbrough Park Pavilion.  | P. Clifford<br>Tel. 775772    |



**BARNSELY METROPOLITAN BOROUGH COUNCIL**

**This matter is not a Key Decision within the Council's definition and has not been included in the relevant Forward Plan**

**Report of the Executive  
Director - Communities**

**Community Safety Review**

**1. Purpose of report**

1.1 The purpose of the report is to provide members with details of the outcome of the Community Safety Review (CSR) and agree recommendations for service redesign.

**2. Recommendations**

2.1 **Cabinet members are asked to:-**

2.1.1 **Note and endorse the outcome of the CSR and proposed redesign of the Service.**

2.1.2 **Note and endorse the consultation and communication proposals.**

2.1.3 **Note and endorse the move to implementation stage as from 1<sup>st</sup> April 2017.**

**3. Introduction**

3.1 A review of the Community Safety and Enforcement Service commenced in February 2016 focussing on scoping the current position, identifying service strengths and improvement opportunities.

3.2 The Community Safety landscape has undergone significant policy and legislative changes over recent years. This coupled with the austerity measures facing the public sector and the future council ambitions presents an ideal opportunity to review the current operation and functionality of the service.

3.3 The review has examined all aspects of strategic and operational practices ensuring that a clear understanding is ascertained in terms of the current position and that the future direction of the service is well informed.

3.4 The review has:

- Considered the broader landscape within which community safety operates;
- Taken account of existing policy and legislative requirements and potential future changes;
- Ensured the service is able to intelligently anticipate the scale of change ensuring it remains agile and customer centric empowering communities to do more for themselves;
- Understood through a clear and robust business intelligence assessment how existing resources are being deployed and the outcomes achieved;

- Reviewed what's working well and identified gaps and opportunities to ensure the service evolves to meet the changing needs and requirements;
- Considered how the service needs to adapt to meet these requirements ensuring that services are delivered in the most efficient and effective ways addressing root causes and achieving the best outcomes for and in partnership with our communities;
- Considered the key enablers required to support the continuous improvement and any future service re-design (IT, workforce development, customer services);
- Redefined the core service offer ensuring the future service model takes account of key Future Council priorities and the changing needs of customers.

3.5 The review presents a timely opportunity to reframe the strategic intentions of the service and act as a catalyst for service transformation to realise the 2020 Future Council vision. The review has been positively embraced by the service as a learning and continuous improvement opportunity. Realising the outcomes of the review will ensure the service is fit for purpose adding value to both internal and external customers and stakeholders.

#### **4. Proposal and justification**

4.1 A number of strengths were identified for consideration as part of the service re-design. The service depicts a true sense of customer focus which is evident in customer interaction and engagement. The service is underpinned by the values of partnership and team working, flexibility, effective and timely resolution and has a strong skills, knowledge and expertise base. This includes some sharing of information with partner agencies to provide a whole system response to service demands and customer needs.

4.2 The review has identified a number of areas for further improvement which will be taken forward and addressed as a core element of the CSR redesign and implementation. These include service governance, strengthening policies and procedures, triage and deployment, aligning working hours to key demand times and days including weekends, systems, processes and the use and availability of technology to improve the use of business intelligence.

4.3 Taking account of the current service delivery model, key drivers, priorities and requirements, the service will continue to collaborate with key stakeholders such as South Yorkshire Police (SYP) to develop a whole system approach to community safety. This will form part of the design of a Public Services Hub (PSH) which will transform service delivery.

More information about the PSH is set out below under section 4.13 and 4.14. This will be subject to a further report into cabinet in due course.

4.4 In line with demand, the service structure has been analysed and revised to ensure it is fit for purpose and able to support the delivery of the new service offer. As part of the redesign, a number of posts will be required to provide resilience during hours of high demand which includes evenings and weekends. The focus of these posts will relate to anti-social behaviour and other high risk activity delivered by the service. This will have a cost and resource implication which can only be met by reducing both human resources and the breadth of the core offer activity base. Employee implications are outlined at Section 8 to this report.

4.5 In the future delivery model, the Safer Communities core offer will be as follows:

### **Triage and Assessment**

- Anti-Social Behaviour
- Environmental Crime
- Housing – Tenancy Conduct, Landlord Conduct, Disrepair
- Support to victims and witnesses
- Homelessness and Welfare Advice
- Hate, Harassment and Cohesion, Asylum and Refugee
- Prevent Co-ordination
- Building community resilience, engagement and mediation
- Staff intimidation, assault, harassment and associated investigation

### **Case Management**

- As above

### **Specialisms**

- Specific specialist activity maintained and developed in-service to align with and advise the case management function in line with specific mandatory requirements.
- Private sector housing licensing and mandatory compliance to ensure mandatory, additional and selective licensing programmes are implemented and administered and statutory responsibilities under the Housing Act 2004, Housing and planning Act 2016, Housing Health and Safety Rating Scheme standards are ensured.
- Enforcement of high risk planning cases via a qualified planner to operate under the requirements of the Town and Country Planning Act 1990 and Building Act 1984.
- Gypsy and traveller liaison with established traveller community and management of unauthorised and temporary encampments.
- The integration of new communities to the borough including overseas migrants, asylum seekers and refugees ensuring adequate support and advice and developing clear intelligence around emerging tensions and community cohesion issues.
- Ensuring the statutory duties of the housing authority for the prevention of homelessness are appropriately discharged to support the statutory homelessness service.
- Alignment and co-location with SY Police Teams.

### **Placed-Based Community Safety Hubs**

- As above

4.6 The core offer will be underpinned by the following principles;

- Risk based analysis of demand – high, medium and low.
- Deployment and referral to appropriate resource or activity.
- Scanning and assessing all channels of access to service - BMBC, SY Police and other partners.
- Maintenance of systems, provision of intelligence, analytical products and performance data.

- 7 days resilience 8am until 10pm weekdays and 10am until 6pm weekends.
- Assigned case work for detailed investigation and intensive intervention.
- Individual casework owners, Single Point of Contact and key worker principles.
- High and medium risk intensive case management relating to individuals, family and location.
- Multi-disciplinary approach covering Anti-social Behaviour; Tenancy management (all sectors); Environmental Crime; Property Disrepair and mismanagement; and Hate and Harassment.
- Coordinating interventions across public services, agencies and other relevant partners.
- Application of appropriate tool and powers to support de-escalation and resolution of cases at earliest possible stage.
- Where appropriate and proportionate to do so, manage risk and behaviour through enforcement action and take cases to court.
- Support step-up and step-down approaches through the different tiers of intervention as appropriate.
- Victim and witness support to provide intensive support to individual and household victims of antisocial behaviour and low risk hate crime and domestic violence.
- Community Safety Officers addressing a range of low risk community safety issues including environmental signal crimes such as graffiti, blighting of streets and public spaces, low risk antisocial behaviour, community reassurance and engagement providing direct links to other early interventions services operating in a locality setting.
- Housing and Environment resources to proactively regulate high density areas of poor quality private housing to include the built and physical environments, property standards, behaviour standards and landlord/tenant exploitation.
- Alignment and co-location with place-based SY Police Teams.

4.7 The future service delivery model will be underpinned with a proactive focus on prevention and early help with targeted intervention to support the de-escalation of cases ensuring individuals, families and communities are supported at the earliest possible stage to achieve the best possible outcomes.

4.8 The place-based element of the future service delivery model will build on community assets ensuring that where appropriate self-reliance is promoted building on strengths of local communities to ensure communities are part of the solution. The place-based hubs will ensure local partnerships with communities and other key stakeholders continue to grow and that early intervention can be effectively coordinated for those most at risk. This will include the fostering of local formal and informal networks within communities to help individuals and families, reducing the need for statutory intervention.

4.9 The future service delivery model will support the delivery of the council's Customer Services Strategy and manage expectations and demand accordingly through improved on-line reporting opportunities and web-based information. The implementation phase would also provide the opportunity to pilot referral e-forms for Councillors. Refer to Customer Journey diagram attached at Appendix D.

- 4.10 The implementation phase of the CSR will incorporate a number of workstreams to progress the improvement opportunities identified as part of the review. This will ensure that all key enablers are fully maximised for example IT systems and interoperability, workforce development and business intelligence to enable the service to be as efficient and effective as possible. It is also important that such enablers are progressed in line with the intentions of the Public Service Hub so that partners are actively involved and the service is able to provide a whole system response to deliver effective high quality customer focussed services.
- 4.11 The service review has necessarily focussed upon ensuring a fit for purpose approach within the context of Future Council, financial constraints and those problems potentially presenting the most risk to our communities. For this reason part of the approach being proposed is to provide service resilience at times of highest demand specifically evenings and weekends. This will provide more capacity to deal with and respond to issues in a timelier manner.
- 4.12 Support is sometimes requested from the service in relation to the activities set out in the table below which also defines lead responsibility for addressing these particular issues. The core service will in future adopt a risk-based approach in providing support to address the following issues and will take the necessary action proportionate to the level of risk in terms of reputation to the council, harm to individuals or the cohesion of our communities:

| <b>Service Request Type</b>  | <b>Lead Responsibility</b>  |
|--|---|
| Industrial scale fly-tipping   | Environment Agency.   |
| Singular Cars for sale on roadside   | Not Enforceable under current legislation.  |
| Japanese Knotweed private land dispute   | Civil Matter to be addressed by the individuals concerned.  |
| Clearance and enforcement of discarded needles, paraphernalia and other hazardous waste. | Neighbourhood Services BMBC.  |
| Fly grazing  | Landowner or in the case of Council land, the Service Area responsible for the land. Animal Welfare rests with Regulatory Services. |
| Private boundary disputes  | Civil Matter to be addressed by the individuals concerned.  |
| Private land ownership disputes  | Civil Matter to be addressed by the individuals concerned.  |
| Advertising at the side of the road  | Environment and Transport BMBC  |
| Parking of caravans on the highway   | Environment and Transport BMBC  |

4.13 Whilst the Council looks to implement the outcome of the Community Safety Review it is also looking at the design of what is currently known as the Public Services Hub (PSH). The PSH is being designed in partnership with South Yorkshire Police and will provide an integrated multi-agency approach to reducing vulnerability by coordinating and tailoring interventions across partners to address a range of individual, family or community issues.

4.14 The first phase of the Public Service Hub will see the co-location of Safer Communities with SY Police teams at Churchfields. This is scheduled to take place November 2016 and will facilitate closer working arrangements and support the development of joint working protocols in readiness for the implementation of the new integrated service delivery model April 2017.

## **5. Consideration of alternative approaches**

5.1 As part of the CSR a number of options have been explored in terms of the future service redesign. It has however become evident that to ensure the service remains fit for purpose, cost effective and customer centric, the revised service configuration articulated in this report is the most viable option.

5.2 An option to maintain the current status quo will not deliver the Future Council ambitions and is not sustainable within the current financial climate.

5.3 A further option subsequently discounted would be not to enter the Public Service Hub however; this would not support the public services reform agenda and could potentially provide splintered single agency responses to vulnerable individuals, families and communities. This would be less cost effective and significantly impact on outcomes for individuals, families and communities.

## **6. Implications for local people / service users**

6.1 The Safer Communities delivery model will provide holistic, risk-based, person-centred outcomes for individuals, families and communities. This will clearly support the Future Councils ambitions and places a renewed focus on co-production with local people and communities further embedding resilience and self-reliance.

6.2 Furthermore, as a product of the redesign, local people and communities will receive an integrated, timely and responsive service where professionals adopt a multi-disciplinary approach to coordinate and target interventions to deliver the best possible outcomes.

## **7. Financial implications**

7.1 In order to achieve the deferred 2016/17 Safer Communities Restructure KLOE of £0.050M, then the new structure outlined at Appendices B & C needs to be contained within the estimated staffing resource envelope of £1.977M (£2.027M less £0.050M KLOE proposal). This restructure also includes the transfer of posts in from Housing Options & Welfare Rights currently sat within Healthier

Communities; these posts have an operational focus that is similar to that of Safer Communities.

- 7.2 The available staffing resource envelope detailed above does assume that the following funding is available in 2017/18 and beyond as follows:
- Safer Communities Base Budget of £1.058M (£1.108M base budget less the deduction of £0.050M to cover off the 2016/17 Safer Communities Restructure KLOE).
  - Berneslai Homes – contribution of £0.121M for the employment of 3 TUPE transferred staff.
  - Office of Police & Crime Commissioner – grant of £0.145M funding 3 staff around Integrated Neighbourhood Policing & Case Management.
- 7.3 The staffing resource envelope also assumes a transfer from Healthier Communities of approximately £0.536M to cover the cost of the posts transferring in from Housing Options & Welfare Rights. This transfer is net of the Future Council 2020 Efficiency savings of £0.070M and will be detailed in the imminent Housing Options & Welfare Review Cabinet Report. Should the proposals in the Housing Options & Welfare Rights report not be approved then it would have implications on the financial viability of this restructure.
- 7.4 The staffing resource envelope also assumes there will be a transfer in of £0.062M of realised contract savings via various Supporting People contracts. These are being utilised to fund the element of Housing Options & Welfare Rights staffing budget previously funded via one off earmarkings.
- 7.5 The Staffing resource envelope also assumes the transfer in of £0.055M of funding via the ED Communities Management Account via the deletion of the Directorate Business Managers Post.
- 7.6 The cost of the new Safer Communities structure as detailed at Appendix B (net of the Area Council funded posts) is approximately £1.968M and is therefore within the £1.977M staffing resource envelope detailed at paragraph 7.1. The surplus balance of £0.009M will be used to contribute to Future Council 2020 Efficiency proposals.
- 7.7 This proposal has no impact on the medium term financial position. The 2016/17 KLOE of £0.050M is to be contained within the overall Safer Communities budget for 2016/17 and addressed by the restructure proposals in this report from 2017/18 onwards.
- 7.8 The financial implications detailed above are outlined in the attached Appendix A.

## **8. Employee implications**

- 8.1 The proposals outlined in this report will result in a number of posts being disestablished and the creation of new posts in line with the findings of the review and principles of the Public Service Hub. The net impact will see a reduction of 2 FTE posts. Full details are outlined at Appendix B.
- 8.2 In line with demand analysis, a number of posts across the revised structure will be required to provide resilience during hours of high demand which includes evenings and weekends. The focus of these posts will relate to anti-social behaviour and other high risk activity delivered by the service. The number of posts affected by the requirement to work evenings and weekends on a rota basis will be 20 FTE from a total complement of 46 FTE and this will be aligned with SY Police personnel within the Public Service Hub arrangements.
- 8.3 Furthermore, the Community Safety Strategy and Operations Manager post will be transferred to Healthier Communities to align with the strategic function of the Stronger, Safer and Healthier Business Unit.
- 8.4 A number of posts from Healthier Communities with an operational focus which is consistent with the Safer Communities service offer will be transferred to Safer Communities. The details of which will be outlined in the Welfare Review report. The posts to be transferred will include the Homelessness and Housing Options Team and Welfare Rights as reflected in Appendix B to this report.

## **9. Communications and Consultation**

- 9.1 The review has been overseen by a Project Team including representatives from the Community Safety & Enforcement service; Business Intelligence; Performance and Improvement; Workforce Development, Customer Service Development Team and representatives from inter-dependent services such as Regulatory and Neighbourhood Services.
- 9.2 The review has been undertaken with the full and active engagement of staff members within the service along with a number of key services.

A communications plan will be developed and implemented from October 2016 onwards and will include internal and external customers and stakeholders are fully aware of the revised service offer and subsequent implication for service delivery.

- 9.3 Trade Unions and key partners such as South Yorkshire Police have informed the review and provided input through a number of mediums including group workshops and check and challenge sessions. The review has also provided a platform to share learning with other authorities drawing out examples of good practice which have been used to inform service re-design.
- 9.4 A number of key stakeholders have been consulted as part of the redesign of Service and the development of the Public Service Hub. These include the Councils Senior Management Team, People Directorate, Place Directorate, South Yorkshire Police, Housing, Health and Cabinet portfolio holders.

## **10. The Corporate Plan and the Council's Performance Management Framework**

- 10.1 The future operating model will support the delivery of the following strategic priorities:



### **Thriving and Vibrant Economy**

- Develop a Vibrant Town Centre

### **People achieving their potential**

- Children and adults are safe from harm
- Early targeted support for those that need it

### **Strong and resilient communities**

- Protecting the Borough for future generations

10.2 Performance will be actively monitored to ensure continuous improvement through a stratified risk and performance framework with a detailed action plan and number of supporting performance indicators.

## **11. Promoting equality, diversity, and social inclusion**

11.1 The review and future delivery model promotes equality, diversity and social inclusion providing a risk-based tailored response to individual needs and circumstances throughout the borough. This ensures the best possible outcomes for all sections of our community.

## **12. Tackling the Impact of Poverty**

12.1 The CSR revised delivery model adopts a risk-based stratified approach which looks holistically at the individual, family and locality to provide a targeted response to assist some of our most vulnerable individuals and sections of the community. This should have a positive impact on those living in poverty and at threat of poverty in the future.

## **13. Tackling health inequalities**

13.1 The Community Service function has undertaken an initial Equality Impact Assessment for the proposals outlined in this report. The proposals recommended are those which Community Safety believes will have least negative impact on the diverse communities of Barnsley compared to other available options for a reconfigured service.

13.2 Some elements of the proposals will have significant positive outcomes for example:

- The triage and assessment process will be able to take into account whether vulnerable people are involved and hence whether a response needs to be prioritised. This should help disabled people and elderly people who are in vulnerable situations and reporting anti-social behaviour.
- Improved case management should mean that people in vulnerable situations will receive a more joined up range of services and support that seeks to address their specific individual needs.

13.3 A full Equality Impact Assessment will be undertaken as the new model is rolled out which will include further discussions being held with diverse communities to ensure a better understanding of the extent of any impact and what steps can be practically taken to minimise this impact.

#### **14. Reduction of crime and disorder**

- 14.1 The integrated triage and deployment function will ensure a risk-based approach is in place to deploy joint resources of both the council and South Yorkshire Police. This will ensure cases are managed at the lowest tier of escalation delivering the most efficient and effective service for both the customer and service provider.
- 14.2 As part of the CSR future operating model, the place-based teams will provide a local richness of intelligence which will proactively inform the deployment of resources helping to minimise the escalation of crime and disorder across the borough.

#### **15. Risk management issues**

- 15.1 A number of organisational and reputational risks have been identified in relation to the proposed new delivery model for Safer Communities. The high-level risks and mitigating actions are as follows:

| <b>Risk</b>  | <b>Mitigating Action</b>   |
|--|--|
| The proposed service delivery model is dependent on the alignment of South Yorkshire Police resources both to the core service and at locality level.            | The service is working closely with key partners to develop the PSH concept and identify enhanced opportunities for co-location.   |
| Not realising integrated working practices between functions and organisations.  | The service is working collaboratively with all key stakeholders to develop joint working protocols as part of the implementation phase of the CSR.  |
| Demand continues in areas which are not part of the core service offer.  | Clear communication with internal and external stakeholders and customers will be undertaken to ensure absolute clarity in relation to the service scope and standards.<br><br>An increased focus on prevention and early help will support the de-escalation of cases with a view to reducing demand on public services further upstream. |
| Referral pathways established as part of the triage and assessment protocol are not responded to by key partners outside of the Public Service Hub arrangements. | Referral pathways are being established in partnership with key partners as part of the PSH development. The protocol will be signed off by all key partners as part of the governance arrangements.   |

#### **16. Health, safety, and emergency resilience issues**

- 16.1 The Health and Safety operational procedures will be reviewed as part of the implementation phase of the CSR. This will include a review of Occupational Risk Assessments and lone working procedures to take account of out of hours working arrangements.

#### **17. Compatibility with the European Convention on Human Rights**

17.1 The proposed service delivery model will be compliant with the European Convention on Human Rights.

**18. Conservation of biodiversity**

There are no apparent implications resulting from this report.

**19. Glossary**

N/A

**20. List of appendices**

Appendix A – Finance  
Appendix B – Employee list  
Appendix C – Staff Structure  
Appendix D - Customer Journey

**21. Background papers**

N/A

Officer Contact [Paul Brannan] Telephone No [01226 774950] Date [6/09/2016]

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## Prepared on Behalf of the Director of Finance

## FINANCIAL IMPLICATIONS

## Community Safety Review

| i) <u>Capital Expenditure</u>   | <u>2017/18</u> | <u>2018/19</u> | <u>2019/20</u> | <u>Total</u>       |
|---|----------------|----------------|----------------|--------------------|
|   | £              | £              | £              | £                  |
| <b>To be financed from:</b>   |                |                |                |                    |
| <hr/>   |                |                |                |                    |
| <hr/>   |                |                |                |                    |
| <br>  |                |                |                |                    |
| ii) <u>Revenue Effects</u>  | <u>2017/18</u> | <u>2018/19</u> | <u>2019/20</u> | <u>Later Years</u> |
|   | £              | £              | £              | £                  |
| <b>Current Gross Expenditure:</b>   |                |                |                |                    |
| Safer Communities Restructure as per Appendix B<br>(Based on Indicative Grades Provided)  | 1,968,262      | 1,968,262      | 1,968,262      | 1,968,262          |
|   | <hr/>          | <hr/>          | <hr/>          | <hr/>              |
|   | 1,968,262      | 1,968,262      | 1,968,262      | 1,968,262          |
| <b>Funded via:</b>  |                |                |                |                    |
| Available Safer Communities Base Budget   | -1,107,922     | -1,107,922     | -1,107,922     | -1,107,922         |
| Berneslai Homes Contribution  | -120,980       | -120,980       | -120,980       | -120,980           |
| Office of the Police & Crime Commissioner Grant   | -145,508       | -145,508       | -145,508       | -145,508           |
| Transfer In: Staffing Resource from Housing Options & Welfare Rights (Dependant on the approval of the proposals detailed in the Housing Options & Welfare Review Cabinet Report. | -536,043       | -536,043       | -536,043       | -536,043           |
| Transfer In: Realised Contract Savings via Supporting People - Healthier Communities.   | -61,503        | -61,503        | -61,503        | -61,503            |
| Transfer In: Staffing resource via the deletion of the Communities Directorate Business Manager   | -55,469        | -55,469        | -55,469        | -55,469            |
|   | <hr/>          | <hr/>          | <hr/>          | <hr/>              |
|   | -2,027,425     | -2,027,425     | -2,027,425     | -2,027,425         |
| <b>Sub Total - Savings Generated via Restructure</b>  | <hr/>          | <hr/>          | <hr/>          | <hr/>              |
|   | -59,163        | -59,163        | -59,163        | -59,163            |
| <b>To Contribute to:</b>  |                |                |                |                    |
| Future Council Efficiency Proposals - Deferred from 2016/17   | 50,000         | 50,000         | 50,000         | 50,000             |
| <b>Savings Generated via Restructure</b>  | <hr/>          | <hr/>          | <hr/>          | <hr/>              |
|   | -9,163         | -9,163         | -9,163         | -9,163             |

**Impact on Medium Term Financial Strategy:**

There is no impact on the Medium Term Financial Strategy arising from this report. Any potential savings will be utilised to fund Future Council 2020 Efficiency Savings.

Agreed by:  ..... On behalf of the Director of Finance

5th October 2016

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Appendix B

| <i>Post Number<br/>(if new<br/>position write<br/>'new position')</i> | <i>Current<br/>Directorate and<br/>Service Area</i>  | <i>Proposed<br/>Directorate and<br/>Service Area ( if<br/>applicable)</i>                              | <i>Current<br/>Post Title</i>   | <i>Current<br/>Grade</i> | <i>Current<br/>Hours</i> | <i>Current<br/>Reporting Line<br/>Manager</i>                                     | <i>Deletion<br/>y/n</i> | <i>Proposed Post<br/>Title</i> | <i>Proposed<br/>Grade</i> | <i>Proposed<br/>Hours</i> | <i>Job Profile<br/>Number</i> | <i>Proposed<br/>Reporting Line<br/>Manager</i> |
|---|--|--|---|--------------------------|--------------------------|---|-------------------------|--------------------------------|---------------------------|---------------------------|-------------------------------|--|
| 50078136  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer<br/>Communities</i> | <i>Head of Safer<br/>Barnsley</i>   | <i>Grade 14</i>          | <i>37</i>                | <i>Service Director,<br/>Stronger, Safer<br/>and Healthier<br/>Communities</i>    | <i>N</i>                |                                |                           |                           |                               |  |
| 50098160  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>   | <i>Prevent<br/>Coordinator<br/><br/>(temporary to<br/>October 2016)</i>           | <i>Grade 10</i>          | <i>18..5</i>             | <i>Head of Safer<br/>Barnsley</i>   | <i>Y</i>                |                                |                           |                           |                               |  |
| 50053413  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>   | <i>Safer Barnsley<br/>Community<br/>Safety and<br/>Investigations<br/>Manager</i> | <i>Grade 11</i>          | <i>37</i>                | <i>Head of Safer<br/>Barnsley</i>   | <i>Y</i>                |                                |                           |                           |                               |  |
| 50006094  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>   | <i>Tasking Officer</i>  | <i>Grade 9</i>           | <i>37</i>                | <i>Safer Barnsley<br/>Community<br/>Safety and<br/>Investigations<br/>Manager</i> | <i>Y</i>                |                                |                           |                           |                               |  |
| 50012293  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>   | <i>Tasking Officer</i>  | <i>Grade 9</i>           | <i>37</i>                | <i>Safer Barnsley<br/>Community<br/>Safety and<br/>Investigations<br/>Manager</i> | <i>Y</i>                |                                |                           |                           |                               |  |

| <i>Post Number<br/>(if new position write 'new position')</i> | <i>Current Directorate and Service Area</i>  | <i>Proposed Directorate and Service Area (if applicable)</i>                       | <i>Current Post Title</i>                                       | <i>Current Grade</i> | <i>Current Hours</i> | <i>Current Reporting Line Manager</i>                             | <i>Deletion y/n</i> | <i>Proposed Post Title</i>                   | <i>Proposed Grade</i> | <i>Proposed Hours</i> | <i>Job Profile Number</i> | <i>Proposed Reporting Line Manager</i> |
|---|--|--|---|----------------------|----------------------|---|---------------------|--|-----------------------|-----------------------|---------------------------|--|
| 50012297  | <i>Communities Stronger, Safer &amp; Healthier Communities – Safer Communities</i> | N/A  | <i>Tasking Officer</i>  | <i>Grade 9</i>       | <i>37</i>            | <i>Safer Barnsley Community Safety and Investigations Manager</i> | <i>Y</i>            |  |                       |                       |                           |  |
| 50030481  | <i>Communities Stronger, Safer &amp; Healthier Communities – Safer Communities</i> | N/A  | <i>Tasking Officer</i>  | <i>Grade 9</i>       | <i>37</i>            | <i>Safer Barnsley Community Safety and Investigations Manager</i> | <i>Y</i>            |  |                       |                       |                           |  |
| 50048925  | <i>Communities Stronger, Safer &amp; Healthier Communities – Safer Communities</i> | N/A  | <i>Tasking Officer</i>  | <i>Grade 9</i>       | <i>37</i>            | <i>Safer Barnsley Community Safety and Investigations Manager</i> | <i>Y</i>            |  |                       |                       |                           |  |
| 50052506  | <i>Communities Stronger, Safer &amp; Healthier Communities – Safer Communities</i> | N/A  | <i>Tasking Officer</i>  | <i>Grade 9</i>       | <i>37</i>            | <i>Safer Barnsley Community Safety and Investigations Manager</i> | <i>Y</i>            |  |                       |                       |                           |  |
| 50065395  | <i>Communities Stronger, Safer &amp; Healthier Communities – Safer Communities</i> | <i>Communities Stronger, Safer &amp; Healthier Communities – Safer Communities</i> | <i>Gypsy Traveller Enforcement &amp; Investigations Officer</i> | <i>Grade 7</i>       | <i>30</i>            | <i>Safer Barnsley Community Safety and Investigations Manager</i> | <i>N</i>            | <i>Gypsy &amp; Traveller Liaison Officer</i> | <i>Grade 7</i>        | <i>37</i>             | <i>50097827</i>           | <i>Service Manager</i>                 |
| 50078626  | <i>Communities Stronger, Safer &amp; Healthier Communities – Safer Communities</i> | N/A  | <i>Senior Enforcement Officer</i>                               | <i>Grade 10</i>      | <i>37</i>            | <i>Safer Barnsley Community Safety and Investigations Manager</i> | <i>Y</i>            |  |                       |                       |                           |  |



| <i>Post Number<br/>(if new<br/>position write<br/>'new position')</i> | <i>Current<br/>Directorate and<br/>Service Area</i>  | <i>Proposed<br/>Directorate and<br/>Service Area ( if<br/>applicable)</i> | <i>Current<br/>Post Title</i>                          | <i>Current<br/>Grade</i> | <i>Current<br/>Hours</i> | <i>Current<br/>Reporting Line<br/>Manager</i> | <i>Deletion<br/>y/n</i> | <i>Proposed Post<br/>Title</i> | <i>Proposed<br/>Grade</i> | <i>Proposed<br/>Hours</i> | <i>Job Profile<br/>Number</i> | <i>Proposed<br/>Reporting Line<br/>Manager</i> |
|---|--|---|--|--------------------------|--------------------------|---|-------------------------|--------------------------------|---------------------------|---------------------------|-------------------------------|--|
| 50097877  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | N/A   | <i>Investigations<br/>&amp; Liaison<br/>Officer</i>    | <i>Grade 8</i>           | 37                       | <i>Senior<br/>Enforcement<br/>Officer</i>     | Y                       |                                |                           |                           |                               |  |
| 50078959  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | N/A   | <i>Enforcement<br/>&amp; Investigation<br/>Officer</i> | <i>Grade 7/8</i>         | 37                       | <i>Senior<br/>Enforcement<br/>Officer</i>     | Y                       |                                |                           |                           |                               |  |
| 50078180  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | N/A   | <i>Enforcement<br/>&amp; Investigation<br/>Officer</i> | <i>Grade 7/8</i>         | 37                       | <i>Senior<br/>Enforcement<br/>Officer</i>     | Y                       |                                |                           |                           |                               |  |
| 50078181  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | N/A   | <i>Enforcement<br/>&amp; Investigation<br/>Officer</i> | <i>Grade 7/8</i>         | 37                       | <i>Senior<br/>Enforcement<br/>Officer</i>     | Y                       |                                |                           |                           |                               |  |
| 50078184  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | N/A   | <i>Enforcement<br/>&amp; Investigation<br/>Officer</i> | <i>Grade 7/8</i>         | 37                       | <i>Senior<br/>Enforcement<br/>Officer</i>     | Y                       |                                |                           |                           |                               |  |
| 50078185  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | N/A   | <i>Enforcement<br/>&amp; Investigation<br/>Officer</i> | <i>Grade 7/8</i>         | 32                       | <i>Senior<br/>Enforcement<br/>Officer</i>     | Y                       |                                |                           |                           |                               |  |
| 50078481  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | N/A   | <i>Enforcement<br/>&amp; Investigation<br/>Officer</i> | <i>Grade 7/8</i>         | 37                       | <i>Senior<br/>Enforcement<br/>Officer</i>     | Y                       |                                |                           |                           |                               |  |

| <i>Post Number<br/>(if new<br/>position write<br/>'new position')</i> | <i>Current<br/>Directorate and<br/>Service Area</i>  | <i>Proposed<br/>Directorate and<br/>Service Area ( if<br/>applicable)</i>                              | <i>Current<br/>Post Title</i>  | <i>Current<br/>Grade</i> | <i>Current<br/>Hours</i> | <i>Current<br/>Reporting Line<br/>Manager</i>  | <i>Deletion<br/>y/n</i> | <i>Proposed Post<br/>Title</i>              | <i>Proposed<br/>Grade</i> | <i>Proposed<br/>Hours</i> | <i>Job Profile<br/>Number</i> | <i>Proposed<br/>Reporting Line<br/>Manager</i> |
|---|--|--|--|--------------------------|--------------------------|--|-------------------------|---|---------------------------|---------------------------|-------------------------------|--|
| 50078482  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>   | <i>Enforcement<br/>&amp; Investigation<br/>Officer</i>   | <i>Grade 7/8</i>         | <i>37</i>                | <i>Senior<br/>Enforcement<br/>Officer</i>  | <i>Y</i>                |   |                           |                           |                               |  |
| 50078958  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>   | <i>Enforcement<br/>&amp; Investigation<br/>Officer</i>   | <i>Grade 7/8</i>         | <i>37</i>                | <i>Senior<br/>Enforcement<br/>Officer</i>  | <i>Y</i>                |   |                           |                           |                               |  |
| 50094076  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>   | <i>Safer Barnsley<br/>Vulnerable<br/>People &amp;<br/>Private Sector<br/>Housing<br/>Manager</i> | <i>Grade 11</i>          | <i>37</i>                | <i>Head of Safer<br/>Barnsley</i>  | <i>Y</i>                |   |                           |                           |                               |  |
| 50094011  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>   | <i>Senior Private<br/>Sector<br/>Housing &amp;<br/>Environment<br/>Officer</i>                   | <i>Grade 9</i>           | <i>37</i>                | <i>Safer Barnsley<br/>Vulnerable<br/>People &amp; Private<br/>Sector Housing<br/>Manager</i> | <i>Y</i>                |   |                           |                           |                               |  |
| 50051719  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>   | <i>Hate &amp; Hidden<br/>Crime Officer</i>   | <i>Grade 9</i>           | <i>18.50</i>             | <i>Safer Barnsley<br/>Vulnerable<br/>People &amp; Private<br/>Sector Housing<br/>Manager</i> | <i>Y</i>                |   |                           |                           |                               |  |
| 50094010  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer<br/>Communities</i> | <i>Planning<br/>Enforcement<br/>Officer</i>  | <i>Grade 9</i>           | <i>37</i>                | <i>Safer Barnsley<br/>Vulnerable<br/>People &amp; Private<br/>Sector Housing<br/>Manager</i> | <i>N</i>                | <i>Planning<br/>Enforcement<br/>Officer</i> | <i>Grade 9</i>            | <i>37</i>                 | <i>50091028</i>               | <i>Case<br/>Management<br/>Team Leader</i>     |

| <i>Post Number<br/>(if new position write 'new position')</i> | <i>Current Directorate and Service Area</i>  | <i>Proposed Directorate and Service Area (if applicable)</i>                       | <i>Current Post Title</i>                                 | <i>Current Grade</i> | <i>Current Hours</i> | <i>Current Reporting Line Manager</i>  | <i>Deletion y/n</i> | <i>Proposed Post Title</i>                | <i>Proposed Grade</i> | <i>Proposed Hours</i> | <i>Job Profile Number</i> | <i>Proposed Reporting Line Manager</i> |
|---|--|--|---|----------------------|----------------------|--|---------------------|---|-----------------------|-----------------------|---------------------------|--|
| 50101376  | <i>Communities Stronger, Safer &amp; Healthier Communities – Safer Communities</i> | <i>N/A</i>   | <i>Licencing Officer</i>                                  | <i>Grade 9</i>       | <i>37</i>            | <i>Safer Barnsley Vulnerable People &amp; Private Sector Housing Manager</i> | <i>Y</i>            |   |                       |                       |                           |  |
| 50060897  | <i>Communities Stronger, Safer &amp; Healthier Communities – Safer Communities</i> | <i>Communities Stronger, Safer &amp; Healthier Communities – Safer Communities</i> | <i>Victim and Witness Support Officer</i>                 | <i>Grade 7</i>       | <i>37</i>            | <i>Safer Barnsley Vulnerable People &amp; Private Sector Housing Manager</i> | <i>N</i>            | <i>Victim and Witness Support Officer</i> | <i>Grade 7</i>        | <i>37</i>             | <i>50060110</i>           | <i>Community Safety Team Leader</i>    |
| 50078480  | <i>Communities Stronger, Safer &amp; Healthier Communities – Safer Communities</i> | <i>Communities Stronger, Safer &amp; Healthier Communities – Safer Communities</i> | <i>Victim and Witness Support Officer</i>                 | <i>Grade 7</i>       | <i>37</i>            | <i>Safer Barnsley Vulnerable People &amp; Private Sector Housing Manager</i> | <i>N</i>            | <i>Victim and Witness Support Officer</i> | <i>Grade 7</i>        | <i>37</i>             | <i>50060110</i>           | <i>Community Safety Team Leader</i>    |
| 50096270  | <i>Communities Stronger, Safer &amp; Healthier Communities – Safer Communities</i> | <i>N/A</i>   | <i>Independent Domestic Abuse Advisor</i>                 | <i>Grade 7</i>       | <i>37</i>            | <i>Safer Barnsley Vulnerable People &amp; Private Sector Housing Manager</i> | <i>Y</i>            |   |                       |                       |                           |  |
| 50096271  | <i>Communities Stronger, Safer &amp; Healthier Communities – Safer Communities</i> | <i>N/A</i>   | <i>Independent Domestic Abuse Advisor</i>                 | <i>Grade 7</i>       | <i>37</i>            | <i>Safer Barnsley Vulnerable People &amp; Private Sector Housing Manager</i> | <i>Y</i>            |   |                       |                       |                           |  |
| 50094012  | <i>Communities Stronger, Safer &amp; Healthier Communities – Safer Communities</i> | <i>N/A</i>   | <i>Proactive Private Sector Housing &amp; Environment</i> | <i>Grade 8</i>       | <i>37</i>            | <i>Senior Private Sector Housing &amp; Environment Officer</i>               | <i>Y</i>            |   |                       |                       |                           |  |

| <i>Post Number<br/>(if new<br/>position write<br/>'new position')</i> | <i>Current<br/>Directorate and<br/>Service Area</i>  | <i>Proposed<br/>Directorate and<br/>Service Area ( if<br/>applicable)</i> | <i>Current<br/>Post Title</i>   | <i>Current<br/>Grade</i> | <i>Current<br/>Hours</i> | <i>Current<br/>Reporting Line<br/>Manager</i>                              | <i>Deletion<br/>y/n</i> | <i>Proposed Post<br/>Title</i> | <i>Proposed<br/>Grade</i> | <i>Proposed<br/>Hours</i> | <i>Job Profile<br/>Number</i> | <i>Proposed<br/>Reporting Line<br/>Manager</i> |
|---|--|---|---|--------------------------|--------------------------|--|-------------------------|--------------------------------|---------------------------|---------------------------|-------------------------------|--|
|   |  |   | <i>Officer</i>  |                          |                          |  |                         |                                |                           |                           |                               |  |
| 50094013  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>  | <i>Proactive<br/>Private Sector<br/>Housing &amp;<br/>Environment<br/>Officer</i> | <i>Grade 8</i>           | <i>37</i>                | <i>Senior Private<br/>Sector Housing &amp;<br/>Environment<br/>Officer</i> | <i>Y</i>                |                                |                           |                           |                               |  |
| 50094014  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>  | <i>Proactive<br/>Private Sector<br/>Housing &amp;<br/>Environment<br/>Officer</i> | <i>Grade 8</i>           | <i>18.5</i>              | <i>Senior Private<br/>Sector Housing &amp;<br/>Environment<br/>Officer</i> | <i>Y</i>                |                                |                           |                           |                               |  |
| 50094015  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>  | <i>Proactive<br/>Private Sector<br/>Housing &amp;<br/>Environment<br/>Officer</i> | <i>Grade 8</i>           | <i>37</i>                | <i>Senior Private<br/>Sector Housing &amp;<br/>Environment<br/>Officer</i> | <i>Y</i>                |                                |                           |                           |                               |  |
| 50065908  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>  | <i>Safer Barnsley<br/>Strategy &amp;<br/>Operations<br/>Manager</i>               | <i>Grade 10</i>          | <i>37</i>                | <i>Head of Safer<br/>Barnsley</i>  | <i>Y</i>                |                                |                           |                           |                               |  |
| 50094009  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>  | <i>Tactical<br/>Deployment &amp;<br/>Operational<br/>Contracts<br/>Officer</i>    | <i>Grade 9</i>           | <i>37</i>                | <i>Safer Barnsley<br/>Strategy &amp;<br/>Operations<br/>Manager</i>        | <i>Y</i>                |                                |                           |                           |                               |  |
| 50051722  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>  | <i>Specialist<br/>Community<br/>Safety<br/>Technical<br/>Support Officer</i>      | <i>Grade 6</i>           | <i>30</i>                | <i>Safer Barnsley<br/>Strategy &amp;<br/>Operations<br/>Manager</i>        | <i>Y</i>                |                                |                           |                           |                               |  |

| <i>Post Number<br/>(if new<br/>position write<br/>'new position')</i> | <i>Current<br/>Directorate and<br/>Service Area</i>  | <i>Proposed<br/>Directorate and<br/>Service Area ( if<br/>applicable)</i> | <i>Current<br/>Post Title</i>              | <i>Current<br/>Grade</i> | <i>Current<br/>Hours</i> | <i>Current<br/>Reporting Line<br/>Manager</i>                                  | <i>Deletion<br/>y/n</i> | <i>Proposed Post<br/>Title</i> | <i>Proposed<br/>Grade</i> | <i>Proposed<br/>Hours</i> | <i>Job Profile<br/>Number</i> | <i>Proposed<br/>Reporting Line<br/>Manager</i> |
|---|--|---|--|--------------------------|--------------------------|--|-------------------------|--------------------------------|---------------------------|---------------------------|-------------------------------|--|
| 50078146  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>  | <i>Generic<br/>Enforcement<br/>Officer</i> | <i>Grade 6</i>           | <i>37</i>                | <i>Tactical<br/>Deployment &amp;<br/>Operational<br/>Contracts<br/>Manager</i> | <i>Y</i>                |                                |                           |                           |                               |  |
| 50078147  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>  | <i>Generic<br/>Enforcement<br/>Officer</i> | <i>Grade 6</i>           | <i>37</i>                | <i>Tactical<br/>Deployment &amp;<br/>Operational<br/>Contracts<br/>Manager</i> | <i>Y</i>                |                                |                           |                           |                               |  |
| 50078148  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>  | <i>Generic<br/>Enforcement<br/>Officer</i> | <i>Grade 6</i>           | <i>37</i>                | <i>Tactical<br/>Deployment &amp;<br/>Operational<br/>Contracts<br/>Manager</i> | <i>Y</i>                |                                |                           |                           |                               |  |
| 50078175  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>  | <i>Generic<br/>Enforcement<br/>Officer</i> | <i>Grade 6</i>           | <i>37</i>                | <i>Tactical<br/>Deployment &amp;<br/>Operational<br/>Contracts<br/>Manager</i> | <i>Y</i>                |                                |                           |                           |                               |  |
| 50078176  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>  | <i>Generic<br/>Enforcement<br/>Officer</i> | <i>Grade 6</i>           | <i>37</i>                | <i>Tactical<br/>Deployment &amp;<br/>Operational<br/>Contracts<br/>Manager</i> | <i>Y</i>                |                                |                           |                           |                               |  |
| 50078178  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer Communities</i> | <i>N/A</i>  | <i>Generic<br/>Enforcement<br/>Officer</i> | <i>Grade 6</i>           | <i>37</i>                | <i>Tactical<br/>Deployment &amp;<br/>Operational<br/>Contracts<br/>Manager</i> | <i>Y</i>                |                                |                           |                           |                               |  |

| <i>Post Number<br/>(if new<br/>position write<br/>'new position')</i> | <i>Current<br/>Directorate and<br/>Service Area</i>  | <i>Proposed<br/>Directorate and<br/>Service Area ( if<br/>applicable)</i>                              | <i>Current<br/>Post Title</i>                              | <i>Current<br/>Grade</i> | <i>Current<br/>Hours</i> | <i>Current<br/>Reporting Line<br/>Manager</i>                                 | <i>Deletion<br/>y/n</i> | <i>Proposed Post<br/>Title</i>               | <i>Proposed<br/>Grade</i> | <i>Proposed<br/>Hours</i> | <i>Job Profile<br/>Number</i> | <i>Proposed<br/>Reporting Line<br/>Manager</i>     |
|---|--|--|--|--------------------------|--------------------------|---|-------------------------|--|---------------------------|---------------------------|-------------------------------|--|
| 50094128  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Healthier<br/>Communities</i> | <i>N/A</i>   | <i>Service<br/>Manager –<br/>Housing &amp;<br/>Welfare</i> | <i>Grade 11</i>          | <i>37</i>                | <i>Head of Locality<br/>Commissioning &amp;<br/>Healthier<br/>Communities</i> | <i>Y</i>                |  |                           |                           |                               |  |
| 50101436  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Healthier<br/>Communities</i> | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer<br/>Communities</i> | <i>Team Leader -<br/>Advice &amp;<br/>Gateway</i>          | <i>Grade 9</i>           | <i>37</i>                | <i>Service Manager<br/>- Housing &amp;<br/>Welfare</i>                        | <i>Y</i>                |  |                           |                           |                               |  |
| 50101444  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Healthier<br/>Communities</i> | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer<br/>Communities</i> | <i>Prevention and<br/>Triage Officer</i>                   | <i>Grade 6</i>           | <i>37</i>                | <i>Team Leader -<br/>Advice &amp;<br/>Gateway</i>                             | <i>N</i>                | <i>Triage and<br/>Assessment<br/>Officer</i> | <i>Grade 6</i>            | <i>37</i>                 | <i>50099929</i>               | <i>Triage &amp;<br/>Assessment<br/>Team Leader</i> |
| 50101445  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Healthier<br/>Communities</i> | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer<br/>Communities</i> | <i>Prevention and<br/>Triage Officer</i>                   | <i>Grade 6</i>           | <i>37</i>                | <i>Team Leader -<br/>Advice &amp;<br/>Gateway</i>                             | <i>N</i>                | <i>Triage and<br/>Assessment<br/>Officer</i> | <i>Grade 6</i>            | <i>37</i>                 | <i>50099929</i>               | <i>Triage &amp;<br/>Assessment<br/>Team Leader</i> |
| 50101443  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Healthier<br/>Communities</i> | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer<br/>Communities</i> | <i>Prevention and<br/>Triage Officer</i>                   | <i>Grade 6</i>           | <i>37</i>                | <i>Team Leader -<br/>Advice &amp;<br/>Gateway</i>                             | <i>N</i>                | <i>Triage and<br/>Assessment<br/>Officer</i> | <i>Grade 6</i>            | <i>37</i>                 | <i>50099929</i>               | <i>Triage &amp;<br/>Assessment<br/>Team Leader</i> |
| 50101783  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier</i>   | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier</i>   | <i>Support<br/>Navigator</i>                               | <i>Grade 6</i>           | <i>37</i>                | <i>Service Manager<br/>- Housing &amp;</i>                                    | <i>N</i>                | <i>Support<br/>Navigator</i>                 | <i>Grade 6</i>            | <i>37</i>                 | <i>50099930</i>               | <i>Triage &amp;<br/>Assessment</i>                 |

| <i>Post Number<br/>(if new<br/>position write<br/>'new position')</i> | <i>Current<br/>Directorate and<br/>Service Area</i>  | <i>Proposed<br/>Directorate and<br/>Service Area ( if<br/>applicable)</i>                              | <i>Current<br/>Post Title</i>              | <i>Current<br/>Grade</i> | <i>Current<br/>Hours</i> | <i>Current<br/>Reporting Line<br/>Manager</i>          | <i>Deletion<br/>y/n</i> | <i>Proposed Post<br/>Title</i>     | <i>Proposed<br/>Grade</i> | <i>Proposed<br/>Hours</i> | <i>Job Profile<br/>Number</i> | <i>Proposed<br/>Reporting Line<br/>Manager</i>     |
|---|--|--|--|--------------------------|--------------------------|--|-------------------------|------------------------------------|---------------------------|---------------------------|-------------------------------|--|
|   | <i>Communities –<br/>Healthier<br/>Communities</i>   | <i>Communities –<br/>Safer<br/>Communities</i>   |  |                          |                          | <i>Welfare</i>   |                         |                                    |                           |                           |                               | <i>Team Leader</i>                                 |
| <i>50081381</i>   | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Healthier<br/>Communities</i> | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer<br/>Communities</i> | <i>Tenancy<br/>Support Officer</i>         | <i>Grade 4</i>           | <i>37</i>                | <i>Housing Options<br/>Team Leader</i>                 | <i>N</i>                | <i>Tenancy<br/>Support Officer</i> | <i>Grade 4</i>            | <i>37</i>                 | <i>50079515</i>               | <i>Triage &amp;<br/>Assessment<br/>Team Leader</i> |
| <i>50094138</i>   | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Healthier<br/>Communities</i> | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer<br/>Communities</i> | <i>Housing<br/>Options Team<br/>Leader</i> | <i>Grade 10</i>          | <i>37</i>                | <i>Service Manager<br/>- Housing &amp;<br/>Welfare</i> | <i>Y</i>                |                                    |                           |                           |                               |  |
| <i>50012291</i>   | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Healthier<br/>Communities</i> | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer<br/>Communities</i> | <i>Housing<br/>Advisor</i>                 | <i>Grade 7</i>           | <i>37</i>                | <i>Housing Options<br/>Team Leader</i>                 | <i>N</i>                | <i>Housing<br/>Advisor</i>         | <i>Grade 7</i>            | <i>37</i>                 | <i>50056034</i>               | <i>Homelessness<br/>Team Leader</i>                |
| <i>50006618</i>   | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Healthier<br/>Communities</i> | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer<br/>Communities</i> | <i>Housing<br/>Advisor</i>                 | <i>Grade 7</i>           | <i>37</i>                | <i>Housing Options<br/>Team Leader</i>                 | <i>N</i>                | <i>Housing<br/>Advisor</i>         | <i>Grade 7</i>            | <i>37</i>                 | <i>50056034</i>               | <i>Homelessness<br/>Team Leader</i>                |
| <i>50006619</i>   | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Healthier</i>                 | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer</i>                 | <i>Housing<br/>Advisor</i>                 | <i>Grade 7</i>           | <i>37</i>                | <i>Housing Options<br/>Team Leader</i>                 | <i>N</i>                | <i>Housing<br/>Advisor</i>         | <i>Grade 7</i>            | <i>37</i>                 | <i>50056034</i>               | <i>Homelessness<br/>Team Leader</i>                |

| <i>Post Number<br/>(if new<br/>position write<br/>'new position')</i> | <i>Current<br/>Directorate and<br/>Service Area</i>  | <i>Proposed<br/>Directorate and<br/>Service Area ( if<br/>applicable)</i>                              | <i>Current<br/>Post Title</i>     | <i>Current<br/>Grade</i> | <i>Current<br/>Hours</i> | <i>Current<br/>Reporting Line<br/>Manager</i>     | <i>Deletion<br/>y/n</i> | <i>Proposed Post<br/>Title</i>    | <i>Proposed<br/>Grade</i> | <i>Proposed<br/>Hours</i> | <i>Job Profile<br/>Number</i> | <i>Proposed<br/>Reporting Line<br/>Manager</i> |
|---|--|--|-----------------------------------|--------------------------|--------------------------|---|-------------------------|-----------------------------------|---------------------------|---------------------------|-------------------------------|--|
|   | <i>Communities</i>   | <i>Communities</i>   |                                   |                          |                          |   |                         |                                   |                           |                           |                               |  |
| <i>50030319</i>   | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Healthier<br/>Communities</i> | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer<br/>Communities</i> | <i>Housing<br/>Advisor</i>        | <i>Grade 7</i>           | <i>37</i>                | <i>Housing Options<br/>Team Leader</i>            | <i>N</i>                | <i>Housing<br/>Advisor</i>        | <i>Grade 7</i>            | <i>37</i>                 | <i>50056034</i>               | <i>Homelessness<br/>Team Leader</i>            |
| <i>50063632</i>   | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Healthier<br/>Communities</i> | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer<br/>Communities</i> | <i>Housing<br/>Advisor</i>        | <i>Grade 7</i>           | <i>37</i>                | <i>Housing Options<br/>Team Leader</i>            | <i>N</i>                | <i>Housing<br/>Advisor</i>        | <i>Grade 7</i>            | <i>37</i>                 | <i>50056034</i>               | <i>Homelessness<br/>Team Leader</i>            |
| <i>50060280</i>   | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Healthier<br/>Communities</i> | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer<br/>Communities</i> | <i>Housing<br/>Advisor</i>        | <i>Grade 7</i>           | <i>37</i>                | <i>Housing Options<br/>Team Leader</i>            | <i>N</i>                | <i>Housing<br/>Advisor</i>        | <i>Grade 7</i>            | <i>37</i>                 | <i>50056034</i>               | <i>Homelessness<br/>Team Leader</i>            |
| <i>50101438</i>   | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Healthier<br/>Communities</i> | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer<br/>Communities</i> | <i>Welfare Rights<br/>Officer</i> | <i>Grade 6</i>           | <i>37</i>                | <i>Team Leader -<br/>Advice &amp;<br/>Gateway</i> | <i>N</i>                | <i>Welfare Rights<br/>Officer</i> | <i>Grade 6</i>            | <i>37</i>                 | <i>50052961</i>               | <i>Homelessness<br/>Team Leader</i>            |
| <i>50101439</i>   | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Healthier<br/>Communities</i> | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer<br/>Communities</i> | <i>Welfare Rights<br/>Officer</i> | <i>Grade 6</i>           | <i>37</i>                | <i>Team Leader -<br/>Advice &amp;<br/>Gateway</i> | <i>N</i>                | <i>Welfare Rights<br/>Officer</i> | <i>Grade 6</i>            | <i>37</i>                 | <i>50052961</i>               | <i>Homelessness<br/>Team Leader</i>            |



| <i>Post Number<br/>(if new<br/>position write<br/>'new position')</i> | <i>Current<br/>Directorate and<br/>Service Area</i>  | <i>Proposed<br/>Directorate and<br/>Service Area ( if<br/>applicable)</i>                              | <i>Current<br/>Post Title</i>                                    | <i>Current<br/>Grade</i> | <i>Current<br/>Hours</i> | <i>Current<br/>Reporting Line<br/>Manager</i>          | <i>Deletion<br/>y/n</i> | <i>Proposed Post<br/>Title</i>                               | <i>Proposed<br/>Grade</i> | <i>Proposed<br/>Hours</i> | <i>Job Profile<br/>Number</i> | <i>Proposed<br/>Reporting Line<br/>Manager</i>     |
|---|--|--|--|--------------------------|--------------------------|--|-------------------------|--|---------------------------|---------------------------|-------------------------------|--|
| 50006514  | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Healthier<br/>Communities</i> | <i>Communities<br/>Stronger, Safer &amp;<br/>Healthier<br/>Communities –<br/>Safer<br/>Communities</i> | <i>Welfare Rights<br/>Info and<br/>Advice Officer</i>            | <i>Grade 3</i>           | <i>37</i>                | <i>Service Manager<br/>- Housing &amp;<br/>Welfare</i> | <i>N</i>                | <i>Information<br/>Support Officer</i>                       | <i>Grade 3</i>            | <i>37</i>                 | <i>50052909</i>               | <i>Homelessness<br/>Team Leader</i>                |
| 50095516  | <i>Communities – ED<br/>Communities</i>  | <i>Communities –<br/>ED Communities</i>  | <i>Directorate<br/>Business<br/>Manager<br/>Communities</i>      | <i>Grade 12</i>          | <i>37</i>                | <i>ED Communities</i>                                  | <i>Y</i>                |  |                           |                           |                               |  |
| 50100351  | <i>Communities – ED<br/>Communities</i>  | <i>Communities –<br/>ED Communities</i>  | <i>Head of Early<br/>Help &amp;<br/>Strategy<br/>Development</i> | <i>Grade 11</i>          | <i>37</i>                | <i>ED Communities</i>                                  | <i>Y</i>                |  |                           |                           |                               |  |
|   |  |  |  |                          |                          |  |                         | <i>Service<br/>Manager</i>                                   | <i>Grade 11</i>           | <i>37</i>                 | <i>50104895</i>               | <i>Head of<br/>Service - Safer<br/>Communities</i> |
|   |  |  |  |                          |                          |  |                         | <i>Triage &amp;<br/>Assessment<br/>Team Leader</i>           | <i>Grade 10</i>           | <i>37</i>                 | <i>50105402</i>               | <i>Service<br/>Manager</i>                         |
|   |  |  |  |                          |                          |  |                         | <i>Senior Triage &amp;<br/>Assessment<br/>Officer</i>        | <i>Grade 8</i>            | <i>37</i>                 | <i>50104893</i>               | <i>Triage &amp;<br/>Assessment<br/>Team Leader</i> |
|   |  |  |  |                          |                          |  |                         | <i>Senior Triage &amp;<br/>Assessment<br/>Officer</i>        | <i>Grade 8</i>            | <i>37</i>                 | <i>50104893</i>               | <i>Triage &amp;<br/>Assessment<br/>Team Leader</i> |
|   |  |  |  |                          |                          |  |                         | <i>Environmental<br/>Contracts &amp;<br/>Project Support</i> | <i>Grade 6</i>            | <i>30</i>                 | <i>50104890</i>               | <i>Triage &amp;<br/>Assessment<br/>Team Leader</i> |

| <i>Post Number<br/>(if new<br/>position write<br/>'new position')</i> | <i>Current<br/>Directorate and<br/>Service Area</i> | <i>Proposed<br/>Directorate and<br/>Service Area ( if<br/>applicable)</i> | <i>Current<br/>Post Title</i> | <i>Current<br/>Grade</i> | <i>Current<br/>Hours</i> | <i>Current<br/>Reporting Line<br/>Manager</i> | <i>Deletion<br/>y/n</i> | <i>Proposed Post<br/>Title</i>             | <i>Proposed<br/>Grade</i> | <i>Proposed<br/>Hours</i> | <i>Job Profile<br/>Number</i> | <i>Proposed<br/>Reporting Line<br/>Manager</i> |
|---|---|---|-------------------------------|--------------------------|--------------------------|---|-------------------------|--|---------------------------|---------------------------|-------------------------------|--|
|   |   |   |                               |                          |                          |   |                         | <i>Officer</i>                             |                           |                           |                               |  |
|   |   |   |                               |                          |                          |   |                         | <i>Case<br/>Management<br/>Team Leader</i> | <i>Grade 10</i>           | <i>37</i>                 | <i>50104886</i>               | <i>Service<br/>Manager</i>                     |
|   |   |   |                               |                          |                          |   |                         | <i>Case<br/>Management<br/>Officer</i>     | <i>Grade 8</i>            | <i>37</i>                 | <i>50104889</i>               | <i>Case<br/>Management<br/>Team Leader</i>     |
|   |   |   |                               |                          |                          |   |                         | <i>Case<br/>Management<br/>Officer</i>     | <i>Grade 8</i>            | <i>37</i>                 | <i>50104889</i>               | <i>Case<br/>Management<br/>Team Leader</i>     |
|   |   |   |                               |                          |                          |   |                         | <i>Case<br/>Management<br/>Officer</i>     | <i>Grade 8</i>            | <i>37</i>                 | <i>50104889</i>               | <i>Case<br/>Management<br/>Team Leader</i>     |
|   |   |   |                               |                          |                          |   |                         | <i>Case<br/>Management<br/>Officer</i>     | <i>Grade 8</i>            | <i>37</i>                 | <i>50104889</i>               | <i>Case<br/>Management<br/>Team Leader</i>     |
|   |   |   |                               |                          |                          |   |                         | <i>Case<br/>Management<br/>Officer</i>     | <i>Grade 8</i>            | <i>37</i>                 | <i>50104889</i>               | <i>Case<br/>Management<br/>Team Leader</i>     |
|   |   |   |                               |                          |                          |   |                         | <i>Case<br/>Management<br/>Officer</i>     | <i>Grade 8</i>            | <i>37</i>                 | <i>50104889</i>               | <i>Case<br/>Management<br/>Team Leader</i>     |
|   |   |   |                               |                          |                          |   |                         | <i>Case<br/>Management<br/>Officer</i>     | <i>Grade 8</i>            | <i>37</i>                 | <i>50104889</i>               | <i>Case<br/>Management<br/>Team Leader</i>     |
|   |   |   |                               |                          |                          |   |                         | <i>Case<br/>Management</i>                 | <i>Grade 8</i>            | <i>37</i>                 | <i>50104889</i>               | <i>Case<br/>Management</i>                     |

| <i>Post Number<br/>(if new<br/>position write<br/>'new position')</i> | <i>Current<br/>Directorate and<br/>Service Area</i> | <i>Proposed<br/>Directorate and<br/>Service Area ( if<br/>applicable)</i> | <i>Current<br/>Post Title</i> | <i>Current<br/>Grade</i> | <i>Current<br/>Hours</i> | <i>Current<br/>Reporting Line<br/>Manager</i> | <i>Deletion<br/>y/n</i> | <i>Proposed Post<br/>Title</i>   | <i>Proposed<br/>Grade</i> | <i>Proposed<br/>Hours</i> | <i>Job Profile<br/>Number</i> | <i>Proposed<br/>Reporting Line<br/>Manager</i>     |
|---|---|---|-------------------------------|--------------------------|--------------------------|---|-------------------------|--|---------------------------|---------------------------|-------------------------------|--|
|   |   |   |                               |                          |                          |   |                         | <i>Officer</i>   |                           |                           |                               | <i>Team Leader</i>                                 |
|   |   |   |                               |                          |                          |   |                         | <i>Private Sector<br/>Housing<br/>Licensing &amp;<br/>Mandatory<br/>Compliance<br/>Officer</i> | <i>Grade 9</i>            | <i>37</i>                 | <i>50104894</i>               | <i>Case<br/>Management<br/>Team Leader</i>         |
|   |   |   |                               |                          |                          |   |                         | <i>Service<br/>Manager</i>   | <i>Grade 11</i>           | <i>37</i>                 | <i>50104895</i>               | <i>Head of<br/>Service - Safer<br/>Communities</i> |
|   |   |   |                               |                          |                          |   |                         | <i>Cohesion &amp;<br/>Prevent Officer</i>  | <i>Grade 10</i>           | <i>30</i>                 | <i>50104891</i>               | <i>Service<br/>Manager</i>                         |
|   |   |   |                               |                          |                          |   |                         | <i>Asylum &amp;<br/>Migration<br/>Officer</i>  | <i>Grade 8</i>            | <i>30</i>                 | <i>50104892</i>               | <i>Service<br/>Manager</i>                         |
|   |   |   |                               |                          |                          |   |                         | <i>Homelessness<br/>Team Leader</i>  | <i>Grade 9</i>            | <i>37</i>                 | <i>50104883</i>               | <i>Service<br/>Manager</i>                         |
|   |   |   |                               |                          |                          |   |                         | <i>Community<br/>Safety Team<br/>Leader</i>  | <i>Grade 9</i>            | <i>37</i>                 | <i>50104888</i>               | <i>Head of<br/>Service - Safer<br/>Communities</i> |
|   |   |   |                               |                          |                          |   |                         | <i>Community<br/>Safety Team<br/>Leader</i>  | <i>Grade 9</i>            | <i>37</i>                 | <i>50104888</i>               | <i>Head of<br/>Service - Safer<br/>Communities</i> |
|   |   |   |                               |                          |                          |   |                         | <i>Community<br/>Safety Team<br/>Leader</i>  | <i>Grade 9</i>            | <i>37</i>                 | <i>50104888</i>               | <i>Head of<br/>Service - Safer<br/>Communities</i> |
|   |   |   |                               |                          |                          |   |                         | <i>Housing &amp;<br/>Environment</i>   | <i>Grade 7</i>            | <i>37</i>                 | <i>50104885</i>               | <i>Community<br/>Safety Team</i>                   |

| <i>Post Number<br/>(if new<br/>position write<br/>'new position')</i> | <i>Current<br/>Directorate and<br/>Service Area</i> | <i>Proposed<br/>Directorate and<br/>Service Area ( if<br/>applicable)</i> | <i>Current<br/>Post Title</i> | <i>Current<br/>Grade</i> | <i>Current<br/>Hours</i> | <i>Current<br/>Reporting Line<br/>Manager</i> | <i>Deletion<br/>y/n</i> | <i>Proposed Post<br/>Title</i>                      | <i>Proposed<br/>Grade</i> | <i>Proposed<br/>Hours</i> | <i>Job Profile<br/>Number</i> | <i>Proposed<br/>Reporting Line<br/>Manager</i> |
|---|---|---|-------------------------------|--------------------------|--------------------------|---|-------------------------|---|---------------------------|---------------------------|-------------------------------|--|
|   |   |   |                               |                          |                          |   |                         | <i>Officer</i>                                      |                           |                           |                               | <i>Leader</i>                                  |
|   |   |   |                               |                          |                          |   |                         | <i>Housing &amp;<br/>Environment<br/>Officer</i>    | <i>Grade 7</i>            | <i>37</i>                 | <i>50104885</i>               | <i>Community<br/>Safety Team<br/>Leader</i>    |
|   |   |   |                               |                          |                          |   |                         | <i>Housing &amp;<br/>Environment<br/>Officer</i>    | <i>Grade 7</i>            | <i>37</i>                 | <i>50104885</i>               | <i>Community<br/>Safety Team<br/>Leader</i>    |
|   |   |   |                               |                          |                          |   |                         | <i>Victim &amp;<br/>Witness<br/>Support Officer</i> | <i>Grade 7</i>            | <i>37</i>                 | <i>50060110</i>               | <i>Community<br/>Safety Team<br/>Leader</i>    |
|   |   |   |                               |                          |                          |   |                         | <i>Community<br/>Safety Officer</i>                 | <i>Grade 6</i>            | <i>37</i>                 | <i>50104887</i>               | <i>Community<br/>Safety Team<br/>Leader</i>    |
|   |   |   |                               |                          |                          |   |                         | <i>Community<br/>Safety Officer</i>                 | <i>Grade 6</i>            | <i>37</i>                 | <i>50104887</i>               | <i>Community<br/>Safety Team<br/>Leader</i>    |
|   |   |   |                               |                          |                          |   |                         | <i>Community<br/>Safety Officer</i>                 | <i>Grade 6</i>            | <i>37</i>                 | <i>50104887</i>               | <i>Community<br/>Safety Team<br/>Leader</i>    |
|   |   |   |                               |                          |                          |   |                         | <i>Community<br/>Safety Officer</i>                 | <i>Grade 6</i>            | <i>37</i>                 | <i>50104887</i>               | <i>Community<br/>Safety Team<br/>Leader</i>    |
|   |   |   |                               |                          |                          |   |                         | <i>Community<br/>Safety Officer</i>                 | <i>Grade 6</i>            | <i>37</i>                 | <i>50104887</i>               | <i>Community<br/>Safety Team<br/>Leader</i>    |

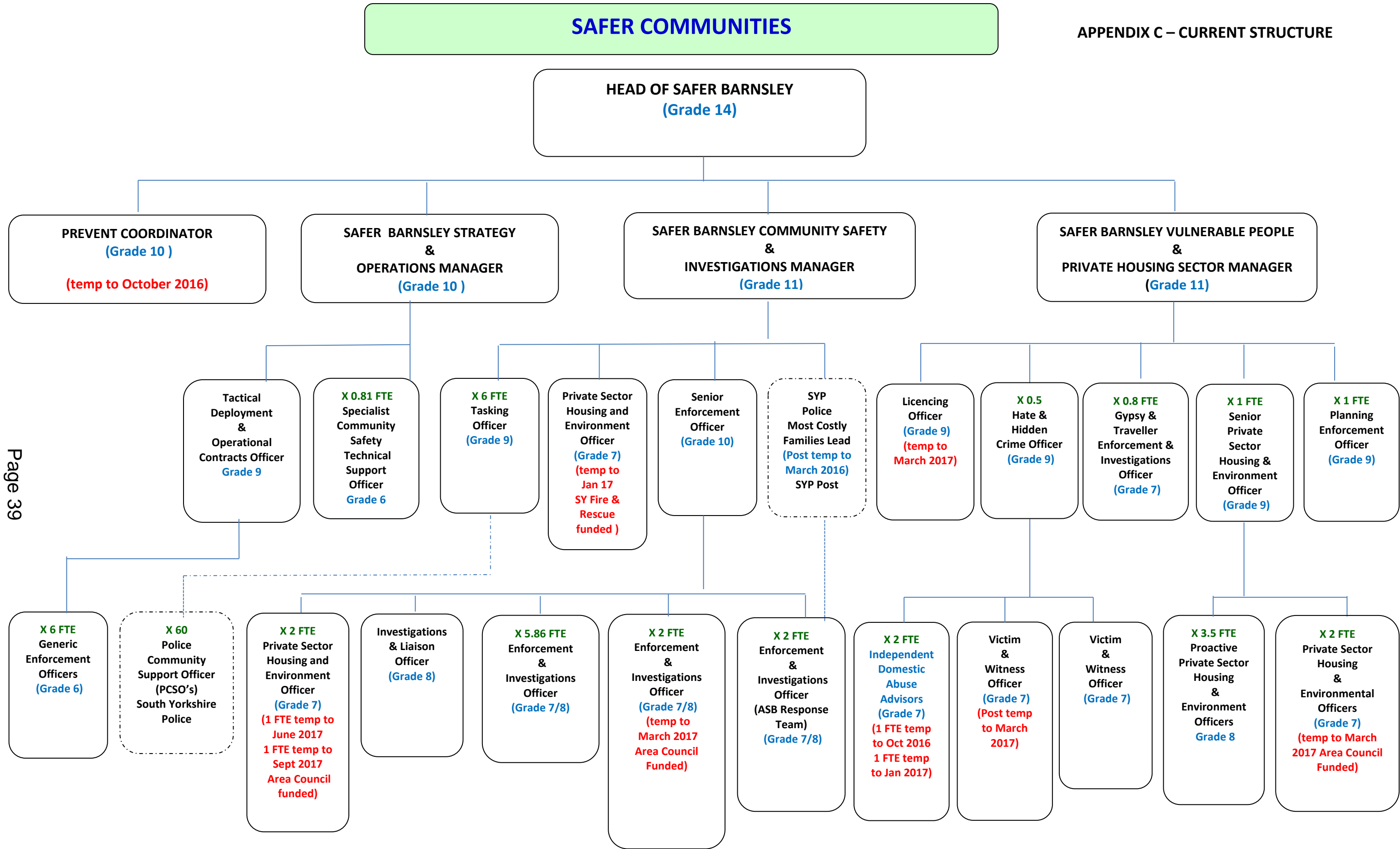
**Authorisation**

|  |   |
|--|---|
| <b>Certification by Executive Director:</b><br><b>Date:</b>  |   |
| <b>Certification of Consultation with Director of Human Resources,<br/>Performance and Communications:</b><br><b>Date:</b> | <b>Comments- Pay and Reward</b><br><b>Date:</b> |

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# SAFER COMMUNITIES

## APPENDIX C – CURRENT STRUCTURE

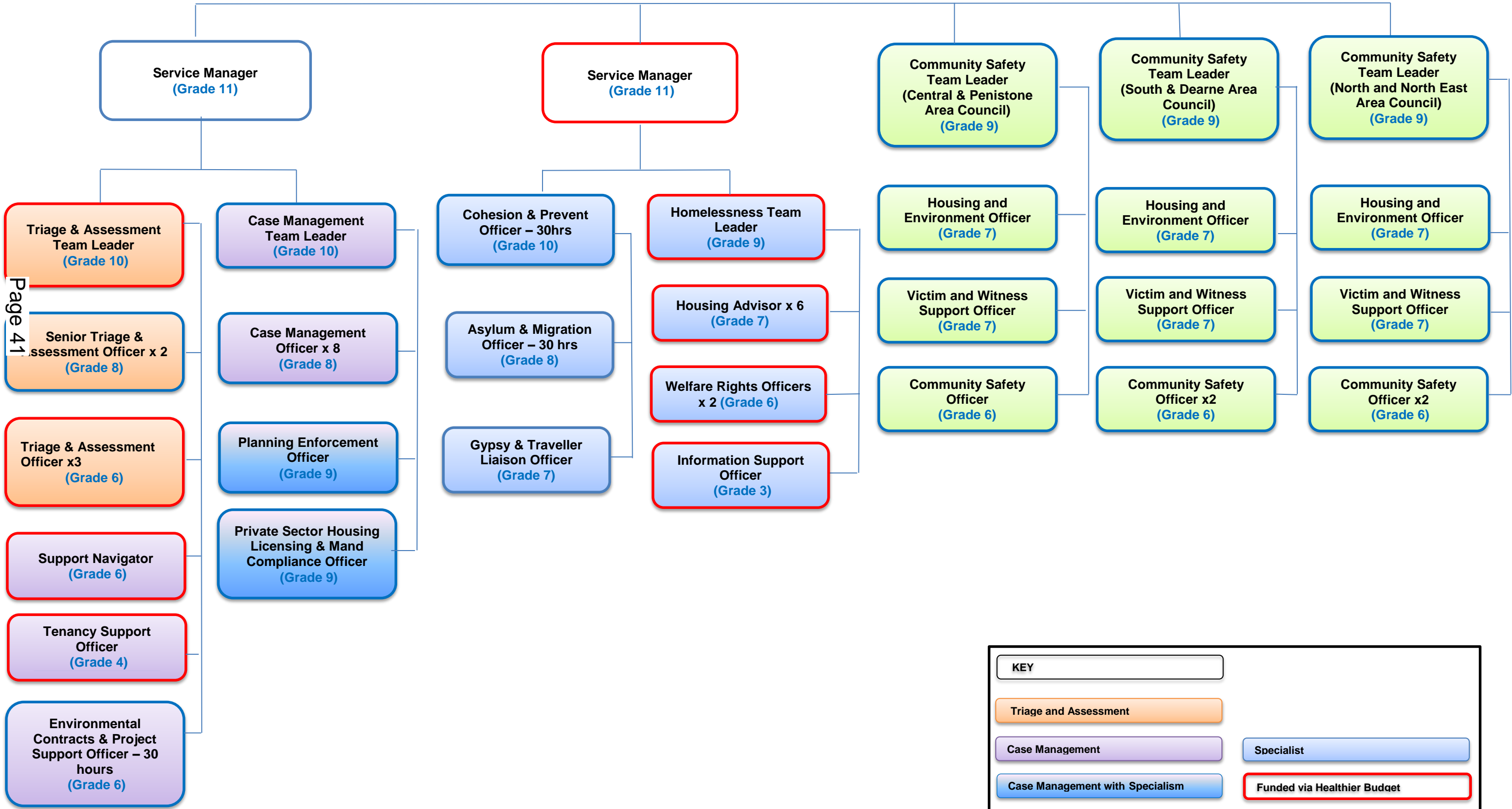


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Safer Communities

Head of Service – Safer Communities  
(Grade 14)

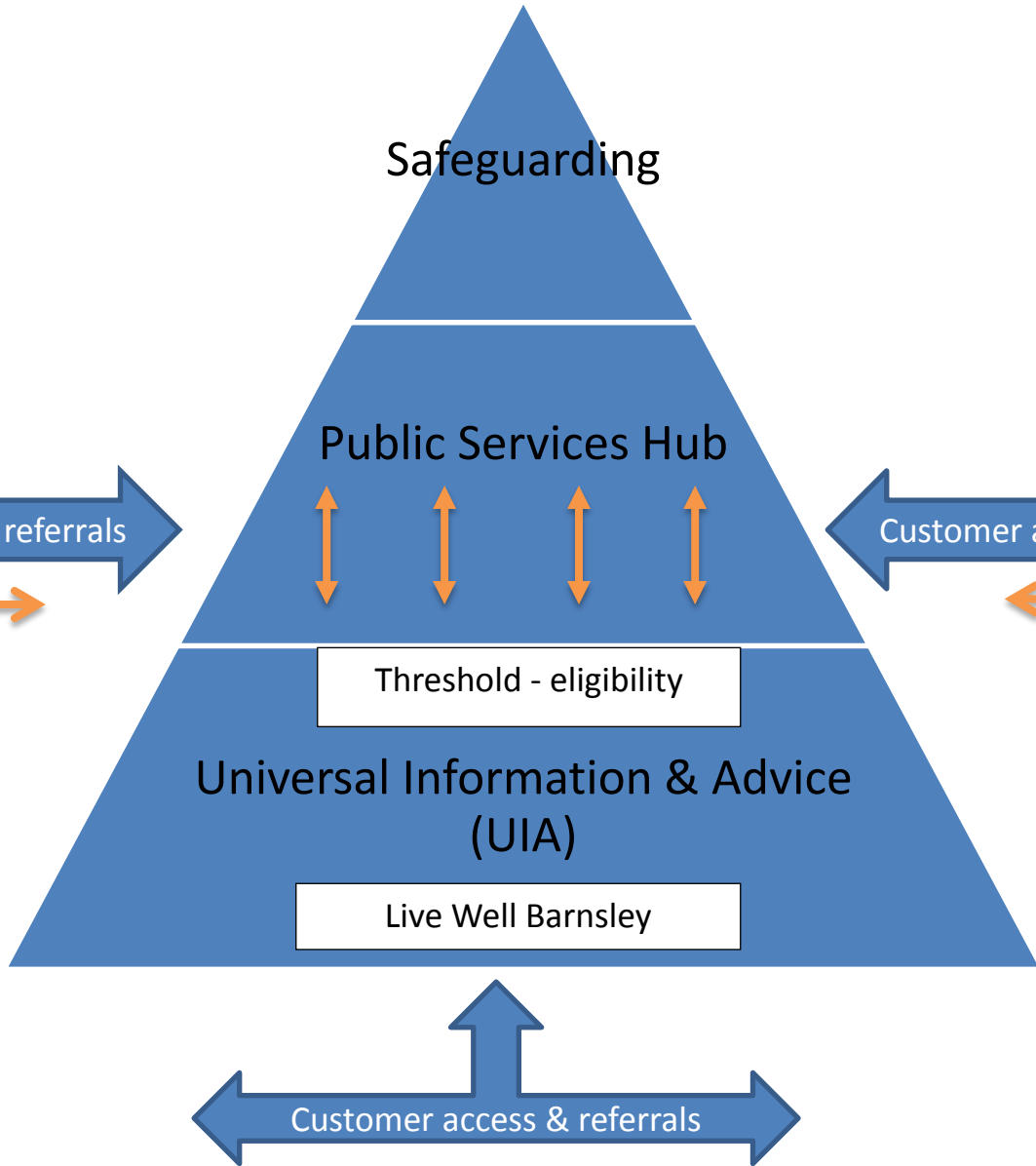


Page 41

**KEY**

- Triage and Assessment
- Case Management
- Case Management with Specialism
- Place Based – Early Help
- Specialist
- Funded via Healthier Budget
- Funded via Safer Budget

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## BARNSELY METROPOLITAN BOROUGH COUNCIL

This matter is not a Key Decision within the Council's definition and has not been included in the relevant Forward Plan

Report of the Executive Director  
(People)  
to Cabinet

(5<sup>th</sup> October 2016)

### 2015-16 EDUCATION OUTCOMES IN BARNSELY

#### 1.0. **Purpose of the Report**

- 1.1 This report provides an overview of 2016 education outcomes for children and young people aged 5-18 in educational settings in Barnsley and, where applicable, the progress made from 2015 final results.

#### 2.0. **Recommendations**

- 2.1 **That Cabinet notes the report and the action to be undertaken to progress further improvements at all key stages.**

#### 3.0. **Introduction to the Report**

- 3.1 The report provides an overview of provisional education outcomes for 2016, from Early Years foundation stage to key stage 5 (A level). Results are subject to change when final validated results are published (anticipated January 2017). National comparisons are provided for Early Years and Primary school results for 2016. For Key Stage 4 and 5 ((GCSE and A level) 2016 national results are not available for comparison.
- 3.2 For Key Stage 1 and 2, results in reading, writing and mathematics cannot be compared with previous year's results due to significant changes in the curriculum and assessment system.
- 3.3 For results where comparisons with 2015 performance are possible, Barnsley results have improved across all measures. The biggest increase has been at GCSE where results have improved by 5% points.
- 3.4 The comparative performance of different groups (boys, girls, pupil premium, SEN and EAL) is shown in appendix 1, which also provides more detail of overall performance at each key stage.

#### 4.0 **Summary of Headline Outcomes at each Key Stage**

- 4.1 Results for Early Years have improved from 63% achieving a good level of development to 66% in Barnsley. This is the same rate of improvement nationally so the Barnsley/National gap remains at 3% points.
- 4.2 At Key Stage 1 (7 year olds) 58.7% of Barnsley pupils achieved the expected level or higher in reading, writing and mathematics combined (i.e. expected level in all three subjects). This is 1.6% points below the national average for 2016.

- 4.3 At Key Stage 2 (1 year olds) 52% of pupils achieve the expected level or higher in reading, writing and mathematics combined. Nationally 53% of pupils achieved this standard.
- 4.4 In both Key Stage 1 and 2 the widest gap between local and national performance was in reading (3.5% points gap at Key Stage 1, and 4.3% gap at Key Stage 2) indicating improving standards in reading is a priority in order for Barnsley to match and exceed national averages.
- 4.5 There has been a significant improvement at Key Stage 4 in the percentage of students achieving 5A\* to C grades including English and Mathematics. In 2015 the final result for this measure was 50%. This has increased by 5% points to 55%. In 2015 the national result was 54%. This is the first time Barnsley's provisional result has exceeded the previous year's final national result.
- 4.6 There has been a 6.3% point improvement in the percentage of students achieving both English and Mathematics GCSEs, which is an important foundation for success in post-16 studies. In 2016, 58.3 % of Barnsley students achieved this, in comparison with 55.8% of students nationally in 2015.
- 4.7 At Key Stage 5 the average point score expressed as an average grade, has improved from a C- to a C+, which is seen as a significant improvement.
- 4.8 The percentage of students achieving 3 or more A levels at grades A to E has increased from 81% to 89%
- 4.9 The percentage of students achieving AAB+ grades has increased from 5.7% to 6.2%.
- 4.10 The results that have been reflected in Paragraphs 4.5 – 4.7 are a good indication that young people are becoming better equipped to access apprenticeships and other skills opportunities emerging in the Borough, in accordance with the priorities of the More and Better Jobs Strategy.
- 4.11 At all key stages girls continue to perform better than boys. The gap between pupil premium pupils and other pupils continues to be a significant issue. In Early Years and primary the gap is in the region of 20% points, but widens to 30% points at GCSE level.
- 4.12 The results have been shared with the Barnsley Alliance Board. The Alliance sub-groups have been tasked with undertaking further analysis and developing improvement plans for priority areas. At this stage the indications are that improving mathematics at Key Stage 4, and reading in Early Years and Primary are main priorities. Closing the gap for boys; pupil premium pupils and pupils with special educational needs, including a disability (SEN(D)) are also emerging priorities. Support plans will also be brokered and commissioned by the Alliance sub-groups for those schools performing below national averages, particularly schools where this level of performance has been the trend over recent years.

## **5.0 Implications for Local People and Service Users**

- 5.1 The report informs Cabinet of the KS1-KS5 attainment position, based on data for all schools in the Borough. At this stage, no specific reference is made to any individual Ward; however the Directorate support will provide support to Area Councils who wish to consider the issue of attainment in their local area.

## **6.0 Financial Implications**

6.1 There are no financial implications for the Authority arising through consideration of this report.

## **7.0 Employee Implications**

7.1 Similarly, there are no employee implications emerging through the report.

## **8.0 Communications Implications**

8.1 Provisional results have been communicated to relevant stakeholders. Results at local authority level will be published nationally as results for each key stage are validated and national data is released. Publication dates for validated data are likely to be from November 2016- January 2017.

## **9.0 Consultations**

9.1 No additional consultations have been conducted on the compilation of the report.

## **10.0 Tackling Health Inequalities**

10.1 There are no implications for public health or tackling health inequality arising through consideration of the report.

## **11.0 Climate Change and Sustainable Energy Act (2006)**

11.1 There are no implications for the Act emerging through the report.

## **12.0 Consideration of Risks**

12.1 There are no direct risks associated with consideration of this report. It is the result of Cabinet's recent consideration of the Council Corporate Plan PIs Quarter 2 report in which GCSE attainment was identified as an issue requiring a follow up report.

## **13.0 Health and Safety Implications**

13.1 No health and safety implications have arisen through the report.

## **14.0 Compatibility with the European Convention on Human Rights**

14.1 The report does not contravene any of the Protocols or Articles of the Convention.

## **15.0 Promoting Equality, Diversity and Inclusion**

15.1 Our commitment to improving young people's potential and achievement, through comprehensive needs analysis, early help and intervention and targeted support (including through Education and Health Care Plans for children with SEN(D); 'Virtual' School for children in care and the Barnsley 'Champion Schools' initiative aimed at EAL pupils) will help ensure that the outcomes of pupils from disadvantaged groups continue to improve.

## **16.0 Reduction of Crime and Disorder**

16.1 In considering this report, there are no implications for crime and disorder.

**17.0 Conservation of Biodiversity**

17.1 There are no implications for the conservation of biodiversity emerging through the report.

**18.0 Glossary of Terms and Abbreviations**

18.1 Not applicable. Abbreviations are explained within the report as they occur.

**19.0 List of Appendices**

19.1 Appendix 1: Provisional Education Outcomes in Barnsley by Key Stage 2015-16

**20.0 Details of Background Papers**

20.1 Background papers used in the compilation of the report are available to view by contacting the Directorate for People, Education, Early Start & Prevention, Barnsley MBC, Level 7, Gateway Plaza, PO Box 634, Barnsley, South Yorkshire S70 9GG

Officer Contact: Margaret Libreri – Service Director (Education, Early Start & Prevention)

Tel No: 01226 773211

Email: [MargaretLibreri@barnsley.gov.uk](mailto:MargaretLibreri@barnsley.gov.uk)

Financial Implications/  
Consultation .....  
*(to be signed by senior Financial Services officer  
where no financial implications)*



## APPENDIX 1

### PROVISIONAL OUTCOMES IN EDUCATION IN BARNSELEY 2015-16 BY KEY STAGE

#### Early Years Foundation Stage (EYFS) Outcomes

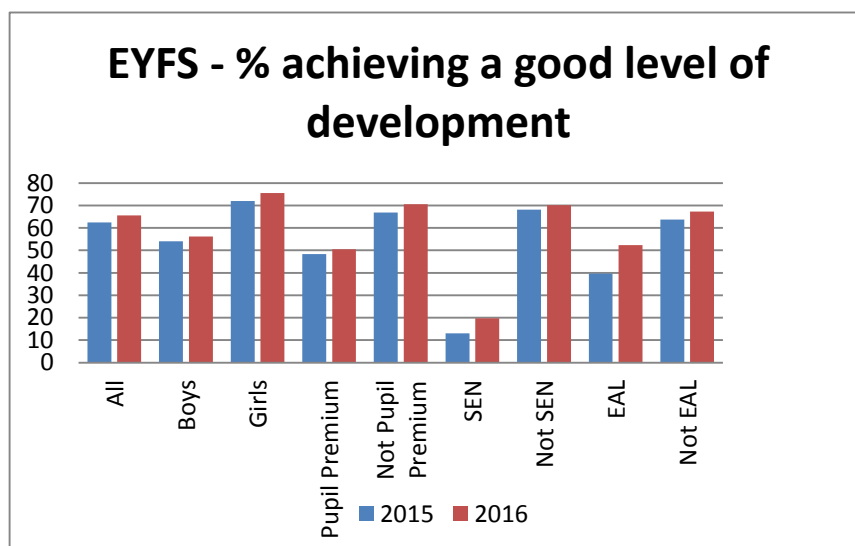
The percentage of children reaching a Good Level of Development (GLD) in Barnsley has increased from 63% in 2015 to 66% in 2016. National results have improved from 66% to 69% so the Barnsley/National gap remains at 3% points.

62% of Barnsley schools achieved a GLD score broadly in line with or above the national average, compared with just 53% in 2015.

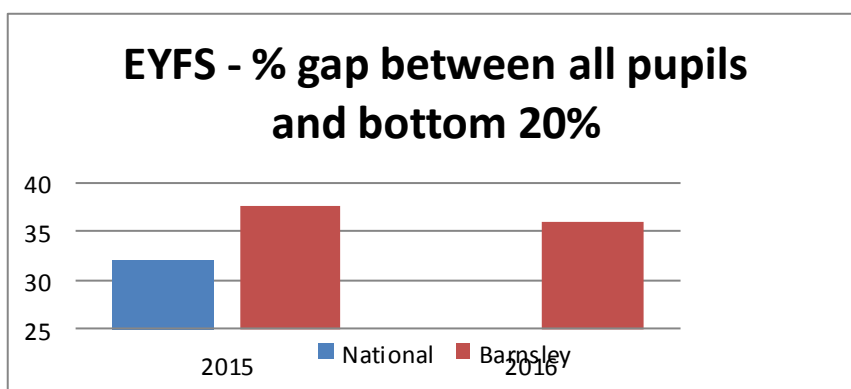
The performance of different groups:

- Girls continue to do better than boys, and have improved at a faster rate than boys.
- The rate of improvement for disadvantaged pupils (Pupil Premium) is lower than that for their non-disadvantaged peers.
- The gap between EAL and non EAL pupils has narrowed significantly.
- The performance of SEN pupils has improved but remains significantly behind their non SEN peers.

| EYFS              | Good Level of Development |      |
|-------------------|---------------------------|------|
|                   | 2015                      | 2016 |
| All               | 62.5                      | 65.6 |
| Boys              | 54.1                      | 56.2 |
| Girls             | 72.0                      | 75.5 |
| Pupil Premium     | 48.3                      | 50.5 |
| Not Pupil Premium | 66.9                      | 70.5 |
| SEN               | 13.1                      | 19.8 |
| Not SEN           | 68.1                      | 70.1 |
| EAL               | 39.7                      | 52.3 |
| Not EAL           | 63.7                      | 67.3 |
|                   |                           |      |



The gap between the median for all children in Barnsley and those in the lowest 20% has only reduced marginally, from 37.7% to 35.9%. This is wider than the 32.1% gap nationally in 2015.

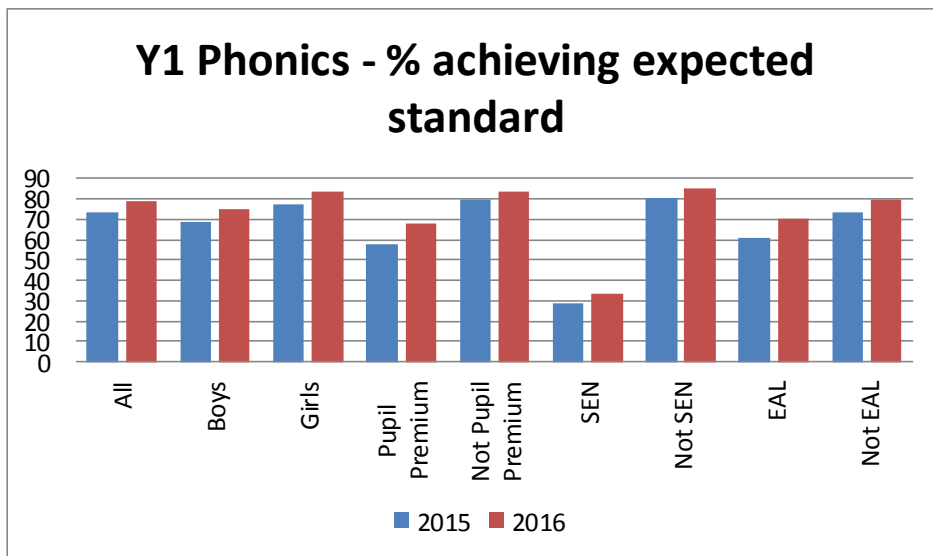


#### Key Stage 1 Outcomes (6-7 year olds)

At the end of year 1 in key stage 1, children are assessed on their phonic knowledge. In 2016, 79% of Barnsley children In 2015 achieved the expected level, compared with 73% last year. Nationally 81% achieved the expected standard. The gap between Barnsley and National has narrowed from 4% points in 2015 to 2% points this year.

- More girls achieve the standard than boys and girls have improved at a slightly faster rate than boys
- Disadvantaged pupils ( Pupil Premium) achievement is significantly below their non-disadvantaged peers
- Just over a third of SEN pupils achieve the expected standard
- The gap between EAL and non-EAL pupils has narrowed from 12.6% points to just over 9% points

| Y1 Phonics        | % achieving the expected standard |      |
|-------------------|-----------------------------------|------|
|                   | 2015                              | 2016 |
| All               | 73.0                              | 78.9 |
| Boys              | 69.0                              | 74.8 |
| Girls             | 77.2                              | 83.4 |
| Pupil Premium     | 57.5                              | 68.0 |
| Not Pupil Premium | 79.6                              | 83.4 |
| SEN               | 29.0                              | 33.7 |
| Not SEN           | 80.5                              | 85.0 |
| EAL               | 61.1                              | 70.3 |
| Not EAL           | 73.7                              | 79.6 |



At the end of year 2, 7 year olds are assessed in reading, writing and mathematics. The primary curriculum and assessment system has changed since 2015 and performance is now measured according to how many children have achieved or exceeded the expected standard in the revised curriculum. 2016 results cannot therefore be compared with 2015 outcomes.

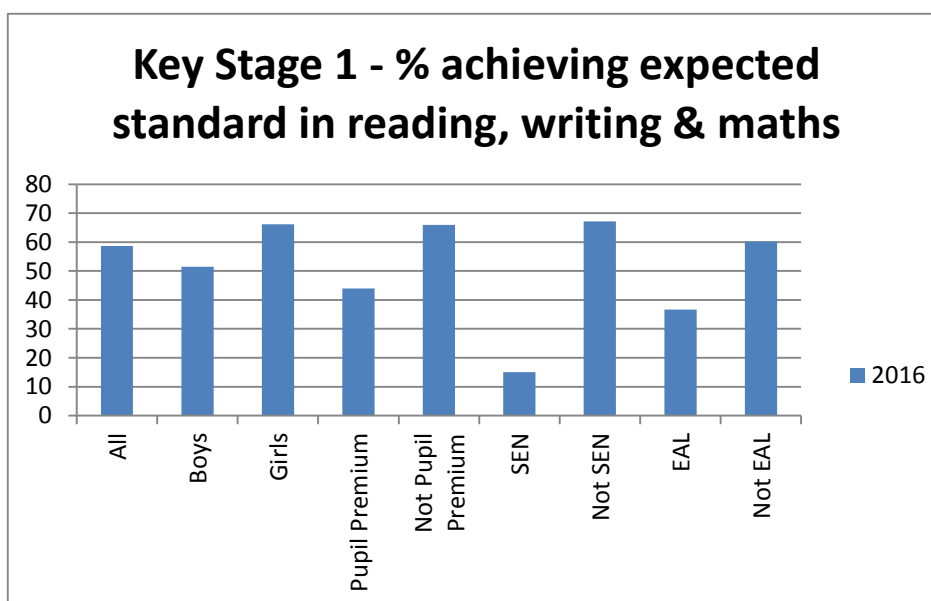
58.7% of Barnsley children achieved the expected standard in reading, writing and mathematics combined (i.e. expected standard in all three subjects) compared with 60.3 % nationally.

62% of Barnsley schools were broadly in line with or above the national average for reading, writing and mathematics scores combined.

In writing and mathematics the gap between Barnsley and national results is between 1-2 % points. For reading the gap is wider, the Barnsley outcome being 3.5% points below the national average.

- 66% of girls achieved the expected standard, compared with only 52% of boys.
- Only 44% of disadvantaged children achieve the expected standard, in comparison with 66% of non-disadvantaged children.

- Only 15% of SEN children achieved the expected level across the three subjects.
- The gap between the achievement of Non EAL children, of whom 60% achieved the standard, and EAL children where only 36% achieved it, is particularly marked at this key stage.



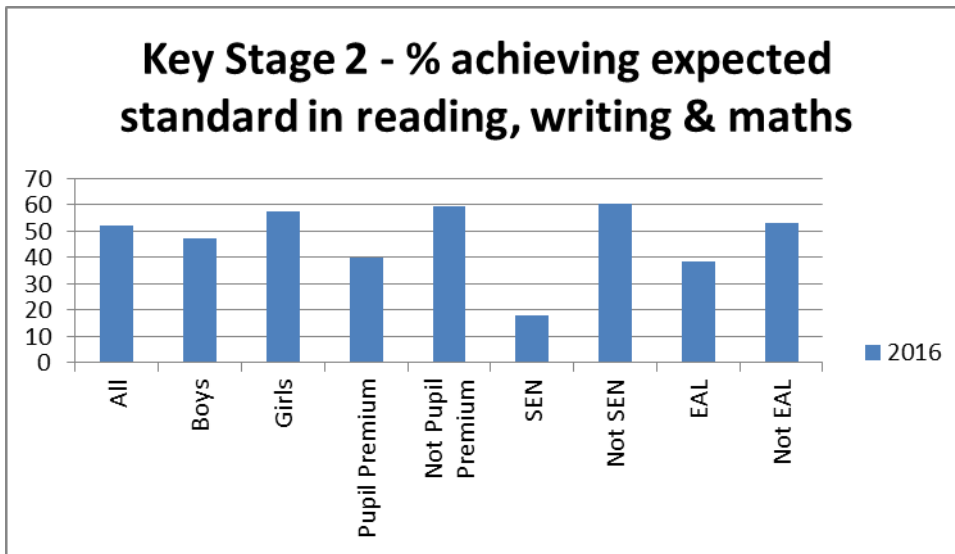
### Key Stage 2 Outcomes

52% of Barnsley pupils achieved the expected standard or higher in reading, writing and mathematics combined, compared with 53% nationally.

In writing Barnsley results are 1.3% points above the national score. Barnsley results are also higher in mathematics, 1.6% points above national.

Barnsley pupils achieved slightly lower than pupils nationally on the Grammar, Punctuation and Spelling test. However the biggest gap between Barnsley and national results is in reading, where Barnsley results are 4.3% points below national. This mirrors the position at Key Stage 1 where the gap is also widest in reading.

| Key Stage 2       | % achieving expected standard in reading, writing and mathematics |
|-------------------|---|
|                   | 2016  |
| All               | 52.2  |
| Boys              | 47.3  |
| Girls             | 57.3  |
| Pupil Premium     | 39.9  |
| Not Pupil Premium | 59.6  |
| SEN               | 17.9  |
| Not SEN           | 60.4  |
| EAL               | 38.7  |
| Not EAL           | 52.9  |



A system for escalating action and intervention has been established where there is insufficient progress and improvement, including triggers for issuing pre-warning notices and statutory warning notices if appropriate.

Key Stage 4 (GCSE) Outcomes

Assessment measures have changed at Key Stage 4, as they have for Key Stage 1 and 2. However as schools continue to report on GCSE outcomes, it is possible to compare performance with previous years on this measure.

There has been a significant improvement in the percentage of students achieving 5A\*-C grades including English and mathematics. Results have increased by 5% points, from 50% to 55%. National results for 2016 are not yet available but the Barnsley 2016 result is above last year’s national figure. This is the first time the provisional result in Barnsley has been higher than the previous year’s national average, indicating that the local/national gap will at least narrow, if not close, when final results are published.

5 (out of 10) schools are at or above last year’s national compared with only 2 schools last year.

58% of students achieved A\* - C in both English and maths, compared with 52% last year for Barnsley, and 56% nationally last year. This outcome is important for students because GCSE English and maths are a foundation for success post 16.

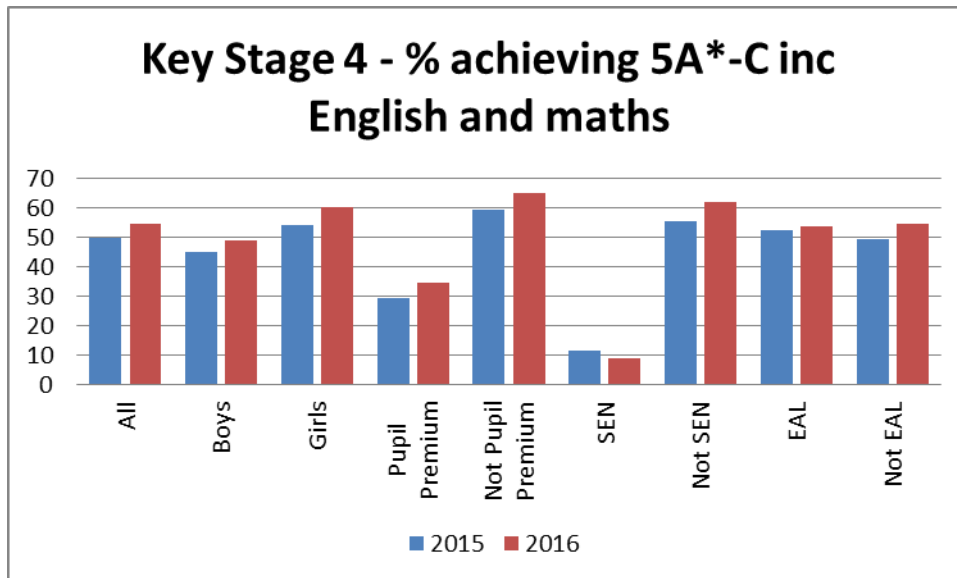
70 % of students achieved a C+ grade in English, up 5.3% from last year, and above the 2015 national figure of 65%

70% of students made expected progress (from their primary baseline) in English compared with just 65% last year. The national result last year was 71%.

65% of students achieved GCSE mathematics, up from 60% last year and in line with the national figure for 2015.

Maths progress has also improved with 60% making expected progress compared with just 53% last year. This is still behind last year’s national progress result which was 67%.

| Key Stage 4       | % achieving 5ACEM |      |
|-------------------|-------------------|------|
|                   | 2015              | 2016 |
| All               | 49.6              | 54.6 |
| Boys              | 44.9              | 48.9 |
| Girls             | 54.2              | 60.4 |
| Pupil Premium     | 29.6              | 34.4 |
| Not Pupil Premium | 59.3              | 65.1 |
| SEN               | 11.6              | 9.2  |
| Not SEN           | 55.6              | 62.1 |
| EAL               | 52.6              | 53.5 |
| Not EAL           | 49.5              | 54.7 |



- Girls continue to perform better than boys and, for 5A\*to C including English and mathematics, the gap has increased from 9.3 points in 2015, to 11.5% points in 2016.
- The gap for pupils with SEN has widened since 2015.
- Although the performance of disadvantaged pupils has improved, the rate of improvement does not equal that for non-disadvantaged, therefore widening the gap.

## BARNSELY METROPOLITAN BOROUGH COUNCIL

This matter is a Key Decision within the Council's definition and has been included in the relevant Forward Plan

Report of the Executive Director  
(People)  
to Cabinet

(5<sup>th</sup> October 2016)

### **BARNSELY ALLIANCE SCHOOL IMPROVEMENT STRATEGY (2016-18)**

#### **1.0. Purpose of the Report**

- 1.1 To inform Cabinet of The Barnsley Alliance School Improvement Strategy

#### **2.0 Recommendations**

- 2.1 That Cabinet endorses The Barnsley Alliance School Improvement Strategy and notes the Key Performance Indicators**

#### **3.0 Introduction to the Report**

- 3.1 The Barnsley Alliance was formally established in April 2015. The Alliance, made up of all schools and key stakeholders is the body responsible for delivering school improvement in the Borough. This strategy sets out underlying principles that all partners are asked to commit to; it describes the sector-led approach to school improvement being established in Barnsley to achieve improved educational outcomes for young people.
- 3.2 The Alliance's Strategy reflects and contributes to the three key priorities in the Council's vision that Barnsley will become a thriving and vibrant economy; and that citizens achieve their potential living within strong and resilient communities. It is recognised that engagement in lifelong learning is the key to good employment prospects, good health and well-being, all of which are fundamental to Barnsley's future and the wellbeing of residents. Raising educational achievement is a priority for the Council and the Children's Trust, as well as for the Barnsley Alliance.
- 3.3 The strategy addresses the key issue of improving quality of educational provision locally. Excellent teaching and school leadership is at the core of improvement planning, but this alone will not succeed in bringing standards of achievement in line with or above the national average. The circumstances of children's lives, outside of school, have an impact on their engagement in education and their outcomes. If we are to achieve our ambitions for all children it is essential, therefore, that obstacles to achievement are recognised and mitigated by all partners, and that the Strategy is owned and supported by all partners.
- 3.4 The Barnsley Alliance is accountable to the Children's Trust and will report on the progress and impact of the Alliance strategy to the Trust, through Council scrutiny processes, and to Cabinet.

#### **4.0 Proposal and Justification**

- 4.1 It is proposed that the Barnsley Alliance Strategy for School Improvement is endorsed by Cabinet in support of the objective to raise educational attainment.
- 4.2 The Barnsley Alliance school improvement model and the Strategy reflect national policy that school improvement should be led by the school sector, with school leaders and governors acting as strategic leaders responsible for system level improvement, as well as the outcomes for their individual institutions.
- 4.3 The Strategy and its accountability arrangements recognise that, while school improvement is sector-led, the Council and the Children's Trust must maintain oversight of the quality of educational provision and outcomes for children. The operating model described in the Strategy is consistent with a sector led approach, and enables the Council and the Trust to fulfil statutory duties and the need for appropriate democratic accountability.

#### **5.0 Implications for Local People and Service Users**

- 5.1 The School Improvement Strategy, and the work of The Alliance and Alliance Board will ensure that all young people, throughout the Borough, are supported to achieve the very best outcomes.

#### **6.0 Financial Implications**

- 6.1 There are no direct financial implications arising from this report.
- 6.2 The school improvement work undertaken under the Barnsley Alliance model and Strategy is mainly funded through the Dedicated School Grant (DSG) which is approved on an annual basis by the Barnsley Schools Forum. The top sliced DSG budget for the Alliance to utilise in order to support schools causing concern in 2016/17 is £400k. It should be noted that the work of the Alliance is facilitated and supplemented by the Council's Schools Improvement and Evaluation team, which is mainly funded through the Education Services Grant (£500k).

#### **7.0 Employee Implications**

- 7.1 There are no direct employee implications.

#### **8.0 Communications Implications**

- 8.1 Subject to approval, the School Improvement Strategy will be communicated to all partners and published on the Council's Website.

#### **9.0 Consultations**

- 9.1 The Alliance School Improvement Strategy, has been developed in consultation with the members of the Alliance Board who represent the partnership, together with headteachers and governors.

#### **10.0 Key Policy Considerations**

- 10.1 The Strategy refers to The Corporate Plan and Education Performance Measures



## **11.0 Tackling Health Inequalities**

11.1 There are no implications for tackling health inequality or promoting public health, emerging through consideration and approval of the Strategy.

## **12.0 Climate Change and Sustainable Energy Act (2006)**

12.1 There are no implications for the Act emerging through the report.

## **13.0 Consideration of Risks**

13.1 The report relates to the Council's statutory duty in relation to education. The School Improvement Strategy articulates how that duty will be undertaken and as a consequence mitigates risk to the council in relation to education performance.

13.2 Potential risks will be logged in the Alliance's Risk Register and regularly monitored to ensure remedial action is taken where necessary in order to fulfil the objectives and priorities of the Strategy.

## **14.0 Health and Safety Implications**

14.1 There are no implications for the health and safety of the public or employees arising from the report.

## **15.0 Compatibility with the European Convention on Human Rights**

15.1 The School Improvement Strategy is underpinned by a commitment to The United Nations Convention on The Rights of The Child.

## **16.0 Promoting Equality, Diversity and Inclusion**

16.1 The School Improvement Strategy promotes and supports the educational achievement of all groups, including ethnic minorities and those with special needs and disabilities.

16.2 As part of its governance arrangements, the Alliance will continually monitor the progress of vulnerable groups of pupils and will ensure measures, including the Barnsley 'Champion Schools' initiative are in place to continue to close any gaps in attainment with peers.

## **17.0 Reduction of Crime and Disorder**

17.1 There are no implications for tackling crime, disorder or anti social behaviour, arising through consideration of the Strategy.

## **18.0 Conservation of Biodiversity**

18.1 There are no implications for the conservation of biodiversity or the local environment emerging through the report.

## **19.0 Glossary of Terms and Abbreviations**

19.1 Not applicable

**20.0 List of Appendices**

20.1 Appendix 1: The Barnsley Alliance School Improvement Strategy (2016-18)

**21.0 Details of Background Papers**

21.1 Background papers used in the production of this report are available to view by contacting the Education, Early Help and Prevention Service People Directorate, Barnsley MBC, PO Box 634 Barnsley, South Yorkshire, S70 9GG

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Financial Implications/  
Consultation .....  
*(to be signed by senior Financial Services officer  
where no financial implications)*

**DRAFT**

## **Barnsley Alliance**

# **Improving Education Strategy 2016-18**

Version 3  
Sept 2016



## Introduction: Our Shared Vision for Education

**Vision** A BETTER BARNSLEY

Every child in a good school

Success in learning and work

Strong families, strong Barnsley

**Core Purpose** To work together to improve outcomes for children, young people and families

The vision of the Council, The Children and Young People's Trust and The Barnsley Alliance for education improvement is based on the premise that we all work together to ensure the very best outcomes for young people in Barnsley. The three key priorities in The Council's vision are that Barnsley will become a **thriving and vibrant economy**; that **people achieve their potential** and live **within strong and resilient communities**. The Children and Young People's Trust has signed up to a vision for strong **families, strong Barnsley; every child in a good school**; and, **success in learning and work**.

Success in education and engagement in lifelong learning is the key to good employment prospects, good health and well-being, and to building thriving communities. Improving education quality and outcomes is a shared priority, fundamental to achieving our broader vision for Barnsley.

Our strategy is founded on high aspirations for all of our children and young people, regardless of starting points or challenges they may experience in their lives. We recognise that delivering a high quality education in contexts where there may be low aspiration, limited employment opportunities, and historically low education performance, is not straightforward. Barnsley has a steady trajectory of improving education outcomes, we recognise the need to pick up the pace of improvement in all phases of education.

While excellent teaching and school leadership is at the core of our response, this alone will not succeed in accelerating improvement to bring standards of achievement above national standards, and to achieve the excellence we aspire to. Our response needs to ensure that we support and strengthen families and communities where children may experience barriers to wellbeing and achievement, such as domestic violence, poverty, neglect, substance misuse or

parental mental health issues, so that we break the cycle of poor outcomes and quality of life that endure in some of our communities.

The high levels of turbulence in some young people's lives must not be used as an excuse for low achievement; however, it is a reality for significant numbers of young people that has to be recognised and mitigated by all partners if we are to achieve our ambitions for every child.

We are determined to provide all our children with an education that allows them to get the best possible start in life and as such we are committed to delivering the 7 core aims outlined in the UN Convention on the Rights of the Child; that is, a child should:

- have a flying start in life;
- have a comprehensive range of education and learning opportunities;
- enjoy the best possible health and be free from abuse, victimisation and exploitation;
- have access to play, leisure, sporting and cultural activities;
- be listened to, treated with respect, and have their race and cultural identity recognised;
- have a safe home and a community which supports physical and emotional wellbeing;
- not be disadvantaged by poverty.

The work of The Barnsley Alliance is also underpinned by a commitment to the principles and working practices of the **I Know I Can** initiative, which believes in:

- building confidence
- creating dreams and aspirations
- raising qualification levels
- strengthening life skills
- using help and support
- taking ownership and developing a real "**I Know I Can attitude**"

Fundamental to the work of The Alliance is our belief that working together is the best way to ensure that we are providing education that is inclusive, and puts children and young people at the heart of what we do. We know that we are operating at a time of change in terms of national policy and within an environment

of economic constraint and as the traditional role of the council in the school improvement process is changing, it is only by embracing a sector-led model that we will achieve success.

## **What is the Barnsley Alliance?**

The Alliance is a strategic partnership between schools, academy Trusts and sponsors, and the local authority. Its purpose is to raise quality of education provision, and improve outcomes for children and young people across Barnsley.

The Alliance responsibilities are to:

- Agree the Barnsley Education Strategy for improvement to ensure that all children have access to good and outstanding educational opportunities
- Support the development of collaborations and partnership arrangements that are effective in enabling individual schools to secure good outcomes for their pupils.
- Contribute to and support the development of Early Help arrangements so that all children have the right opportunities to achieve their potential

A key role for the Alliance is to monitor education quality and performance and ensure all schools are receiving appropriate support and challenge in proportion to their success and effectiveness.

All schools, maintained and academies are equal partners in The Alliance and are represented on The Alliance Board, by a member of their local 'cluster' or network. The Alliance Board meets termly and, along with representation from all schools, it includes Barnsley Council's Executive Director –People, The Executive Member for Children and Young People, members of Barnsley Governors' Association and other key partners in education by invitation.

## **Governance**

The Alliance Board is accountable to the Children's Trust and reports to the Trust Executive group on strategies, action and progress in relation to improving education outcomes. The impact of the Alliance, and the success of its strategy, is dependent on the support and engagement of all Children's Trust partners in the work to improve quality of education provision and remove barriers to achievement for vulnerable children and young people.

The Alliance also is accountable to Schools Forum for the deployment and impact of specific funding streams devolved or directly allocated to the Alliance to support

education improvement priorities. Schools Forum, in turn, will have regard to improvement priorities agreed by the Alliance in making more general funding decisions, where those decisions may have an impact on Alliance priorities and objectives.

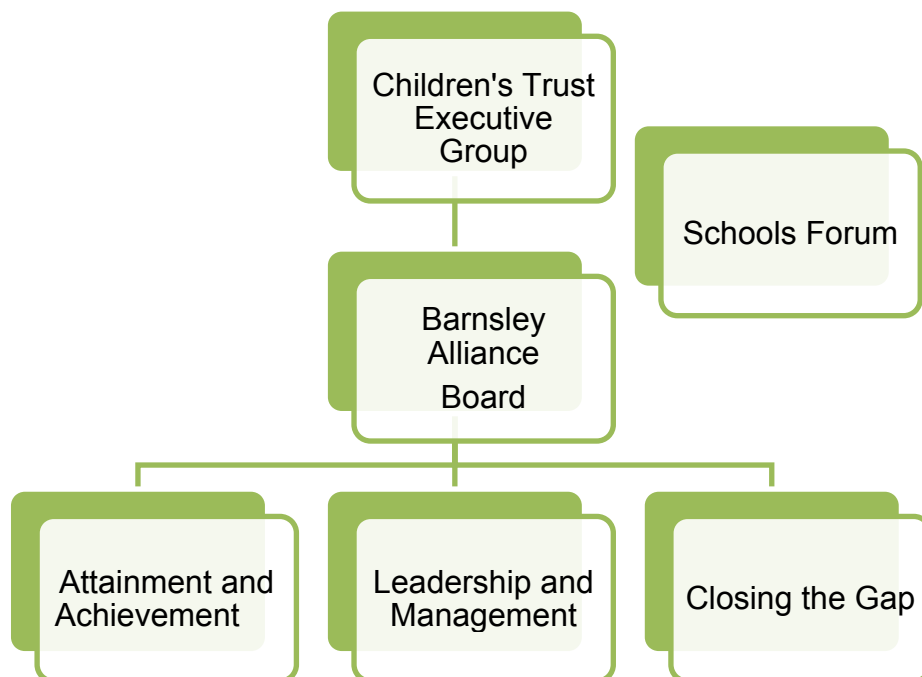
To ensure democratic accountability the Alliance will also periodically report on improvement plans and progress towards achieving improvement objectives to Council Overview and Scrutiny and Cabinet committees.

The work of the Alliance Board is supported by three operational subgroups:

The *Attainment and Achievement* group maintains oversight of school quality and performance; agrees improvement priorities with individual schools; and brokers or commissions school to school support.

The *Leadership and Management* group maintains oversight of the quality of leadership and governance in schools; identifies priorities and develops strategies and action plans to build leadership capacity in schools

The *Closing the Gap* group acts as a champion for raising the achievement of vulnerable and underperforming groups; identifies priorities and develops strategies and action plans to raise achievement amongst target groups.



## Partnerships and the Contribution of Partners

Achieving our ambitions depends on the contribution of a range of partners. The Barnsley Alliance is at the core of a wider partnership and is responsible for leading the drive to raise quality and standards. The wider partnership includes members of the Children and Young People's Trust and the organisations or services they represent; pupils, parents and carers, and local communities. To achieve excellence in education we need all partners to play their role.

### The role of school governors and leaders

#### Governors:

- Develop, with senior leaders, a vision and strategic direction for the school
- Monitor progress and outcomes for pupils and hold school leaders to account for the quality of education in the school
- Make sure the school uses its finances efficiently and properly, particularly ensuring resources are well to support pupils' learning
- Ensure the school regularly evaluates how well it is doing, and oversee plans for improvement

#### School leaders:

- Provide leadership in school which focuses on securing excellent teaching and learning
- Are accountable for the educational outcomes for all pupils in the school
- Ensure there are good monitoring and evaluation systems in place so they know the strengths of their school and are clear about areas for improvement
- Develop and implement school improvement plans to support continuous improvement
- Ensure the resources in the school are managed well to support pupils' achievement



## **The role of families and communities**

### **Families**

- Encourage children to have ambitions for the future
- Ensure children attend school every day
- Show interest in what children are learning at school and celebrate their achievements
- Attend main school events and meetings to discuss children's progress
- Engage constructively with school if they have a concern about their child's education or experience at school

### **Communities**

- Promote the importance of education and school attendance
- Celebrate the achievements of young people in the community
- Support local activity that engages young people and raises aspirations
- Develop positive and constructive relationships with local schools

## The role of the council

The Council has some overarching responsibilities for education which apply across all schools and education providers.

### The Council's general responsibilities

All Local Authorities have a legal duty to promote high standards of education. This means it is a partner with all education providers in the area, including early years settings, maintained schools, academies and post 16 colleges. Within this partnership the council acts as a champion for children and parents to ensure all communities have access to and benefit from good education opportunities. To fulfil its responsibilities the council:

- Invests in strong partnership to shape the quality of education provision and improve standards
- Holds education providers to account for quality of provision and outcomes for children and young people
- Ensures that a range of multi-agency services work effectively to remove barriers to educational achievement for vulnerable young people and their families.

Under the Children Act 2004 the local authority must have a statutory Chief Officer and Lead Member with responsibility for education and children's social care services. In Barnsley the Chief Officer (Director of Children's Services) is fulfilled by the Executive Director, People. The Lead Member role is fulfilled by the Cabinet Spokesperson, People (Achieving Potential), and Cabinet Spokesperson People (Safeguarding). The Executive Director, People (as statutory Director of Children's Services must:

- Ensure there are arrangements of fair access to schools for every child
- Promote a diverse supply of good schools
- Promote high quality early years education
- Enable children and young people to participate in decision making
- Ensure the participation of young people in training or education
- Ensure there are arrangements locally, and across partners, to enable families to access early help when they need it – the right support at the right time

The council, as the local authority, also has some specific statutory responsibilities in relation to governance, finance and school improvement in maintained schools. In academies these responsibilities sit with the Academy Trust and its directors, but the council still has a role in monitoring education performance in academies, providing challenge across the system, and taking appropriate action where there are concerns.

## Providing Challenge and Support for School Improvement

It is recognised that schools are self-managing and largely autonomous and are therefore responsible for their own performance and improvement. Effective self-evaluation is the most important process of school improvement and it is expected that all schools should be able to make an accurate self-evaluation of their performance and take clear and decisive action to improve weaknesses.

While the Council has a role in supporting and challenging, in a sector-led system it largely fulfils this role through its participation in the Barnsley Alliance. The Alliance Board has, therefore, a defined role in securing high quality provision and standards in Barnsley schools and settings.

The four key aspects of this role are:

- **Monitoring** –The regular and systematic collection and analysis of performance data (quantitative and qualitative) and discussion with schools about the outcomes of their own self-evaluation processes. This will inform school and Alliance planning and prioritisation, provide opportunities for quality assurance and ensure that statutory requirements are met.
- **Supporting** – Working in partnership with schools to address identified areas for development through brokerage or commissioning of external support via Tykes Teaching School Alliance and The Barnsley Teaching School Alliance. The Alliance RAG rating/risk assessment process is designed to ensure that schools receive effective and timely support that is in proportion to need.
- **Challenging** – Within the process of rigorous self-evaluation, challenging schools to meet ambitious targets, make full use of the range of evidence available and ensure the ‘right’ questions are asked. The aim is to identify success, share good practice and determine appropriate actions to secure continuous improvement.
- **Intervening** – Where performance, self-evaluation and improvement planning are judged to be inadequate, the Local Authority is able to use its statutory powers of intervention to ensure that a maintained school’s performance improves. It is expected that academies and any future free schools will also engage in self-evaluation procedures and engage in the same way as maintained schools, to enable the Alliance to champion ALL pupils in the borough.

On behalf of the Alliance the Attainment and Achievement sub group undertakes school improvement functions and activity formerly managed by the local authority (for maintained schools) and supports The Alliance Board in fulfilling its support, challenge and quality assurance role. The subgroup analyses data and carries out a risk assessment of all schools. It also undertakes the brokering of individual

school to school support, commissions borough wide training and CPD where required. It evaluates the impact of support and ensures best value.

### Risk assessment process

The support and challenge process is underpinned by a number of key principles:

- That the criteria for risk rating are clear and understood by maintained schools and academies;
- When a concern is triggered, the Alliance Board Sub Group will communicate the precise nature of the concern to the Head Teacher and Chair of Governors at the earliest opportunity and that advice/guidance and support will be made available;
- That school-to-school support and partnership working is central to The Alliance's approach to ensuring effective support to all schools, but particularly those causing concern;
- In all circumstances, schools' individual contexts will be taken into consideration when determining RAG rating and risk assessment;
- That all schools, maintained and academies, will take part in the process order to ensure a level playing field for all Barnsley children to receive their entitlement to a good education, regardless of the status of the school they attend;
  
- Where the Alliance brokers or commissions support for individual schools the expectation is that the school will participate actively in peer-review or other review activity to support effective evaluation of that support.

In September of each year, a Risk Assessment will be completed for ALL schools based on information the local authority holds, and that a school has shared. Wherever possible, existing sources of information will be used to streamline the process, acknowledging that this may be provisional pre-publication data. Discussions with schools will highlight whether the information gathered is in line with trends or is atypical for specific reasons.

This analysis for Barnsley performance overall, and for each school, forms the basis of a report to The Alliance Board, along with the risk assessment rating of schools. The risk assessment categories are on a Red, Amber, Green (RAG) scale. Key indicators for determining risk will include:

- Attainment of pupils on entry
- Standards EYFS
- Standards KS1
- Standards KS2
- Progress KS1-2
- Standards KS4

- Progress KS2-4
- Standards KS5
- Accuracy of predicted outcomes
- Attendance and exclusion data
- Quality of Leadership and Management including governance
- Quality of school self-evaluation
- Trends of performance and quality
- Capacity to attain or sustain ongoing improvement
- Overall effectiveness
- Last Ofsted inspection judgments

Other Indicators -**This information will be gathered in partnership with head teachers:**

- School financial management
- Formal complaints about a school
- HR issues

These additional areas can act as an early flag of a school's vulnerability even where there is no decline in performance.

The risk assessment is carried out in September each year. Once the category has been agreed, a letter will be sent to Head Teacher and Governors by early October.

Where requested, or where the school disagrees with the risk rating the Head Teacher, Chair of Governors may meet with a member of the sub group or a senior officer to discuss the evidence base for that decision. If agreement still cannot be reached, the Executive Director will be asked to moderate, with the school in attendance; this decision will be final.

For some schools where there has been a history of continuous decline or improvement is slow The Alliance Board will recommend the implementation of an SISG or IR (School Improvement Strategy Group or Improvement Review) to ensure more rapid improvement.

Where performance continues to be a concern the Alliance Board will escalate the concern to the Executive Director, People, Barnsley Council. At this stage the action taken by the local authority will vary, depending on whether the school is a maintained school or an academy.

### **Local Authority Maintained Schools : escalation of concern**

The local authority has a statutory duty to intervene where there is a concern about standards in the school, a breakdown in governance or leadership, or where safety at the school is seriously compromised. Where there are such concerns the local authority will seek to work with governors and school leaders to address the issues.

Where there is not sufficient improvement as a result of the support and challenge provided by the Alliance, or a school will not engage with the support offered, the local authority will consider issuing a statutory warning notice. This requires the governing body to respond with an acceptable plan and proposal for improving the school. Where the governors do not respond to the authority's satisfaction, the local authority can also take other action, including removing the school's delegated budget; appointing additional governors; or applying to the DfE to replace the governing body with an Interim Executive Board. In these circumstances the DfE will expect the IEB and the local authority to work towards a structural solution, namely conversion to an academy.

Before issuing a statutory warning notice, the local authority will invite the school leaders and governors to a challenge meeting with the Executive Director, People, and will also issue a Pre-Warning Notice in writing. This Notice will set out, exactly as a warning notice would, the basis of the local authority's concerns; what it requires the governing body to do, and in what timescales. The main difference is the Pre-Warning Notice does not trigger statutory powers or intervention.

In maintained schools with low attainment, inadequate progress and in an Ofsted category or not improving, recommendation will be given to seek academy sponsors where this structural solution is deemed to be in the best interests of rapidly improving outcomes for children and young people.

### **Academies: escalation of concern**

Where there has been lack of sufficient improvement as a result of support and challenge provided by the Alliance, the concern will be escalated to the Executive Director, People. On behalf of the local authority the Director will write to the Academy Trust, outlining the concerns. Academy senior leaders and Trust representatives will be invited to a challenge meeting with the Director, and to share its plans for improving the school. The academy will also be asked to provide termly updates on progress against the improvement plan.

Where the Alliance and the local authority do not receive adequate assurance about the improvement plans, the concern will be escalated to the Regional Schools Commissioner.

A review of data and progress will take place in January and April each year, including updated predictions, termly releases of attendance and exclusions data, and any specific issues,. Should this result in a negative change in the school's RAG rating, discussions will be held with the Head Teacher and Chair of Governors. A letter will be sent to confirm a change in category by the end of each of those months and the appropriate support pattern will follow.

The LA will assess risks to academy performance on data analysis alone, and will write to academies where a concern has been identified, requesting that the academy shares its improvement plans. The concern will also be shared with the Alliance attainment and achievement operational group so that support can be offered to the academy.

## **Better Outcomes for All: Removing Barriers to Achievement**

### **■ Early Help and Prevention**

Early help is Barnsley's approach to providing support to potentially vulnerable children, young people and families as soon as problems start to emerge, or when there is a strong likelihood that problems will emerge in the future. Early help may occur at any point in a child or young person's life, from childhood to adolescence, and includes both interventions early in life as well as interventions early in the development of a problem. It is about the way we can all work together, share information, and put the child and their family at the centre. Early help means providing effective support to help families solve problems and find solutions at an early stage so it avoids needs becoming so great that specialist statutory interventions are required.

Early help is everyone's responsibility. All practitioners need to understand Barnsley's early help approach and the family's entitlement to an early help assessment when appropriate with a plan that is regularly reviewed to meet their needs. Families can approach anyone working with them who will respond and begin to assess the need and start conversations with the right people to identify how help should be provided. Strategic leaders across Barnsley are committed to taking an early help approach and multi-agency partners are working together on an integrated early help action plan. Progress is reported to the Stronger Communities Partnership, Barnsley's Safeguarding Children's Board and the Trust Executive Group. Key priorities for the forthcoming year are:

- Establish, co-ordinate and communicate clear pathways for early help
- Engage partners in shaping and delivering the early help offer
- Embed the new model for family focused targeted support
- Develop effective systems for monitoring early help and capturing impact.

## ■ Special Educational Needs and Disability (SEND)

Barnsley SEND strategy is intended to ensure that Barnsley is positioned to respond to some significant reforms to education, health and social care with regard to meeting the needs of disabled young people and those with SEN aged between 0-25.

The Strategy is a local area strategy and all partners are accountable for its delivery. All early years providers, mainstream schools and post-16 settings are expected to make effective provision for disabled children and those with SEN. Education, health and care services should work together to jointly commission services to deliver integrated support to children and young people aged 0-25 with SEND.

The strategy is based around three key aims which are:

- To improve educational, health and emotional wellbeing outcomes for all Barnsley children with SEN and who are disabled. partners, and that the strategy is owned and supported by all partners
- To ensure Barnsley delivers the necessary changes to the assessment of needs and joint commissioning of provision, as set out in the Children and Families Act, so that children and their families have better integrated support across education, health and social care.
- To address gaps in provision and improve the quality across the full spectrum of provision for children and young people with SEND

[The SEND strategy can be accessed \(insert link\)](#)

## ■ Virtual School for Looked After Children

The core purpose of the Virtual School is to improve educational outcomes for children in care. Achieving this objective depends on the commitment of all partners to making the best provision for children in care and ensuring both their educational and wellbeing needs are met. The Barnsley Alliance will promote the interests of children in care, monitor outcomes and challenge and support partners to raise the achievement of children in care.

[The Virtual School Development Plan can be accessed \(insert link\)](#)



## ■ Targeted Support for Children, Young People and Families: Core Principles

In working to remove barriers to achievement and wellbeing a core principle is that we work with children, young people and families as active participants in ensuring the success of support and intervention and securing sustained improvement.

- In all our services, from universal to targeted, we are transparent in our communication and engagement with families; we listen actively to what they say, so that we can understand their perspective, their needs and their desired outcome
- Our starting point is identifying and building on strengths, our approach is non-judgemental and inclusive
- Our approach is family centred, recognising that the context individuals live in, and their important relationships, have an impact on actions and outcomes
- We involve families, children and young people in the decisions that affect their lives
- Our focus is on improving outcomes; making a difference that can be sustained
- We build capacity, resilience and independence, so that families can make choices that enhance their quality of life
- Services, pathways and processes are sensibly integrated, and families experience coherence and consistency in their engagement with services
- We provide continuity of support, communication and relationships at points of transition in families' lives

## Priorities

The Alliance Board has identified 5 areas of focus in order to realise our ambitions for young people across Barnsley. From 2015-2018 our key focus will be:

- To improve attainment and achievement

- To improve the quality of teaching and learning so that it is consistently good or better
- To close the achievement gap between vulnerable groups and their peers with a particular focus on those pupils who:
  - have special educational needs or disabilities
  - are eligible for pupil premium/ free school meals
  - are children in care
- To improve behaviour and attendance, and reduce the proportion of persistent absence
- To improve leadership capacity, empowering leaders at all levels to develop a sustainable model of continuous improvement across all Barnsley schools

## **Evaluating the Impact of the Barnsley Alliance**

The success of the Alliance will be evaluated in terms of the impact it has on improving the following outcomes:

- The proportion of schools judged good or better by Ofsted
- The percentage of pupils achieving national expectations at each key stage of education
- The percentage of schools or settings achieving above national averages at each key stage
- The proportion of pupils achieving expected and better than expected progress at all key stages, closing the gap for pupils who enter education below expected levels
- The gap in outcomes for vulnerable learners, including pupils in receipt of the Pupil Premium, SEND pupils and Children in Care, and outcomes for other pupils nationally
- Attendance and persistent absence from primary and secondary schools
- Exclusions from primary and secondary schools (fixed term and permanent)