

MEETING:	Cabinet
DATE:	Wednesday, 31 May 2017
TIME:	10.00 am
VENUE:	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 3rd May, 2017 (Cab.31.5.2017/3)
(Pages 3 - 6)

Items for Noting

4. Decisions of Cabinet Spokespersons (Cab.31.5.2017/4) (Pages 7 - 8)

Petitions

5. Petitions received under Standing Order 44 (Cab.31.5.2017/5)

Items for Decision/Recommendation to Council

People (Safeguarding) Spokesperson

6. Takeover Challenge - Notification of Gold Award to BMBC from the Children's Commissioner (Cab.31.5.2017/6) (Pages 9 - 12)

Core Services/People (Safeguarding) Spokespersons

7. Proposed use of the additional Adult Social Care Funding (2017-20)
(Cab.31.5.2017/7) (Pages 13 - 20)

Core Services Spokesperson

8. Asset Strategy 2017-2022 (Cab.31.5.2017/8) (Pages 21 - 48)
9. Revised Future Council 2020 Capital Programme (Cab.31.5.2017/9)
(Pages 49 - 56)

Place Spokesperson

10. Higher Level Skills and Jobs - Response to Scrutiny Task and Finish Group
(Cab.31.5.2017/10) (Pages 57 - 66)
11. Fly Tipping - Response to Scrutiny Task and Finish Group (Cab.31.5.2017/11)
(Pages 67 - 76)

12. Doncaster Road, Kingsmark Way, Nora Street & St Mary's Road, Goldthorpe -
Amendment to existing restrictions - Objection Report (Cab.31.5.2017/12)
(Pages 77 - 86)

To: Chair and Members of Cabinet:-

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

Cabinet Support Members:

Councillors Franklin, Frost, David Griffin, Lamb, Pourali 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, Executive Director Communities

Julia Burrows, Director Public Health

Andrew Frosdick, Executive Director Core Services

Alison Brown, Service Director Human Resources

Neil Copley, Service Director Finance

Katie Rogers, Communications and Marketing Business Partner

Anna Marshall, 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

Monday, 22 May 2017



MEETING:	Cabinet
DATE:	Wednesday, 3 May 2017
TIME:	10.00 am
VENUE:	Reception Room, Barnsley Town Hall

MINUTES

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

Members in Attendance: Councillors Cherryholme, Franklin, Frost, David Griffin, Lamb, Saunders, Sheard and Shepherd

254. Declaration of pecuniary and non-pecuniary interests

Councillors Franklin and Lamb declared non-pecuniary interests in Minute 262 as members of the Forge Community Partnership, which would take the lease for the Blacker Hill Community Hub under the proposed Asset Transfer.

255. Leader - Call-in of Cabinet decisions

The Leader reported that no decisions from the previous meeting held on 19th April, 2017 had been called in.

256. Minutes of the previous meeting held on 19th April, 2017 (Cab.3.5.2017/3)

The minutes of the meeting held on 19th April, 2017 were taken as read and signed by the Chair as a correct record.

257. Decisions of Cabinet Spokespersons (Cab.3.5.2017/4)

The Record of Decisions taken by Cabinet Spokespersons under delegated powers during the weeks ending 14th and 21st April, 2017 were noted.

258. Petitions received under Standing Order 44 (Cab.3.5.2017/5)

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

Corporate Services Spokesperson

259. Corporate Anti-Fraud and Corruption Policies (Cab.3.5.2017/6)

RESOLVED:-

- (i) that the Corporate Anti-Fraud and Corruption Policy, the Corporate Anti-Fraud and Corruption Strategy, and the Corporate Anti-Bribery Policy, as detailed in the appendices to the report, be approved and the Council's overall 'zero tolerance' approach be endorsed; and

- (ii) that, through the Audit Committee, the effectiveness of those policies and the strategy be monitored via the work of the Corporate Anti-Fraud Team in the Council's Internal Audit Service.

260. Strategic Risk Register - Full Review March 2017 (Cab.3.5.2017/7)

RESOLVED:-

- (i) that the high level strategic risks articulated within the full review of the Strategic Risk Register, as detailed within the report, be confirmed as reflecting the current position of the Council; and
- (ii) that the Council continues to support the Corporate Risk Management process and the embedding of a Risk Management culture within the organisation.

261. Risk Management Framework Review (Cab.3.5.2017/8)

RESOLVED that the revisions to the Risk Management Framework, as set out in the report now submitted, be approved to ensure that it remains fit for purpose.

262. Community Asset Transfer: Blacker Hill Community Hub, Wentworth Road, Barnsley (Cab.3.5.3017/9)

RESOLVED:-

- (i) that the Community Asset Transfer, based on the business case from the Forge Community Partnership as set out in the appendices to the report now submitted to develop and expand the existing community hub facility at Blacker Hill Community Hub, Wentworth Road, Barnsley, be approved;
- (ii) that the application of the methodology to test the robustness and sustainability of the business plan, without which the proposals would not have come forward for consideration, be noted;
- (iii) that the Service Director Assets be authorised to finalise heads of terms for a 25 year lease to the Forge Community Partnership for a nominal rent to develop and expand the existing community hub facility at Blacker Hill Community Hub; and
- (iv) that the Executive Director Core Services be authorised to complete the lease to the Forge Community Partnership.

263. Community Asset Transfer: Worsbrough Common Community Centre, Warren Quarry Lane, Worsbrough, Barnsley (Cab.3.5.2017/10)

RESOLVED:-

- (i) that the Community Asset Transfer, based on the business case from the Worsbrough Common Community Association as set out in the appendices to the report now submitted to develop and expand the existing community centre facility at Worsbrough Common Community Centre, Warren Quarry Lane, Worsbrough, Barnsley, be approved;

- (ii) that the application of the methodology to test the robustness and sustainability of the business plan, without which the proposals would not have come forward for consideration, be noted;
- (iii) that the Service Director Assets be authorised to finalise heads of terms for a 25 year lease to the Worsbrough Common Community Association for a nominal rent to develop and expand the existing community centre facility at Worsbrough Common Community Centre; and
- (iii) that the Executive Director Core Services be authorised to complete the lease to the Worsbrough Common Community Association.

Place Spokesperson

264. Travel Assistance Policy - Consultation Findings (Cab.3.5.2017/11)

This item was withdrawn.

265. Implementation of the Apprenticeship Reforms (Cab.3.5.2017/12)

RESOLVED:-

- (i) that a procurement exercise be undertaken to identify apprentice training and assessment providers in line with the Council's duties under the reforms, as set out in Appendix 1 to the report now submitted;
- (ii) that the Executive Director Senior Responsible Officer, tasked with chairing the Organisational Improvement Board be authorised to approve the award of the contract to the successful providers on the basis of the tender evaluation criteria, set out at paragraph 4.3 of the report now submitted;
- (iii) that responsibility for the strategic management and coordination of the apprenticeship reform be through the Organisation Improvement Board, and an operational group be established to provide support to the Board consisting of key officers from across the Council and representation from the Council's maintained schools; and
- (iv) that the need for further liaison with schools on the operation of the reforms, and the importance of championing apprenticeships be agreed.

266. Traffic Regulation Order - Blythe Street, Wombwell Objection Report (Cab.3.5.2017/13)

RESOLVED:-

- (i) that the objections received to the proposals for the introduction of Waiting Restrictions on Blythe Street, Wombwell be overruled for the reasons set out in the report and the objectors informed accordingly; and

- (ii) that the Head of Highways, Engineering and Transportation and the Executive Director Core Services be authorised to make and implement the Traffic Regulation Order.

267. Acceptance of Funding for Great Place Scheme: Transforming Communities through Culture (Cab.3.5.2017/14)

RESOLVED:-

- (i) that the funding of £1,264,000 from the Heritage Lottery Fund (HLF) and Arts Council England (ACE) and approval be given to the implementation of the Great Places Scheme outlined in the report now submitted;
- (ii) that the Authority enter into a partnership agreement with Rotherham Council for its delivery;
- (iii) that the Council takes the role of Lead Partner and Accountable Body in line with the conditions of the grant; and
- (iv) that the project commences in May 2017 for three years.

People (Safeguarding) Spokesperson

268. Review of the Overview and Scrutiny Committee Safeguarding Workstream (Cab.3.5.2017/15)

RESOLVED:-

- (i) that the arrangements for the Overview and Scrutiny Committee (OSC) Safeguarding workstream, as outlined in the report now submitted, be agreed for consideration at Annual Council;
- (ii) that meetings continue to be set aside in the Overview and Scrutiny Committee work programme to consider safeguarding business;
- (iii) that minutes from the most recent Overview and Scrutiny Committee meeting feed directly into the following meeting rather than the current arrangement of separate streams of general and safeguarding business; and
- (iv) that the public minute for the private part of the Overview and Scrutiny Committee agenda be expanded to provide further information and transparency.

.....
Chair

BARNSLEY METROPOLITAN BOROUGH COUNCIL

CABINET SPOKESPERSONS' DECISIONS

Schedule of Decisions taken for week ending 28th April, 2017

<u>Cabinet Spokesperson</u>	<u>Item</u>	<u>Decisions</u>	<u>Contact Officer</u>
1. Leader	Appointment of the Cabinet for 2017/18	<p>(i) that the Cabinet Portfolios be confirmed for the 2017/18 municipal year with effect from Annual Council on 19th May, 2017;</p> <p>(ii) that the following members be appointed to the Cabinet for the 2017/18 municipal year with effect from Annual Council on 19th May, 2017, with responsibility for the portfolios indicated:-</p> <ul style="list-style-type: none">• Deputy Leader – Councillor Jim Andrews• Cabinet Spokesperson without Portfolio – Councillor Sharon Howard• Cabinet Spokesperson for Core Services – Councillor Alan Gardiner• Cabinet Spokesperson for Communities – Councillor Jenny Platts• Cabinet Spokesperson for People (Safeguarding) – Councillor Margaret Bruff• Cabinet Spokesperson for People (Achieving Potential) – Councillor Tim Cheetham• Cabinet Spokesperson for Place – Councillor Roy Miller	I. Turner Tel: 773421

<u>Cabinet Spokesperson</u>	<u>Item</u>	<u>Decisions</u>	<u>Contact Officer</u>
1. Leader	Appointment of the Cabinet for 2017/18 (continued)	<p>(iii) that the following members be appointed as Cabinet Support Members for the 2017/18 municipal year for the portfolio as indicated:-</p> <ul style="list-style-type: none"> • Cabinet Support Member without Portfolio – Councillor Dave Griffin • Cabinet Support Member for Core Services – Councillor Robin Franklin • Cabinet Support Member for Communities – Councillor Chris Lamb • Cabinet Support Member for People (Safeguarding) – Councillor Caroline Saunders • Cabinet Support Member for People (Achieving Potential) – Councillor Roya Pourali • Cabinet Support Member for Place – Councillor Robert Frost. <p>(iv) that Councillor Karen Dyson be appointed Member Community Cohesion Champion for the 2017/19 municipal year.</p>	I. Turner Tel: 773421
2. Leader	Appointment of the Area Council Chairs for 2017/18	<p>that the following Members be appointed as Chairs of the Area Councils as indicated for the 2017/18 municipal year with effect from Annual Council on 19th May, 2017:-</p> <ul style="list-style-type: none"> • Central - Councillor Richard Riggs • Dearne - Councillor May Noble • North - Councillor Dave Leech • North East - Councillor Joe Hayward • Penistone - Councillor Robert Barnard • South - Councillor Mick Stowe. 	I. Turner Tel: 773421

BARNSELEY 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
31st May 2017

NOTIFICATION OF GOLD AWARD TO BMBC FROM CHILDREN'S COMMISSIONER FOR TAKEOVER CHALLENGE

1.0. Purpose of the Report

- 1.1 To inform Cabinet that the Council have achieved a Gold Commendation from the Children's Commissioner for work carried out for the Takeover Challenge in November 2016

2.0. Recommendations

- 2.1 **That Cabinet acknowledges this achievement across all service areas and continues to highlight future opportunities to build on this success**

3.0. Introduction to the Report

- 3.1 Takeover Challenge gives children and young people across the country the chance to work with adults and get involved in organisational decision-making. Children benefit from having their views heard, having fun and being inspired and the adult world gets a fresh, unique and creative perspective on important issues.
- 3.2 The event is organised under the Office of the Children's Commissioner which champions, promotes, protects, raises awareness of and prompts others to respond to the rights, views and interests of all of England's children.
- 3.3 Takeover Challenge promotes participation, is in line with Barnsley's Pledge to Children in Care and Care Leavers and ensures that children have a right to have their views heard on the decisions that affect their lives and for these views to be taken seriously.
- 3.4 Takeover Day, and the aspect of the challenge this brings, forms part of 'Pathways to Success' - the Council's programme to support young people's work readiness and employability as part of the Borough's Employment and Skills Strategy
- 3.5 The aim of Barnsley's involvement in Takeover Challenge was to:
- Put our children in care and care leavers into decision-making positions
 - Provide opportunities for our organisations and businesses to hear their views
 - Allow young people to gain an insight into our working world
 - Inspire our young people by their experiences
- 3.6 Barnsley Council's Takeover Challenge 2017 activities included:
- Work shadowing opportunities offered from Directorates across the council, involving senior members of staff and external organisations (South Yorkshire Police and NPS Barnsley). Placements were matched based on the requests of the young people.

- Author Nik Perring ran a session for a group of primary-school children to take over the Experience Barnsley museum.
 - An Open Meeting of the Barnsley Youth Council for other young people interested in standing for election and Barnsley Members of the UK Youth Parliament attended the debate in the House of Commons on 11th November.
 - A group of young people created a film for the joint Trust Executive Group and Barnsley Safeguarding Children Board (TEG/BSCB) annual meeting.
 - A school-to-school visit was arranged so that pupils could share their learning on achieving an Anti-Bullying Charter Mark.
- 3.7 For the work shadowing element, we contacted all our Children in Care (from year 9 up) and Care Leavers to encourage their involvement and followed this up by ensuring the young person's social worker or personal advisor followed up the invitation with the young person. We had 28 young people involved during the day and over 100 young people involved in Takeover Challenge activities altogether.
- 3.8 We had held a consultation session with young people who had participated in 2015 in order to implement any ideas, learning and feedback from our previous events. The conclusion of this consultation was that we needed to build on our previous success (where we achieved a Silver commendation) by encouraging more young people; wider participation and following up on any learning and evaluation from the event.
- 3.9 In order to achieve the Gold award, we demonstrated that, during 2016:
- We held Takeover activities over two or more months, which included planning meetings to shape the shadowing experience. Young people's expectations were collected, which were shared with the colleagues who were offering the shadowing opportunities.
 - We involved a high profile person in our Takeover activities –Short story writer and author Nik Perring was involved in the Experience Barnsley Museum takeover. In addition, the Mayor of Barnsley, as well as members of the Senior Leadership Team, were shadowed by a young person.
 - We are doing ongoing work to engage children or young people in our work. The Care4Us Council will continue to meet to ensure young people in care and care leavers have their views heard on the decisions that affect their lives. The Pledge will continue to be reviewed annually and is now part of the Continuous Improvement Plan involving children and young people in care being consulted and contributing to the review and services providing evidence of implementing the Pledge. The newly-elected Youth Council has started a new two-year term and will continue to represent the views of young people, supported by the Youth Voice and Participation Team. The joint Trust Executive Group and Barnsley Safeguarding Children Board (TEG/BSCB) annual meeting will now be held to coincide with the Takeover Challenge, to ensure young people can continue to contribute directly into this meeting.
 - We have held a Takeover Challenge over the two previous consecutive years
 - We have developed and are implementing a plan which engages children and young people in our work over the longer term. We are currently developing the Pathways to Success model that will ensure all departments across the Council offer appropriate opportunities for young people and adults. Offering shadowing opportunities with decision makers as part of the Takeover Challenge will form part of the Council's work experience offer under the Pathways to Success model.

4.0 Consideration of Alternative Approaches

4.1 Not applicable.

5.0 Proposal and Justification

5.1 Participation in Takeover Challenge is increasing year after year and it is imperative to continue to develop and maintain this opportunity and build upon this event, throughout the Council.

6.0 Implications for Local People and Service Users

6.1 Participation in Takeover Challenge work shadowing will ensure that more children in care and care leavers across all communities in the Borough are able to have the opportunity to participate in this event. Takeover Challenge will enable service users to have their voices heard.

7.0 Financial Implications

7.1 There are no direct financial implications arising from participation in Takeover Challenge.

8.0 Employee Implications

8.1 There are no direct employee implications arising from on-going involvement in Takeover Challenge. The Council will be expected to be aware of the Takeover Challenge and its significance in improving outcomes for children in care and care leavers.

9.0 Communications Implications

9.1 The success of achieving the Gold Award will be communicated through media Resources, including the Children's Commissioners own Facebook page.

10.0 Consultations

10.1 In particular, please see paragraphs 3.8

11.0 Key Policy Considerations

11.1 Involvement in Takeover Challenge contributes to the Council's corporate priority of People Achieving their Potential and a Thriving and Vibrant Economy. The Takeover Day component forms part of Pathways to Success, and as such contributes to the delivery of the borough's Employment and Skills Strategy.

12.0 Tackling Health Inequalities

12.1 There are no implications for tackling health inequalities through this report.

13.0 Consideration of Risks

13.1 The report relates to the Council's obligation in providing opportunities to ensure full participation in Takeover Challenge in the future. This would entail no identifiable risk(s) for the Council.

14.0 Health and Safety Implications

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

15.0 Compatibility with the European Convention on Human Rights

- 15.1 All of the commissioner's work is underpinned by the United Nations Convention on the Rights of the Child and in particular, Article 12 which states that children have a right to have their views heard on the decisions that affect their lives and for these views to be taken seriously.

16.0 Promoting Equality, Diversity and Inclusion

- 16.1 Participation in Takeover Challenge includes a commitment to ensuring the Council, understands and meets the specific needs of children in care or care leavers that relate to disability, culture, religion, gender or sexual orientation.

17.0 Reduction of Crime and Disorder

- 17.1 The commitment towards keeping children in care and care leavers involved in Takeover Challenge, fosters their aspirations and aims to improve their physical and emotional wellbeing. This can make a crucial contribution towards diverting them from risky and harmful behaviour that can not only impact upon them but also upon their communities.

18.0 Conservation of Biodiversity

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

19.0 Glossary of Terms and Abbreviations

- 19.1 Not applicable

20.0 List of Appendices

- 20.1 None

21.0 Details of Background Papers

- 21.1 Background papers used in the production of this report are available to view by contacting Jon Banwell, Interim Head of Service (Children in Care Services), People Directorate, Barnsley MBC, PO Box 639, Barnsley, South Yorkshire, S70 9GG.

Officer Contact: Jon Banwell (Interim Head of Service: Children in Care Services)

Tel. No. (01226) 774507 or e-mail jonathanbanwell@barnsley.gov.uk

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

BARNSELEY 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
Core Services**

Proposed use of the additional ASC funding (2017–20)

1. Purpose of Report

- 1.1 The purpose of this paper is to inform and seek approval from Cabinet to the proposed use of the additional adult social care funding as outlined in this report and in the detailed attached appendix.

2. Recommendations

- 2.1 It is recommended that:

- a) **Members note the approach taken by the Council to inform the use of the additional ASC funding; and**
- b) **Members agree the use of the funding as outlined in this paper and detailed in the attached appendix**

3. Background

- 3.1 The Government's spring budget 2017 announced on 8 March confirmed an additional £2bn over the next three years for adult social care, with £1bn to be made available in 2017/18 for the purpose of:
- meeting adult social care needs;
 - reducing pressures on the NHS (supporting more people to be able to be discharged from hospital when they are ready); and
 - stabilising the social care provider market.
- 3.2 The additional funding allocated to Barnsley amounts to £11m over the three years and tapers off from £5.7m in 2017/18 to £1.8m in 2019/20. There is no certainty of funding beyond 2019/20.

- 3.3 The additional grant funding is **one-off / non-recurrent** and has been made available in recognition of the significant adult social care cost pressures that exist in the system now. This is in contrast to the allocation of the improved BCF monies, which was skewed towards 2019/20 (i.e. in 3 years' time).
- 3.4 This funding is effectively a bridging strategy, as it front-loads the previously announced improved BCF monies thereby enabling councils to meet anticipated ASC pressures in 2017/18 and 2018/19. As a result of this any use of the funding in terms of specific investments would have to be on a one-off and non-recurrent basis.
- 3.5 The funding will be paid as a specific grant from the DCLG directly to Councils, with the following conditions:
- Funding must be spent on adult social care services and support improved performance at the health and social care interface;
 - Funding must be pooled into the Better Care Fund and the spending plans must be discussed / agreed with the Health & Wellbeing Board;
 - The spending plans for using the additional grant must be over and above anything that has already been agreed for adult social care as part of the 2017/18 budget. This would be certified by the Council's Chief Finance Officer.
- 3.6 The DCLG conditions require local authorities to pool the additional ASC funding into the BCF. However, the BCF policy framework stipulates that NHSE's powers to direct the use of the BCF funding (in respect of meeting the BCF conditions) does not apply to the additional ASC funding paid to LAs.

4. **Approach to the use of the funding**

- 4.1 The Government is quite clear that this money should be used to fund adult social care needs and to help stabilise the care market as well as support hospital discharge.
- 4.2 The funding is intended to support councils to continue to focus on core adult social care services, including helping cover the costs of the national living wage, which would benefit care workers. This includes maintaining ASC services, which could not otherwise be maintained, as well as investing in new services to manage demand and reduce delayed discharges from care. This point is emphasised in the 2017-19 BCF policy guidance & framework.
- 4.3 In view of the above, the first call on the additional funding would be to:

1. Meet existing adult social care needs / cost pressures over and above budgeted spend in the 2017/18. Whilst the Council's 2017/18 budgeted spend for ASC included provision for demographic growth and inflationary pressures, additional cost pressures have been identified since the budget was formally approved and would need to be funded from this additional ASC funding;
2. Meet the anticipated adult social care costs / needs in 2018/19 and 2019/20, particularly covering the costs / impact of the national living wage. This would ensure continuity of care provision currently carried out by independent sector care providers (e.g. domiciliary care), which would otherwise not be maintained. The following are some of the main unfunded pressures facing adult social care in Barnsley:

Demographic growth pressures: - the number of older people (aged +65) and those with learning disabilities and mental health issues requiring social care and support is projected to rise annually beyond 2017/18. In addition, the proportion of people with multiple and complex needs and the cost of support is anticipated to rise year on year. This is particularly evident in the older people cohort where the number of high cost placements requiring 1:1 supervision to manage challenging needs is on the rise. The number of young adults with learning disabilities transitioning annually from children services as well as adults with complex needs living longer has resulted in spend on care / support increasing significantly in recent years. Current demographic projections indicate annual growth in numbers / cost of supporting people with learning disabilities of between 3% and 5% over the next 3 years.

Care provider fee pressures: - the introduction of the national living wage, which has resulted in the minimum wage increasing to £7.20 per hour from 2016, and rising to £9.15 by 2020, has led to increased pressure from care providers for an annual uplift in the fee paid by the Council for residential and domiciliary care. The responsibility of the Council under the Care Act to ensure sustainability of the care market has exacerbated the pressure on the Council to maintain fees at a reasonable level.

Deprivation of Liberty Safeguards (DoLS): - The Cheshire West court judgment widened the scope and definition of 'deprivation of liberties' and meant that councils are applying the safeguards to a much larger group of adult residents than previously. This has resulted in a huge strain on existing resources / capacity since the court ruling due to a ten-fold increase in assessment caseloads, rising numbers of applications, more demand for paid representatives (instead of using family members) and more Court of Protection challenges to DoLS authorisations. There is a significant administrative burden and statutory timescales associated with processing DoLS cases.

Transforming Care: - additional cost pressures are anticipated as people with a learning disability and/or autism in specialist LD hospitals are discharged and supported by local authorities in the community. The transforming care programme also focuses on preventing inappropriate admissions into hospitals with support provided within the community. The cost of providing community care packages (net of continuing health care and s117 contributions) for these cohorts in addition to the capacity to undertake Care & Treatment Reviews would exert pressures on adult social care.

- 4.4 It is proposed that the additional ASC funding is applied to meet the above future cost pressures, which has been estimated at £2.3M in 2018/19 and £4.4M in 2019/20 (£6.7M in total over the 2 years). Setting aside this amount from the available ASC funding of £11M allows the council to cover off the above anticipated pressures whilst also considering other strategic priorities.
- 4.5 The above proposals would leave £4.3M of the additional ASC funding of £11M for specific new one-off investments to be put forward for agreement by the Health & Wellbeing Board. Plans put forward must be one-off and meet the conditions for the use of the funding i.e. meet adult social care needs, help stabilise the local care market and support hospital discharge.
- 4.6 The attached **appendix 1** detailed the investment proposals put forward against the available £4.3M funding as well as outline the expected outcome and impact. The main investment areas include:
- a) Sustainability of the care market;
 - b) Increased service (assessment & care) capacity;
 - c) Increased support / offer to carers;
 - d) Reablement / Assistive Living Technology;
 - e) Community resilience / bridge building
 - f) 7 Day Working (Hospital).

5. **Impact of funding**

- 5.1. The following broadly summarises the impact of the proposals on the health & care system as well as compliance with the conditions.

Stabilising the care market

- 5.2 Without a sustainable social care market, particularly in home care and residential care, it would not be possible to ensure care and support was available to facilitate timely discharges from hospital.

Reducing delayed discharges / pressures in the NHS

- 5.3 It should be noted that Barnsley's ASC performance in respect of delayed transfer of care (DTOC) is amongst the best in the country; however this has been at the expense of carrying out other statutory duties such as timely assessments and reviews. Management capacity, quality assurance and contract monitoring are also presenting significant challenges, as is the funding for reablement and the care alarm response services. In order to continue to maintain the excellent performance in DTOC and improve the care and support within the community to help avoid unnecessary hospital admissions, there is a need to prioritise investment in key areas of the ASC service.

Meeting adult social care needs

- 5.4 It is widely acknowledged that the modern day NHS system cannot function properly without an effective and adequately resourced social care system. Access to good quality information and advice, low level support within communities, support for carers, investment in and use of new technologies are all essential to managing the rising demands for both social care and health. Without appropriate social care support people's needs are likely to escalate placing even greater strain on health services.

6. **Glossary of Terms and Abbreviations**

ASC – adult social care

NHS – National Health Service

BCF – Better Care Fund

DCLG – Department for Communities & Local Government

NHSE – National Health Service England

DoLS - Deprivation of Liberty Safeguards

LD – Learning Disabilities

DTOC - delayed transfer of care

7. **List of Appendices**

Appendix 1 – Use of £4.3m additional ASC funding.

8. **Details of Background Papers**

None

Officer Contact: Neil Copley

Tel. No.: 01226 773637

Date: 11 May 2017

Financial Implications/
ConsultationNeil Copley..... <i>(to be signed by senior Financial Services Officer where no financial implications</i>

Proposals for the use of the additional £4.3M ASC funding

Ref	Proposal	Brief Description of Proposal	Expected outcomes / benefits / Impact	2017/18 £	2018/19 £	2019/20 £	TOTAL £	Recurrent Funding £
PEOPLE								
PE1	Quality and sustainability of care market	To address continued and ongoing pressures from the care providers for a sustainable fee payment that addresses quality of care issues (including recruitment / retention of skilled staff) and allows for a sustainable local market. Pressures are particularly evident in the long term nursing care market, where there is a shortage of beds / skilled nurses. Also there is a requirement to revise the current weekly Nursing care fee (at the moment it is aligned to the standard residential rate rather than the EMI rate)	Paying a sustainable fee for care would help incentivise improvement in quality of care, address recruitment issues faced in the residential care market and ensure sustainability of some care providers. It would also address current inconsistency in the residential EMI and Nursing rates. Improvement in quality and availability of care will also help avoid unnecessary hospital admissions from care homes and facilitate more timely discharges.	£100,000	£300,000	£300,000	£700,000	700,000
PE2	Service / Management Capacity	Expand the management capacity within ASC by creating additional x1 head of service; x1 team manager and enhanced quality assurance and monitoring capacity by creating additional officers posts (x5)	Existing management structure is insufficient for the size and complexity of the service. Also service teams sizes and managers' span of control are unrealistic (e.g. Access TM oversees 3 distinct areas of activity with over 35 staff). The service also has no dedicated capacity for quality assurance nor to address the demand / workload relating to coordinating and managing health funded packages / provision (including ensuring appropriate reimbursement from health). The capacity for monitoring of direct payments is also insufficient and has resulted in insufficient oversight of direct payments spend and a failure to ensure clawback of unspent monies.	£167,000	£330,500	£330,500	£828,000	TBD
PE3	Mainstreaming of the reviewing team	To mainstream the reviewing team established using the invest to grow funding, within assessment & care.	This will ensure improvement in performance by ensuring timely review of care and support plans (the Care Act species reviews should be carried out no later than every 12 mths) and the delivery of efficiencies if people's needs have reduced or can be met more cost effectively (the current review team has identified significant level of savings). Regular review of care and support needs can also help prevent situations deteriorating to levels requiring possible hospital admission.	£145,000	£217,500	£217,500	£580,000	TBD
PE4	Strengthening the contracts monitoring arrangements	Expansion of the contract monitoring function to ensure more effective monitoring and management of care contracts (residential, homecare, supported living etc) and enable greater partnership working with providers to improve quality of provision and outcomes for service users.	This would help support effective independent sector care services and a more sustainable market by maintaining effective relationships with providers. It would also help improve quality and drive value for money by holding providers to account for the delivery of outcomes. A high quality, effective and sustainable independent sector care market is essential to the meeting of peoples care and support needs and ensuring timely discharges from hospital.	£65,000	£65,000	£65,000	£195,000	TBD
PE5	Service / personal budgets for Carers	Under the Care Act authorities are required to carry out assessments of carers (distinct from the service user or client) and make adequate provision to meet their eligible support needs (through personal budgets). Currently there is no identified funding for the provision of personal budgets for carers.	Improved support for carers.	£125,000	£125,000	£125,000	£375,000	TBD
PE6	Unfunded non-care provision pressures	Cost pressures currently exist in the Emergency duty team (increased cost of out of hours cover arrangements) and the use of an independent chair for the Adult safeguarding board	Addressing of recurrent budget pressures	£100,000	£100,000	£100,000	£300,000	100,000
PE7	7 Day Working (Hospital)	The CCG currently provides funding for the provision of a 7 day social work service within Barnsley Hospital to ensure timely discharges of people requiring care and support. The arrangements work well but the funding is only temporary.	Establishment of permanent 7 day working arrangements for the hospital social work team to help maintain the current excellent performance on delayed transfers of care attributable to adult social care.	£120,000	£120,000	£120,000	£360,000	TBD
				822,000	1,258,000	1,258,000	3,338,000	800,000
COMMUNITIES								
COM4	Carers Centre	Implementation of Care Centre Model	The aspiration is that the Care Centre model should streamline activity. When functioning well it will help carers to care for longer which may help manage care demand. The wider benefits that an effective Carers offer bring is to reduce ASC costs.	£100,000	£100,000	£100,000	£300,000	TBD
COM5	Dedicated resource to embed Assistive Living Technology into Adult Social Care so that it is a primary consideration at the first stage of assessment rather than more costly support packages.	Funding of additional capacity to increase usage of Assistive Living Technology within Adult Social Care	Use of technology to support or replace other packages of support, to improve customer experience and reduce costs in social care and health.	£50,000	£0	£0	£50,000	£0
COM7	Reforming first point of contact	Linked into the transition of the first point of contact for adult social care, the aim is to further reform the front end of the ASC system, changing the conversation that they have with potential customers at that first point of contact and initial assessment to ensure we build on personal, family and community resources – working hard to reduce / delay / prevent the need for formal care services. These conversations with people are assumed to take place in local communities	Under the proposed model the aim is to enable people contacting adult social care to be directed or signposted (at the point of contact) to already existing community / universal services.	£200,000	£0	£0	£200,000	£0
COM8	Providing Universal Information and Advice under Care Act obligations	Funding of an external contract with Affinity Works to administer the Live Well Barnsley site. Live Well is our directory of community groups and services for adults, designed to help customers find the information they need all in one place.	This will improve the range of information available in one place for customers, so that they can find the services they need.	£30,000	£30,000	£30,000	£90,000	£30,000
COM10	Reablement Support	Harmonisation of contract funding with service delivery costs. Reablement services remains significantly underfunded despite offering a "lean" operating model.	Enhancement of the wider benefits that an effective Reablement service can bring to reducing ASC costs.	£250,000	£0	£0	£250,000	TBD
COM 11	Funding of Response Service - additional costs incurred to retain existing supplier	One year funding to continue with the current contract while a new approach to providing the service is designed and procured.	The current contract covers the response needed if a customers activates their Assistive Living Technology alarm. The funding will assure the service is delivered for the next financial year.	£72,000	£0	£0	£72,000	£0
				£702,000	£130,000	£130,000	£962,000	£30,000
				£1,524,000	£1,388,000	£1,388,000	4,300,000	830,000

Available ASC funding
Funding shortfall / gap

4,300,000	-
-	830,000

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BARNSELEY METROPOLITAN BOROUGH COUNCIL

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

Report of the Director of Core Services

ASSET MANAGEMENT STRATEGY 2017-2020

1. Purpose of Report

- 1.1 The purpose of this report is to seek the authority of Cabinet to adopt the Asset Management Strategy for the period 2017-2020.

2. Recommendations

- 2.1 **That Cabinet support the adoption of the Asset Management Strategy for the period 2017-2020, attached at Appendix A, and the implementation of the key directions and themes set out in the strategy in order to achieve the desired outcomes**

3. Introduction

- 3.1 The Council adopted an Asset Management Plan in early 2010 for the period 2010 - 2013. It was envisaged at that time that this would be subject to annual review to reflect proposed change management programmes already planned within the Council as well as wider potential changes to political, economic and financial policies which impact on the property holdings of the Council.
- 3.2 Since 2010, there have been many political and economic changes which have impacted on the way property is managed and held. Expenditure reductions in the public sector have been much larger than were anticipated and additionally the Council has undergone an ambitious programme of change.
- 3.3 This Asset Management Strategy seeks to demonstrate that the Council is employing good practice in the management of its assets and is supporting the Council strategic goals. The strategy sets a clear strategic direction for the use of assets over the next three years.
- 3.4 The Plan refers to the Council's need to proactively generate its own capital through the identification and disposal of surplus assets. This will be done through us identifying and addressing barriers / challenges to eliminate the opportunity gap and release the full potential of our assets. In carrying out this process we will develop clear pathways to support the goals of the corporate plan and other council strategies.

- 3.5 In carrying out the above, an assessment of all Council owned land is to take place to identify land that is considered to have a better alternative use. These sites will fall into a number of categories:
- Brownfield sites.
 - Greenfield sites that do not form part of the greenspace strategy.
 - Sites identified in the greenspace strategy that are considered to have a better alternative use.
 - Sites identified in the greenspace strategy which form a small part of a larger site and the removal of which would not impact on the green space.
- 3.6 Increasingly, in the delivery of both frontline and support services vital economies can be achieved by working with partners from the public, private and voluntary sector. We have already embarked on a programme of partnership initiatives that will deliver improved value for money. We are members of SCR One Public Estate and chair the SCR Heads of Property Group
- 3.7 The Asset Management team will, through the Asset Strategy continue to lead the process of transformation producing the most efficient, effective and sustainable outcomes for both residents of Barnsley and service users
- 3.8 The Asset Strategy sets out our key ambitions for the borough, taking into consideration six main themes:

Theme 1 - **Opportunity Gap** - identifying and addressing the barriers and challenges to eliminate the opportunity gap and release the full potential in our assets. Developing clear pathways to supporting the goals of other corporate plans and strategies.

Theme 2 - **Accelerated Growth Sites** - supporting regeneration and growth strategies to accelerate development opportunities. Building strong and lasting relationships with developers

Theme 3 – **Communities** - building strong and inclusive communities using asset-based community development. Galvanising the strengths that already lie within communities to bring people together.

Theme 4 - **One Public Estate** - supporting joint working across the public sector organisations to release land and property and boost economic growth, regeneration and integrated public services.

Theme 5 - **Accommodation & Workstyle** - ensuring that our accommodation supports flexible and agile working. To provide reliable and efficient technology to mobilise employees and enable better and more efficient ways of working.

Theme 6 - **Energy Management** - minimising our energy consumption and promotion of energy efficient design in new and refurbished buildings. Promotion of renewable energy.

- 3.9 The delivery plan clearly sets out the actions we will take against each of the themes in order to bring about the required improvements and efficiencies to our organisation and how we operate.

Progress against the delivery plan will continue to be reported to and monitored by the Future Council Improvement and Growth Board and within the One Council – Governance Arrangements. The Asset Strategy will become part of the work of the Capital Oversight Board with the accommodation and workstyle elements of the strategy having a reporting line to the Organisation Improvement Board.

4. Proposal and Justification

- 4.1 The purpose of this report is to seek the authority of Cabinet to adopt the Asset Management Strategy for the period 2017-2020
- 4.2 This Strategy has been revised with clear intent to:
- Invest our capital in existing and new assets with the intent to reduce revenue running costs over the life of a building or to generate a sustainable income stream from rentals.
 - Provide the right assets in the right place at the right time from which to deliver our services. (Opportunity Gap)
 - Maximise the Estate's value for money.
 - Capitalise on potential opportunities for a new investment based approach to commercial property opportunities, which will deliver low risk, sustainable revenue income for the Council in the medium to long term.
 - Enable the objectives of Business units business plans to be met through the proper use of the asset base.
- 4.3 The Strategy gives high level details how the property portfolio is made up and the categories of property types that our assets fall into. Going forward the strategy sets out how we intend to manage and augment the estate over the next three years and it sets out the vision, objectives and priorities so property can support the council's key outcomes.
- 4.4 There is a real opportunity to get added value from our asset base to support all these themes and at the same time there is a real danger if this is not prioritised in this way that our assets remain a liability and mean front line services need to be cut to maintain them.
- 4.5 The Strategy is shaped by the need to further reduce overall expenditure, increase income and provide digital tools and approaches to improve services and overcome the challenges facing the Borough.
- 4.6 At the present time the Council holds an unsustainable number of buildings with a growing maintenance requirement. The current backlog maintenance is estimated to

be £30m and over the next three years. This figure will continue to grow and the Council does not have the financial resources to meet these requirements.

- 4.7 The Strategy has been developed to ensure we manage our assets efficiently, effectively and they support the achievement of our priorities and plans and to meet our customers' needs and expectations. It builds on the progress already made as a result of our previous Asset Management Plans and has been developed in consultation with our Business Units and partner organisations
- 4.8 The Asset Strategy is one of a number of strategies that are in place to continue to drive our journey of improvement through to 2020.

5. Consideration of Alternative Approaches

5.1 Option 1 – Do nothing

If the Council did not prepare an Asset Management Strategy it would not be possible to either manage assets dynamically or demonstrate the rationale for investment, thereby exposing the Council to criticism that it had a weak approach to the management and use of its physical resources.

5.2 Option 2 – Prepare Asset Management Strategy / Plan

The preparation of a Strategy enables the Council to establish some key principles / themes about managing assets both strategically and dynamically in the context of Councils Corporate Plan priorities. Having an Asset Management Strategy provides a clear programme to optimise property in a wider context.

6. Impact on Local People

- 6.1 The Asset Management Strategy is a strategic plan and as such is not site or building specific. In moving from strategic to asset specific issues, consultation with communities, local stakeholders and partner organisations will be key to fully developing detailed proposals.

7. Financial Implications

- 7.1 There are no financial implications arising from this report.
- 7.2 Further reports will be prepared for Cabinet once detailed proposals are worked up from the strategy

8. Employee Implications

- 8.1 There are no employee issues arising as a result of this report.

9. Communications Implications

- 9.1 Once adopted and approved the Asset Strategy will be published as a corporate document and will be made available with all the councils strategy documents.

10. Consultations

10.1 Stakeholders consulted during the preparation of this report include:

Senior Management Team
Communities Directorate
Place Directorate
People Directorate
Public Health
Performance & Communications
Finance Assets & Information Services
Legal & Governance

10.2 Once approved local ward members will be consulted through a number of workshops picking up wider property and asset issues.

11. The Corporate Plan And The Council's Performance Management Framework

11.1 The Asset Strategy sets out how the Council intends to manage and augment its property estate over the next three years. The strategy sets out the vision, objectives and priorities and how the Council's estate will be reviewed to ensure it is fit for purpose and supports the Council's key outcomes:

Growing the Economy – Jobs, Housing & Regeneration

Improving people's potential and achievement – Sufficient school places and ensure they have excellent learning environments

Changing the relationship between the Council and the Community – Asset Based Community Development to enable communities to develop assets and create local economic opportunity

One Council – Reducing costs / increasing income and integrating digital / smart infrastructure to improve services and make them more accessible.

12. Promoting Equality and Diversity and Social Inclusion

12.1 Equality and Diversity will be considered within site specific proposals. All public buildings are maintained to the appropriate standards and continue to be safe. Social inclusion will be promoted by the provision of improved local facilities providing services to communities.

13. Tackling The Impact Of Poverty

13.1 There are no issues arising from this report.

14. Tackling Health Inequalities

14.1 There are no issues arising from this report.

15. Reduction of Crime and Disorder

- 15.1 In investigating the options set out in this report, the Council's duties under Section 17 of the Crime and Disorder Act 1998 have been considered.
- 15.2 Vacant or under used assets can attract vandalism and unauthorised uses such as tipping, substance abuse and other anti-social behavior. Therefore the proposed strategy will endeavor to keep void periods to a minimum thereby helping to prevent such problems.

16. Risk Management Considerations

- 16.1 Accurate and complete data on the council's assets is essential for minimising risk.
- 16.2 The Asset Strategy is used to determine keys areas of focus and themes, which will help ensure Assets Management systems and resources are targeted accordingly.
- 16.3 Keys areas are:

Accurate and robust asset information systems – new asset and energy management systems are currently being procured to meet the changing needs of the council.

Emergency planning to ensure that disaster recovery and business continuity plans are addressed.

To recognise and meet statutory and regulatory requirements.

Contribution towards the Carbon Management Plan.

The need to audit systems and processes.

Management review – a regular management review of performance of the systems

17. Health, Safety And Emergency Resilience Issues

- 17.1 The Asset Strategy will be implemented and carried out giving full consideration to current Health and Safety Legislation.

18. Compatibility with European Convention on Human Rights

- 18.1 This report recognises the promotion and importance of equality, diversity and human rights for all members of the local community and the wider Borough.

19. Conservation of Biodiversity

- 19.1 There are no issues arising as a result of this report.

20. Glossary

- 20.1 IFRS – International Financial Reporting Standards
SCR – Sheffield City Region
OPE – One Public Estate

21. List of Appendices

- 21.1 Appendix A – Asset Management Strategy

22. Background Papers

- 22.1 Correspondence regarding this matter is held on the files in Asset Management – not available for inspection contains exempt information

Office Contact: Tim Hartley

Telephone No: 774615

Date: 12 May 2017

Financial Implications /
Consultation

(To be signed by senior Financial Services officer where no financial implications)

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ASSET MANAGEMENT STRATEGY 2017-2020



OUR PRIORITIES

THRIVING
& VIBRANT ECONOMY

OUR PRIORITIES

PEOPLE

ACHIEVING
THEIR POTENTIAL

OUR PRIORITIES

STRONG
& RESILIENT COMMUNITIES

ONE
COUNCIL

CLEAR VISION AND VALUES • CUSTOMER FOCUS • COMMERCIAL AND BUSINESS ACUMEN • EFFECTIVE DELIVERY OF PROJECTS AND PROGRAMMES • INNOVATIVE AND MANAGED RISK TAKING • LEARNING ORGANISATION • LEADERS AT EVERY LEVEL
• FLEXIBLE WORKFORCE • WORKING WITH OUR PARTNERS • COMMUNITIES AND RESIDENTS • ENABLING ORGANISATION

INTRODUCTION

It is clear that the Council is in a need of a fresh approach to the management of our assets for a number of reasons,

1. The significant financial challenges faced by the Council over the next phase of our journey to 2020 and our Corporate Plan 2017-2020.
2. The significant demand for school places and affordable housing.
3. The opportunity to deliver much needed growth and regeneration across the borough.

The Council's asset portfolio is a major resource that is integral to the delivery of many of the services. Currently the Council spends around £56m per annum (including PFI payments) on its assets and it is vital careful consideration and review is needed to ensure these assets are contributing to the Council's priority outcomes and the ongoing economic and social development of the borough.



The Council's property portfolio is made up of a range of non-domestic property assets that support the Council's objectives. The property portfolio can be broadly broken down into the following categories:

- Operational – held to support service delivery
- Investment – held for financial return
- Community – support residents or provide recreation
- Education – schools and other learning facilities
- Cultural – arts and heritage assets
- Surplus – awaiting disposal, re-development or alternative use

The Council's property portfolio has a book value of around £431m (excluding HRA property) and generates around £2.7m income from letting to third parties per annum. The rental income derived from the estate has slowly declined as surplus assets have been disposed.

Going forward the Asset Strategy sets out how the Council intends to manage and augment its property estate over the next three years. The strategy sets out the vision, objectives and priorities and how the Council's estate will be reviewed to ensure it is fit for purpose and supports the Council's key outcomes:

- Growing the economy – Jobs, housing and regeneration
- Improving people's potential and achievement – Sufficient school places and ensure they have excellent learning environments
- Changing the relationship between the Council and the Community – Asset Based Community Development to enable communities to develop assets and create local economic opportunity
- One Council – Reducing costs/increasing income and integrating digital/smart infrastructure to improve services and make them more accessible

There is a real opportunity to get added value from our assets to support all these themes and at the same time there is a real danger if this is not prioritised in this way that our assets remain a liability and mean front line services need to be cut to maintain them. The Asset Strategy sets the vision and plan for future property requirements and will build on the work already undertaken in reducing overall accommodation costs and the number of buildings the Council's uses. The Strategy is shaped by the need to further reduce overall expenditure, increase income and provide digital tools and approaches to improve services and overcome the challenges facing the borough. At the present time the Council holds an unsustainable number of buildings with a growing maintenance requirement. The current backlog maintenance is estimated to be £30m and over the next three years this figure will grow and the Council does not have the financial resources to meet these requirements.

This strategy has been developed to ensure we manage our assets efficiently, effectively and they support the achievement of our priorities and plans and to meet our customers' needs and expectations. It builds on the progress already made as a result of our previous Asset Management Plans and has been developed in consultation with our Business Units and partner organisations.

The Asset Strategy is one of a number of other strategies that are in place to continue to drive our journey of improvement through to 2020.

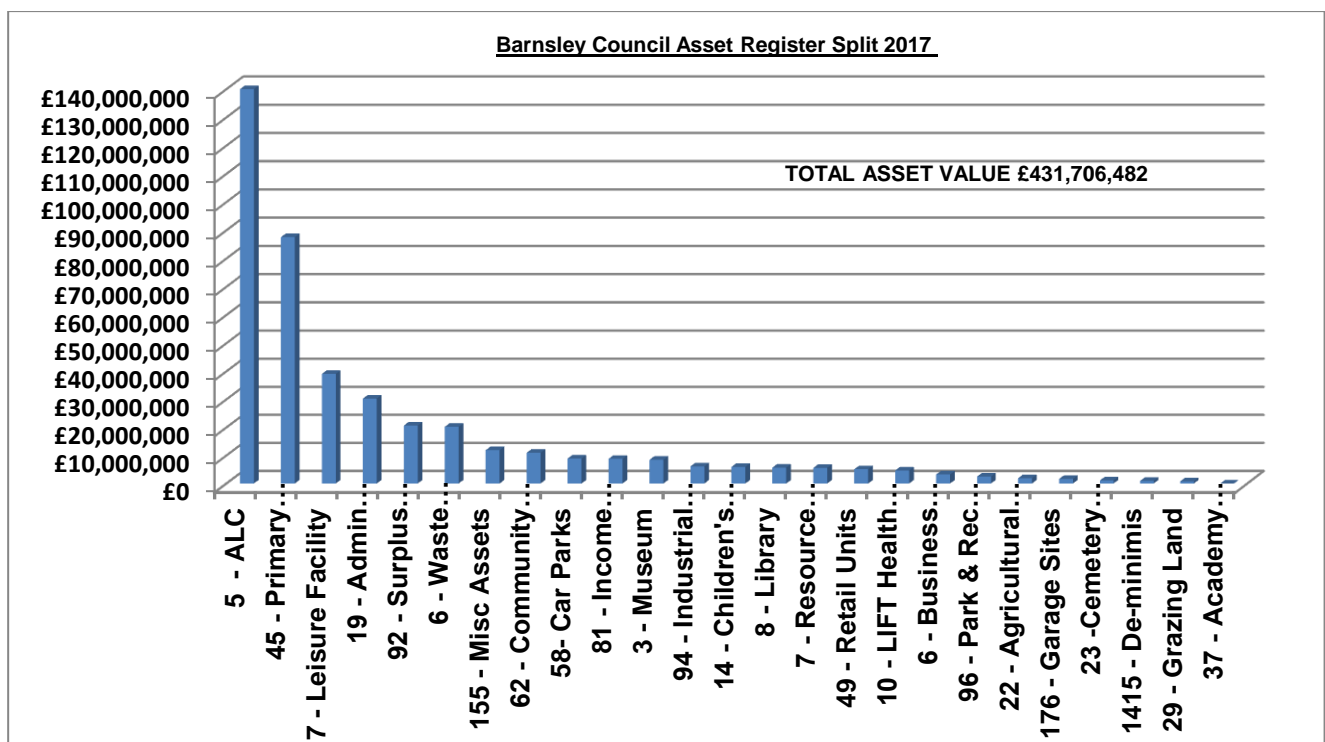
Our Current Property Asset Portfolio

The size of our Asset Portfolio is:

- 2,519 land and property assets
- Net book value of £431 million
- Annual running costs £56 million

The asset base has reduced significantly in previous years based on the need to rationalise and dispose of assets to generate gap funding for key projects, such as Building Schools for the Future and the Housing Investment Plan and the academisation of schools.

Schools remain the largest group of assets in asset value; however this will continue to reduce as academy transfers continue. The chart below sets out the breakdown of our assets by value:



Our surplus assets have a capital accounting value of just over £20 million representing 5% of the portfolio. Surplus assets are assets which are no longer being used to deliver services, but they may not necessarily be suitable for disposal. The assets are mapped and have been assessed to determine whether they have any development potential. Those assets which are suitable for disposal will be either included in our Asset Disposal Programme or where appropriate will be held to support our regeneration or other council strategic priorities.

OUR JOURNEY SO FAR

Our Asset Management Plans set out what we wanted to do and achieve in order to bring about the fundamental transformation needed to enable us to rationalise the estate and use surplus assets to gap fund key corporate projects such as Building Schools for the Future and the Housing Investment Plan.

Our key achievements during the period covered by the last Asset Management Plan up to 2017 are shown below:

Capital receipts for 2016/17 financial year are £4.21m with another £4.67m agreed, subject to conveyance or planning approvals	Established the LandSolve framework to assist the public and charitable sectors to maximise the value from their surplus assets	Renewable Heat Incentive claims worth £356k pa were successfully established in 2016/17	Open plan offices, hot-desking & flexible working arrangements are now the default Workstyle of the Council
Our programme management approach has delivered two Better Barnsley tasks – Phase 1 Demolitions & Market Gate car park on time and to budget	Reviewed BSF schools agreements and by rationalisation and renegotiation achieved efficiency savings	Achieved the Carbon Trust Standard for the fourth time with a 74% carbon management score	Salix funding & Energise Barnsley community energy schemes generated 7,000t of CO ₂ savings
Community Asset Transfer of a number of assets including Woodlands at Silkstone / Thurnscoe Youth Centre and Barnsley North Learning Unit for a Community Shop	Shortlisted for Most Innovative Retrofit Scheme in the Housing Innovation Awards 2016	Developed the Better Barnsley shop as an information centre for town centre regeneration	Creation of management arrangements with Yorkshire Wildlife Trust to manage and maintain council assets
An independent benchmarking study for SCR showed the performance of our asset service to be above average in all criteria	Supported the successful delivery of the Property Investment Framework	First successful regional bid for Phase 4 of the One Public Estate funding (Keresforth site)	Completed 3 phases of BSF to provide a wholly new secondary school estate

WHAT'S NEXT FOR US?

The Strategy will set out the key priorities and projects that will be delivered over the next three years in order to meet the Council's objectives. The Strategy sets the high-level strategic framework for managing our property portfolio effectively over the next 3 years and builds on growth and regeneration initiatives.

It builds on the progress that Barnsley has made over a number of years towards achieving the long-term goal for the borough as “a successful, uniquely distinctive town that offers prosperity and a high quality of life for all.”

It will guide our future strategic property decisions to ensure we manage our property portfolio sustainably and efficiently so that it can adapt to remain fit for the future and support frontline delivery.

Our property assets are an important part of supporting and enabling us to transform the way we deliver services with our partners and other public bodies and it is therefore essential that we have an innovative and forward thinking strategy in place.

Increasingly, in the delivery of both frontline and support services vital economies can be achieved by working with partners from the public, private and voluntary sector. We have already embarked on a programme of partnership initiatives that will deliver improved value for money. We are members of SCR One Public Estate and chair the SCR Heads of Property Group.

Our Asset Management team will, through the Asset Strategy continue to lead the process of transformation producing the most efficient, effective and sustainable outcomes for both residents of Barnsley and service users.

The Asset Strategy sets out our key ambitions for the borough, taking into consideration six main themes:

- Opportunity Gap – What is our asset base? What do we need?
- Acceleration of development opportunities and maximise growth
- Building strong and resilient communities
- One Public Estate
- Office accommodation and Workstyle
- Energy management

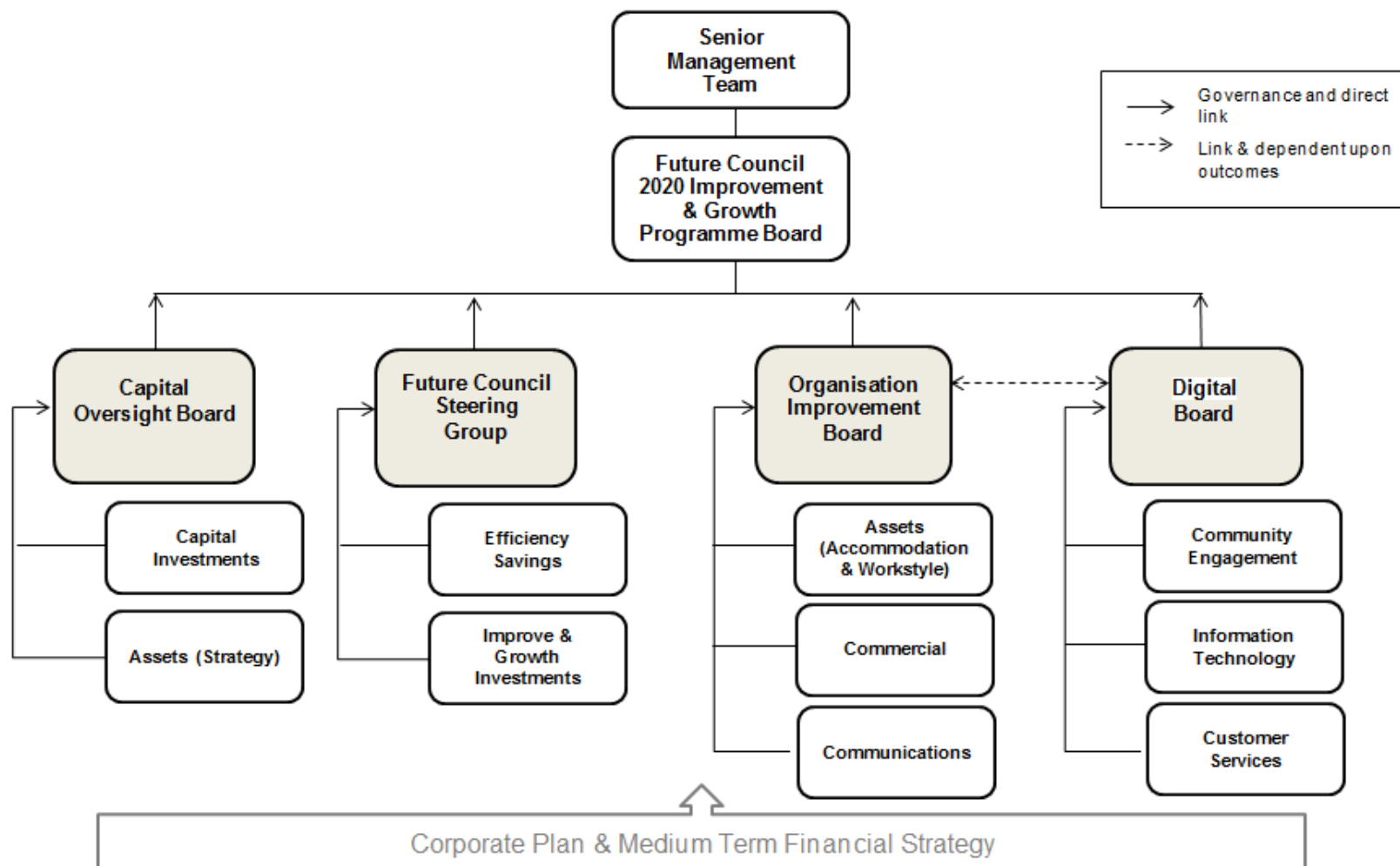
ASSET STRATEGY THEMES



MAKING IT HAPPEN AND MONITORING PROGRESS

The delivery plan clearly sets out the actions we will take against each of the themes in order to bring about the required improvements and efficiencies to our organisation and how we operate. Progress against the delivery plan will continue to be reported to and monitored by the Future Council Improvement and Growth Board and within the One Council – Governance Arrangements. The Asset Strategy will become part of the work of the Capital Oversight Board with the accommodation and workstyle elements of the strategy having a reporting line to the Organisation Improvement Board

ONE COUNCIL GOVERNANCE ARRANGEMENTS



ASSET STRATEGY 2017-2020 DELIVERY PLAN

Key Theme 1: Opportunity Gap – What is our asset base? What do we need?		Identifying and addressing the barriers / challenges to eliminate the opportunity gap and release the full potential in our assets? Develop clear pathways to supporting the goals of other corporate plans & strategies		
We will	Delivered through	Priority H, M, L	Future Council Focus Area	Key outcomes and success criteria
Review the current asset base and align future asset planning to deliver the outcomes of the Corporate Plan, Local Plan, Strategies and Business Plans	Capital Oversight Board Organisation Improvement Strategy	H	Commercial and business acumen Efficient delivery of projects and programmes	Vision and values recognised and understood by employees Membership of project boards and meeting of key performance indicators will demonstrate positive direction of travel
Undertake a high level strategic fit and gap analysis to identify: a. those assets where detailed option appraisals, including either viability or feasibility studies, are required b. the high priority areas where the council does not have assets and detailed option appraisals for acquisition	Capital Oversight Board Strategic Housing Board Jobs & Growth Board	H	Commercial and business acumen Working with our partners, communities and residents	This work involves exploring specific rationalisation proposals, sometimes including other public and third sector assets, to inform our decisions on preferred courses of action. Planning and highway advice will be obtained, and specialist advice such as acoustics, ground conditions and ecology can be sought as necessary. Valuation estimates and life cycle costs will be provided where surplus assets are to be sold and retained assets improved.
Delivering positive outcomes and early intervention for early years	All Age Early Help Strategy Children & Young People Plan	M	Efficient delivery of projects and programmes Enabling	The Council uses a number of early years facilities and will support this further through improvements to colocation and refurbishment at our assets

		organisation		
We will	Delivered through	Priority H, M, L	Future Council Focus Area	Key outcomes and success criteria
Ensure there are sufficient school places in the right locations at the right time	Capital Oversight Board Children & Young People Plan	H	Customer focus Efficient delivery of projects and programmes Enabling organisation	Basic need demand met for school places across the borough New schools and build extensions to meet the need for sufficient school places School premises are in good condition and there are no urgent condition defects to reduce the risk of school closure
Rationalise assets to reduce premises costs, generate capital receipts for reinvestment, and facilitate the delivery of customer-focused services. Identify and improve key buildings for the future and fund works from the release of surplus assets.	Capital Oversight Board	M	Commercial and business acumen Innovative and managed risk taking	Commercial Strategy in place Values and behaviours are modelled throughout the organisation
Introduce digital and agile asset management migration	Capital Oversight Board IT Strategy	H	Enabling organisation Customer focus Learning Organisation	Asset types Metadata (& fields) Asset usage records Total size and number of assets Asset control lists (ACL) / Security / Risks Digital Rights Management (DRM)

Key Theme 2: Acceleration of development opportunities and maximise growth		Support regeneration and growth strategies to accelerate development opportunities Build strong and lasting relationships with developers		
We will	Delivered through	Priority H, M, L	Future Council Focus Area	Key outcomes and success criteria
Make strategic asset acquisitions on a business case approach to provide employment and housing growth sites	Job and Growth Board Capital Oversight Board Strategic Housing Board	H	Commercial and business acumen Innovative and managed risk taking	Achieve corporate new jobs and business growth targets for life of Asset Strategy Achieve corporate new homes targets for life of Asset Strategy
Support the delivery of new business growth clusters along the M1 corridor	Business Parks Project Board Job and Growth Board	H	Commercial and business acumen Innovative and managed risk taking	Achieve corporate new jobs and business growth targets for life of Asset Strategy Achieve corporate new homes targets for life of Asset Strategy
Support the delivery of Property Investment Fund (Phase 2)	PIF Project Board Job and Growth Board	H	Commercial and business acumen Innovation and managed risk taking	Achieve corporate new job and business growth targets for life of Asset Strategy Build strong and lasting relationships with developers
Support the delivery of Residential Investment Fund	Strategic Housing Board Capital Oversight Board	H	Commercial and business acumen Innovative and managed risk taking	Achieve corporate new homes targets for life of Assets Strategy Build strong and lasting relationships with developers and review opportunities for joint working and joint ventures

Free up more land for housing development	Strategic Housing Board Capital Oversight Board Joint Assets Board	H	Commercial and business acumen Innovative and managed risk taking	Increase the supply and choice of housing sites Build strong and lasting relationships with developers and review opportunities for joint working and joint ventures
De-risk large housing development sites by developing masterplans for sites and fully serviced plots	Strategic Housing Board Capital Oversight Board	H	Commercial and business acumen Innovative and managed risk taking	Increase the supply of ready to develop housing sites throughout the life of the Local Plan
Support the development of mixed use/ residential town centre sites owned by council (Courthouse Southern Gateway & Berneslai Close)	Town Centre Board Capital Oversight Board	H	Commercial and business acumen Innovative and managed risk taking	Achieve corporate new jobs and business growth targets for life of Asset Strategy Achieve corporate new homes targets for life of Asset Strategy
Support the Principal Town Centre proposals	Town Centre Board Capital Oversight Board Joint Assets Board	H	Commercial and business acumen Innovative and managed risk taking	Achieve corporate new jobs and business growth targets for life of Asset Strategy

Key Theme 3: Communities		<i>Build strong and inclusive communities using Asset-Based Community Development. Galvanise the strengths that already lie within communities to bring people together.</i>		
We will	Delivered through	Priority H, M, L	Future Council Focus Area	Key outcomes and success criteria
Facilitate community use and ownership of assets	Capital Oversight Board Voluntary & Community Sector Strategy	H	Working with our partners, communities and residents Customer focus Innovative and managed risk taking	Community empowerment A sustainable third sector Social enterprise and economic development Assets of Community Value Transfer of Community Assets Development of Trusts / Delivery vehicles
Support the implementation of the future libraries strategy	Capital Oversight Board Future Libraries Strategy	H	Efficient delivery of projects and programmes Commercial and business acumen Innovative and managed risk taking	Minimise the operating costs of libraries Other opportunities with buildings and co-location Asset transfer to support community use Library premises are in good condition and there are no urgent condition defects
Support the delivery of community hubs and the Barnsley Deal	Community Engagement Strategy	H	Working with our partners, communities and residents Customer focus	Community empowerment A sustainable third sector Social enterprise and economic development Assets of Community Value

ABCD	Health & Wellbeing Board	H		
Community Safety	Community Safety Partnership	H	Working with our partners, communities and residents Customer focus	Safer Neighbourhood Services Town Centre Security Community Cohesion
Develop Better Barnsley Bond and new community benefits initiatives between the council and its communities, and the community benefit society	Capital Oversight Board Voluntary & Community Sector Strategy	H	Working with our partners, communities and residents Customer focus Innovative and managed risk taking	Create community cash funding to be spent on local projects Community empowerment A sustainable third sector Social enterprise and economic development
Cultural assets	Capital Oversight Board	H	Working with our partners, communities and residents Customer focus	Development of Trusts / Delivery vehicles
<u>Health & Wellbeing</u> All Age Early Help Strategy Extra Care Review Supported Housing Changes	Health & Wellbeing Board	M	Working with our partners, communities and residents Customer focus Innovative and managed risk taking	The Council has always recognised that it needs to engage with partners and has had a good relationship with the Police and Fire Services for a number of years in relation to the management of both its own and their assets. Over recent years, the relationship with health and care organisations has realised more opportunities. This has led to a number of joint initiatives and programmes such as LIFT, and new feasibility work being undertaken into joint public service provision from shared assets.

Key Theme 4: One Public Estate		<i>Support joint working across the public sector organisations to release land and property and boost economic growth, regeneration and integrated public services</i>		
We will	Delivered through	Priority H, M, L	Future Council Focus Area	Key outcomes and success criteria
Continue to support Sheffield City Region initiatives and chairing of the SCR Heads of Property Group	SCR Joint Assets Board Heads of Property	H	Commercial and business acumen Innovative and managed risk taking	Engagement with and building relationships with blue light services (Police / Fire / Ambulance) Engagement with and building relationships with the health sector partners (CCG / CHP / LIFT / SWYFT)
Masterplan the One Public Estate site which is in multiple public ownerships – will deliver new public facilities, a new fire station and new housing of mixed tenure	SCR Joint Assets Board Heads of Property	H	Commercial and business acumen Innovative and managed risk taking	Achieve corporate new jobs and business growth targets for life of Asset Strategy Achieve corporate new homes targets for life of Asset Strategy
Review of town centre accommodation will allow for wider opportunities to work with the clinical commissioning group, health trusts and public sector bodies to share buildings and reduce revenue costs	SCR Joint Assets Board Heads of Property Town Centre Board	H	Commercial and business acumen Innovative and managed risk taking	This work involves exploring rationalisation proposals, which will include other public and third sector assets to see whether colocation can achieve synergies of service provision and save revenue costs. Could also involve the release of buildings for re use / redevelopment Achieve corporate new jobs and business growth targets for life of Asset Strategy
Work with local health trusts to review their asset bases, which will allow for sites / properties to be released.	SCR Joint Assets Board Heads of Property	M	Commercial and business acumen Innovative and managed risk taking	Development of an exit strategy from these sites which will allow the relocation of staff / services. This will allow for surplus assets to be sold and investment where required in modern fit for purpose accommodation.

Delivery of a masterplan / vision for the Barnsley & Dearne Valley Smart Growth programme. The Sheffield – Barnsley – Wakefield-Leeds rail corridor is included as a national city regional priority for enhanced rail, road and active travel infrastructure investment.	SCR Joint Assets Board Heads of Property Local Plan	M	Commercial and business acumen Innovative and managed risk taking	Achieve corporate new jobs and business growth targets for life of Asset Strategy Achieve corporate new homes targets for life of Asset Strategy Improved sustainable transport and improved connectivity
Support the delivery and master planning of sites which are not attracting interest from the market. Consideration will be given to working with other public sector bodies to develop community led schemes	SCR Joint Assets Board Heads of Property Local Plan	M	Commercial and business acumen Innovative and managed risk taking	Mixed use development opportunities that could include specialist / non-market housing solutions / medical facilities or day care centres. One Public Estate monies will allow for these types of schemes to reviewed and assessed
Agree a strategy to accelerate and promote digital & agile working across Health & Wellbeing Board members organisations	SCR Joint Assets Board Heads of Property IT Strategy Customer Service Strategy	M	Commercial and business acumen Innovative and managed risk taking	Implementation of Govroam to allow flexible working across part Digital by Default customer contact through CSI Programme and delivery of IT Strategy Transparency Agenda All assets mapped on SHAPE / ePIMS

Key Theme 5: Office Accommodation & Workstyle		<i>Ensure that our accommodation supports flexible/ agile working</i> <i>Provide reliable and efficient technology to mobilise employees and enable better more efficient ways of working</i>		
We will	Delivered through	Priority H, M, L	Future Council Focus Area	Key outcomes and success criteria
Work with business units to envisage and further develop Workstyle profiles and new standards overlaid with future opportunities	Organisation Improvement Strategy	H	Commercial and business acumen Flexible workforce	Increased occupation levels Agile workers
Reduce the need for office based working	Organisation Improvement Strategy	H	Commercial and business acumen Flexible workforce	Agile workers
Optimise the use of office accommodation (As we fit more employees into less space, we have to ask how we can deliver a comfortable environment – densification impacts HVAC and electrical capacity in office buildings and local parking ratios)	IT Strategy Organisation Improvement Strategy	H	Commercial and business acumen Flexible workforce	Increased occupation levels Hand back of third party leased accommodation Increase home working though more reliable technology and improved communication tools Comfortable working conditions
Support the development of a community hub approach to area based accommodation	Organisation Improvement Strategy	M	Commercial and business acumen Flexible workforce	Increased occupation levels Agile workers
Agree a plan to accelerate and promote digital & agile working across the council	Organisation Improvement Strategy	H	Flexible workforce Learning	Operational excellence, cost-savings and Return On Investment (ROI) Continued development of employee self-service tools

	IT Strategy		Organisation	available through any device Improved remote access for employees to encourage remote working.
Review staff car parking provision	Organisation Improvement Strategy	M	Commercial and business acumen Flexible workforce	Agile workers Comfortable working conditions
Provide appropriate flexible ICT hardware that will allow our workforce to access systems and information when required	Organisation Improvement Strategy IT Strategy	M	Commercial and business acumen Flexible workforce	Agile workers Increase home working Delivery of the IT End User Device Programme and Unified Communications project
Introduction of new asset management system	Capital Oversight Board IT Strategy	H	Efficient delivery of projects and programmes	Planning and implementing digital asset migration
Ensure we comply with legislation and respond to risk	Capital Oversight Board Organisation Improvement Strategy	H	Efficient delivery of projects and programmes Innovative and managed risk taking	Fire safety Asbestos policy and management plan Water hygiene plan Equality Act 2010 access to buildings and services Energy Performance Certificates (EPC) Staff safety Heat Network (Metering & Billing) Regulations 2014 Management of third party assets

Key Theme 6: Energy Management		Minimise our energy consumption Promote energy efficient design in new and refurbished buildings Promote renewable energy and low carbon technologies		
We will	Delivered through	Priority H, M, L	Future Council Focus Area	Key outcomes and success criteria
Implement an energy policy for our assets to optimise energy performance and reduce usage and carbon emissions	Energy Strategy Carbon Management Group	H	Commercial and business acumen Learning organisation	Reduce CO ₂ emissions from our operations by 30% (from 2013 baseline) by 2020/21
Maintain an accurate energy, cost and CO ₂ reporting system linked to EDI data to access actions and progress towards energy efficiency targets	Asset Strategy Carbon Management Group	H	Commercial and business acumen Learning organisation	Minimise our carbon footprint by reducing energy use in building by 2% per annum (<i>greenhouse gas report</i>)
Maximise efficiency of operational buildings, plant & equipment and encourage resource efficiency behaviour from staff whilst at work	Capital Oversight Board Asset Strategy	H	Commercial and business acumen Learning organisation	Display Energy Certificates (DEC) benchmarks for building energy performance Avoid price increases for contracted electricity costs Raised awareness of energy efficiency amongst staff at all levels
Replace older types of lighting in our accommodation with efficient LED lighting on a rolling programme	Capital Oversight Board Salix Programme	M	Commercial and business acumen	Internal rate of Return (less than 5 years) Energy efficiency (-55% energy usage)
Explore opportunities to expand the use of renewable technologies	Capital Oversight Board Energy Strategy	M	Commercial and business acumen	Generate 20% of the energy used in our operations from on-site renewable resources by 2020/21

	Carbon Management Group		Learning organisation	
Implement initiatives that will help families experiencing fuel poverty	Energise Barnsley	H	Commercial and business acumen	Improved energy performance in the Council housing stock
Cost effective procurement of Energy	Asset Strategy Energy Strategy	H	Commercial and business acumen	Operational excellence, cost-savings and Return On Investment (ROI)
Ensure compliance with Minimum Energy Efficiency Standards from April 2018 for all our Estate	Capital Oversight Board Asset Strategy	H	Commercial and business acumen	Energy Performance Certificates (EPC) benchmarks for building energy performance Raised awareness of energy efficiency amongst staff at all levels

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 Service Director – Finance

REVISED FUTURE COUNCIL 2020 CAPITAL PROGRAMME

1. Purpose of Report

- 1.1 The Council approved the three year 2017- 2020 capital programme as part of the budget setting papers in February 2017.
- 1.2 This was undertaken on a prioritisation basis based on criteria outlined in the report and on information at the time. Subsequent to this, there have been a number of changes that require a revision to this programme.
- 1.3 The purpose of the report is to outline the changes and propose a revised programme.

2. Recommendation

- 2.1 **It is recommended that the changes to the programme / schemes as set out at 3.6 and Appendix B are approved and progressed to full business case stage in line with the agreed process.**

3. Overall Resource Position

- 3.1 The report in February set out the available resources to the Council for the capital new starts at £63.1m. Initial proposals were submitted totalling £115m and a prioritisation process was carried out to set a capital programme of £55.9m. This position set aside a prudent contingency of around 10% to cover off cost overruns and variances.
- 3.2 Since the capital programme was set in February funding associated with the approved schemes has changed. The Council has received additional funding from SCR of around £1m at the end of 2016/17 which can now be used to fund the capital programme.
- 3.3 In addition, a number of scheme proposals were not prioritised due to insufficient information being available at that time. These are:-
 - **Penistone ALC** – additional school place requirement of around 250 in the west of the borough so a 3 storey extension is proposed;
 - **Dodworth Road/ Broadway** – junction improvements to improve traffic flows; and
 - **Pet Crematorium** – to install a memorial for pets at Cannon Hall with the potential for income generation.

3.4 These schemes have all been scored against the original scoring criteria and the outcome is that all 3 schemes would have been prioritised within the original approved programme.

3.5 It is therefore proposed that these 3 schemes are brought into the capital programme to be partly funded by the additional funding identified at 3.2 above and bridging the remaining gap by de-prioritising those schemes ranked the lowest on the previous approved list (and which have not already incurred spending commitments in the interim period). The schemes that were the lowest ranked on the original approved list were:-

- Wakefield Road Junction; and
- Harborough Hills Sub Station – acquisition of land

3.6 The revised position reflecting the above changes is as follows:-

Reconciliation of Changes to Capital Programme

Ref	Proposal	2016/17	2017/18	2018/19	2019/20	Total
		£	£	£	£	£
	Original Approved Programme	737,000	25,900,000	25,860,000	3,425,000	55,922,000
	<i>Changes to Original Approval</i>					
Various	Rephasing from Original Approval	805,000	(795,000)	(10,000)	-	-
BU12 I1	Microsoft Licensing Shortfall	(11,970)	(106,000)	-	-	(117,970)
BU4 I2a	Property Investment Fund - HCA Land	-	(1,139,000)	-	-	(1,139,000)
BU5 I17	Housing Re-development at Longcar Lane (32 units)	75,000	(1,400,000)	1,447,348	-	122,348
BU6 I18	A61 Old Mill Lane	-	(1,300,000)	1,400,000	175,000	275,000
	Revised Opening Position	1,605,030	21,160,000	28,697,348	3,600,000	55,062,378
	<i>Additional Schemes</i>					
	Penistone School – Add Places *	-	2,011,450	-	-	2,011,450
	Dodworth Rd/ Broadway	-	1,814,000	1,980,000	(1,185,000)	2,609,000
	Pet Crematorium	-	150,000			150,000
	<i>To be funded by</i>					
BU6 I16	Wakefield Road Junction	-	(150,000)	(1,600,000)	(50,000)	(1,800,000)
	Commercial Land – Harborough Hills	-	(1,600,000)	-	-	(1,600,000)
	Proposed Revised Programme	1,605,030	23,385,450	29,077,348	2,365,000	56,432,828

3.7 The revised programme is provided at Appendix 1. The revised position adds £511k to the original programme but this can be prudently covered by the uncommitted contingency that was originally set aside. This adjustment would leave the contingency at £6.6m which is still considered a prudent provision.

4. Implications for local people /service users

4.1 No implications.

5. Financial Implications

5.1 The financial implications are contained within the body of the report and within the attached Appendix A.

6. Employee Implications

6.1 No implications.

7. Communications Implications

7.1 No implications.

8. Consultations

(a) **Financial Implications** – Financial Services have been consulted on this report and the financial implications are detailed in section 5.

(b) **Employee Implications** – No implications.

(c) **Legal Implications** – No implications.

(d) **Policy Implications** – No implications.

(e) **Health and Safety Considerations** – No implications.

(f) **Implications for Other Services** – No implications.

9. Tackling Health Inequalities

9.1 No implications.

10. Climate Change and Sustainable Energy Act 2006

10.1 No implications.

11. Risk Management Issues, Including Health and Safety

11.1 No implications.

12 Promoting Equality, Diversity and Social Inclusion

12.1 No implications.

13 List of Appendices

Appendix A – Financial Implications

Appendix B – Revised Capital Programme

14 Background Papers

Service and Financial Planning 2017/18 - Revenue Budget, Capital Programme and Council Tax (Cab.8.2.2017/7) – Item 7

Officer Contact: Neil Copley, Service Director Finance

Telephone: 773237

Date: 11 May 2017

Report of the Director of Core Services

FINANCIAL IMPLICATIONS

Revised Future Council 2020 Capital Programme

i) Capital Expenditure	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>Later</u> <u>Years</u>	Total
	£	£	£	£	
Revised Capital Programme	1,605,030	23,385,450	29,077,348	2,365,000	56,432,828
	1,605,030	23,385,450	29,077,348	2,365,000	56,432,828
To be financed from:					
Current Approved Capital Programme	-737,000	-25,900,000	-25,860,000	-3,425,000	-55,922,000
Contingency Balance	-868,030	2,514,550	-3,217,348	1,060,000	-510,828
	0	0	0	0	0

ii) Revenue Effects	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>Later</u> <u>Years</u>
	£	£	£	£
	0	0	0	0

To be financed from:

Impact on Medium Term Financial Strategy

This report has no impact on the Authority's Medium Term Financial Strategy.

	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>
	£m	£m	£m	£m
Current forecast budget gap	0.000	0.000	0.344	-0.703
Requested approval	0.000	0.000	0.000	0.000
Revised forecast budget gap	0.000	0.000	0.344	-0.703

Agreed by:On behalf of the Service Director - Finance

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APPENDIX B**Revised Schemes Recommended For Approval**

Ref	Proposal	Investment Requirement				Total
		2016/17	2017/18	2018/19	2019/20	
		£	£	£	£	£
BU12 I1	Microsoft Licenses	354,030	-	-	-	354,030
BU12 I2	Virtual Server Hosts Replacement	470,000	180,000	-	-	650,000
BU12 I3	Citrix Replacement	300,000	-	-	-	300,000
BU12 I4	Access Layer Equipment	-	650,000	-	-	650,000
BU12 I5	Telephony Refresh	-	600,000	-	-	600,000
BU5 I21	Cannon Hall - Coach House & Cottages	10,000	5,000	200,000	-	215,000
BU4 I2	Property/Commercial Land Investment Fund	361,000	3,750,000	-	-	4,111,000
	Gala Bingo – Commercial Land	-	1,700,000	-	-	1,700,000
BU5 I17	Longcar Housing Development	75,000	2,475,000	1,447,348	-	3,997,348
BU5 I9	Implementation of the Elsecar Masterplan	35,000	125,000	40,000	250,000	450,000
BU4 I11	Principal Towns Programme	-	2,500,000	2,500,000	-	5,000,000
BU1 I4	Youth Zone	-	3,000,000	-	-	3,000,000
BU5 I23	Wedding Infrastructure at Cannon Hall	-	100,000	-	-	100,000
BU5 I13	Empty Homes Programme	-	-	500,000	-	500,000
BU5 I24	Refit of Shop at Cannon Hall	-	25,000	-	-	25,000
BU6 I18	A61 Old Mill Lane	-	500,000	2,600,000	250,000	3,350,000
BU4 I7	Courthouse Enabling and Development Works -	-	-	1,310,000	1,250,000	2,560,000
BU4 I12	Town Centre Phase 2 Development	-	1,000,000	14,000,000	-	15,000,000
BU4 I13	Town Centre- Jumble Lane Crossing Bridge	-	-	3,000,000	-	3,000,000
BU4 I6	Public Realm Phase 1 / 2	-	1,800,000	1,500,000	1,800,000	5,100,000
BU5 I28	Residential Investment Fund	-	1,000,000	-	-	1,000,000
	Penistone School – Add Places		2,011,450	-	-	2,011,450
	Dodworth Rd/ Broadway		1,814,000	1,980,000	(1,185,000)	2,609,000
	Pet Crematorium		150,000			150,000
Proposed Revised Programme		1,605,030	23,385,450	29,077,348	2,365,000	56,432,828

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BARNSELEY 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 PLACE DIRECTORATE TO CABINET ON 31st May 2017

RESPONSE TO SCRUTINY TASK AND FINISH GROUP REPORT ON 'HIGHER LEVEL SKILLS AND JOBS'

1. Purpose of the Report:

This report offers a response to the recommendations of the Scrutiny Task and Finish Group Report in respect of Higher Level Skills and Jobs.

2. Recommendations

That the responses to the recommendations of the Scrutiny Task and Finish Group Report in respect of Higher Level Skills and Jobs set out in section 4 of the Report be agreed.

3. Background

3.1 Higher Skills will play an essential role in delivering Barnsley Council's ambitions of:

- **A brighter future where people achieve their potential**
- **A better Barnsley where our residents think and feel we are making a difference together**
- **Working together with our partners and communities**

They will be essential to meet two of our three priorities of "Growing the economy" and "Improving people's potential and achievement", as these will help to drive a more productive and resilient economy, enabling us to compete more effectively in the world and meet the challenges of Brexit.

Last year, the Council adopted our employment and skills strategy "*More and Better Jobs*". It aims to "*To embed a shared ambition, not just for any jobs, but for better jobs that grow Barnsley's businesses in the long term*". The headline measures of success are that by 2021:

- There is stronger ambition across businesses, organisations and people of all ages;
- All schools and colleges have excellent business engagement and employability activity;

- The proportion of people claiming out of work benefits is cut by a third;
 - Workforce skills, progression and earnings are increased, with the gaps to national average on NVQ Level 3+ and NVQ Level 4+ qualifications reduced by a third.
- 3.2 We are supporting our economy to grow and diversify and are seeing progress; we have one of the highest rates of new business formation in the country, reducing rates of adult and youth unemployment and significant falls in 16 to 18 year old Not in Education, Employment or Training (NEET). Figures in the last year show both young peoples and the adult working age population in Barnsley are attaining higher skill levels. GCSE attainment increased at a faster rate than the overall UK rate and April 17's ONS national survey showed a significant increase in higher skills.
- 3.3 The Task Force observed that regionally there is limited employer investment in workplace skills and that locally only 20 Barnsley companies have accessed support from the Skills Bank. It should be noted however that in this context, Barnsley companies are investing at a slightly higher level than their counterparts in the rest of the city region. Currently, Barnsley represents 16% of the SCR Skills Bank deals approved, which is proportionate with our share of the city region business base. Additionally Barnsley companies have also accessed £177k of support from the Leeds City Region.
- 3.4 Despite a positive and sustained direction of travel, ONS figures continue to show generally low skill levels in Barnsley, below national and regional rates. The percentage of residents with only a level 2 qualification is the 4th highest regionally. The low waged and low skilled economy persists in the borough which created disincentives to investment and relocation of high level sectors and jobs to Barnsley and depresses local aspirations. The result is many higher skilled residents need to commute out of the borough or move further afield, especially young people. It will be important to support and grow activity such as Teen Tech/Tech Town/Connected/Click projects to embed higher skill jobs within the borough, building on the 130 digital jobs created every year, which have average starting wages of £28.5K.

4 Response to Recommendations:

4.1 Recommendation 1: Promotion of opportunities such as the SCR Growth Hub and higher level apprenticeships need to increase

The TFG found there was a number of opportunities for both individuals and business to increase skills and the number of higher level jobs. However, there is a lack of awareness of these amongst our communities. Local media channels need to be utilised to promote this, including putting an article in staff communications so they are aware and can share their knowledge with family and friends who may be interested. It is important that perceptions of apprenticeships is changed and communities made aware that these are not just low level. As a result of the introduction of the apprenticeship levy, it is also important businesses are

encouraged to take on apprentices and understand the value these bring to the workforce, which will also assist them in utilising funds.

We welcome this recommendation and believe the timing is right for a concerted communication plan to increase understanding of higher level apprenticeships and to promote aspiration. Despite punching above our weight, we aspire and need to do more to improve our skills base to meet regional, and then, national levels. The Apprenticeship Levy is still little understood, particularly among SMEs in the UK yet it offers new opportunities to deliver better skills in the current and future workforce. It will be important to maximise take up and promote quality as advocated by the Learning and Work Institute March 2017 report [*“Three Million Apprenticeships Building Ladders of Opportunity”*](#) where it argues that apprenticeships should focus on quality and access, a view echoed this month by the [*Chartered Institute of Personnel Development*](#).

“More and Better Jobs” aims to lift skills across the board. It has a private sector led Task Force with a membership that includes key stakeholders with responsibility for the attainment of skills and qualifications, providing a forum for co-ordinated action and sharing intelligence.

The Task Force started its work by developing two immediate interventions. Firstly a common core of **“Work Readiness” competencies** to enable employers, educational and training organisations and individuals to understand, attain and demonstrate effective behaviours at any level of workforce entry.

Secondly the Task Force is also developing an **Employer Pledge**. This will include explicit employer “offers” to create quality apprenticeship routes and develop their workforces to achieve greater productivity and competitive advantage. The pledge will be widely promoted to local employers through a range of channels, including peer to peer. We would welcome further support across the Council to promote the pledge including the use of corporate procurement, economic regeneration and inward investment.

The Council is already planning higher level apprenticeships to meet future skill needs, for example the Level 4 Apprenticeship in Cyber Security. It is supported in this by the Employment and Skills Business Unit who implement *“Pathways to Success”*, a corporate approach supporting young people to develop their employability and transferable skills. The unit manages the Council’s supported placements, traineeships, apprenticeships, undergraduate placements and graduate internships. Future plans include opening this to adults who have been out of work and who are interested in upskilling and re-training.

There is a need to raise the awareness and appetite of local communities to travel to learn in order to maximise the benefits of a range of high level specialised opportunities in the city region. It will also be important to encourage large and higher skilled employers in the city region to promote opportunities to Barnsley people, including those for work experience, placements, apprenticeships etc.

Sheffield City Region promotes the Growth Hub and Skills Bank through its website, traditional and on-line media and through an annual Skills Summit. We welcome the recommendation to raise awareness of city region opportunities in Barnsley and would recommend that local case studies are used to strengthen an understanding of these as a shared resource and not a Sheffield activity.

4.2 Recommendation 2: We recommend all-member information brief (AMIB) is held so that ALL Members are aware of and can share knowledge of the available opportunities with their communities

This will help to raise awareness of the scheme available through the SCR Growth Hub so that members are better able to promoted opportunities in their wards. This includes making local businesses aware of development opportunities and to encourage them to invest in their workforce. It is also important key messages are fed into local schools regarding future opportunities such as the RISE programme as well as higher level apprenticeships.

We welcome this recommendation – the first priority of “*More and Better Jobs*” is to raise the ambition of Barnsley Businesses, institutions, people and communities. We recognise the importance of promoting opportunities across all communities to inform and raise aspirations in the borough and we can provide briefings for all members both on city region and local opportunities.

The “*More and Better Jobs*” Task Force members act as champions and informed elected members will strengthen this championship and ensure that the Employer Pledge and Work Readiness can penetrate into local communities and highlight best practice being employed by the Council to encourage further take up by local businesses.

The Employer Pledge will provide a mechanism by which to communicate opportunities to employers, be these through the Growth Hub and Skills Bank, the new Apprenticeship Levy, new higher level apprenticeships offered by [Sheffield Hallam](#) and [Sheffield](#) Universities or graduate retention programmes, like RISE and to draw funding down for local employers.

SCR is developing an Employment and Skills Strategy and Investment Plan which strongly correlates with the TFG recommendations and Barnsley’s “*More and Better Jobs*” Plan. In respect of higher level skills SCR details 5 conditional outcomes:

1. Improvement in Key Stage 4 educational attainment across the City region.
2. Increase in the number of 19 year olds achieving a high quality Level 3 qualification (and closing the Free School Meal gap).
3. Improved workforce skills profile, especially at Levels 3 and 4+.
4. Increase in the SCR Employment rate.
5. Greater levels of graduate talent retention.

Council business units are also working with employers and other stakeholders to strengthen higher skilled growth, develop progression ladders and raise aspirations of young people in a variety of ways, through social value in procurement, the Henry Boot Skills Village and as noted in the introduction by nurturing, attracting and retaining digital and technical jobs in Barnsley through Teen Tech/Tech town/Connected and Click projects. This can be further strengthened by working with the college to create industry linked courses and training programmes to meet the growing demand for higher level digital skills, which also in turn support local growth sectors such as manufacturing and logistics. It is important that these local opportunities are promoted in wards and that the links are made with the wider city region.

The emerging City Region strategy has the potential to deliver vital support to both young people and the non-working and working adults of working age. Elected member can play a vital role in raising awareness and enabling Barnsley communities to engage in these opportunities and to counter perception of city region interventions being “not for us”.

4.3 Recommendation 3: SCR engage with Barnsley Elected Members so they can better understand local governance arrangements and networks

By SCR representatives being involved at a local level, this will increase their knowledge of the Area Council and Ward Alliance arrangements in Barnsley and how their networks can be utilised to promote opportunities amongst local businesses. This includes both opportunities within the Growth Hub as well as the use of higher level apprenticeships. These networks can also be used to raise awareness amongst individuals of opportunities such as higher level apprenticeships which enable them to earn while they learn. The SCR will also be able to advise Area Councils on what they could prioritise investment in at a local level in terms of supporting this agenda.

We support this recommendation with reservations. We agree it is important that City Region representatives are highly aware of the local context and those strategies and activities support local needs and align well with local structures. We also strongly support the timely free flow of information and close working between SCR and Barnsley Elected Members so that that local communities and businesses can fully engage with the city region’s opportunities. We also believe that as the city region moves closer to Mayoral elections that the relationship with local people needs to be strengthened.

However, we are aware of the capacity constraints in the city region team in connection with engaging with local wards across 9 local authority areas. It will be necessary to agree with SCR streamlined structures that facilitate close partnerships and greater transparency, without imposing an unmanageable burden of meetings that will either reduce the ability of city region officers to secure further opportunities for the city region and deliver those already secured.

Currently Council Members and Officers are represented in across city region governance structures and technical task groups. We would support a greater degree of information sharing and consultation to enable the city region to cascade information and consult more effectively.

In terms of Employment and Skills Strategy, Barnsley Council is represented on the Skills Employment and Education Executive Board and has officer representation in each of the Task Groups reporting to the Board. Barnsley Officers hold or have had key roles in developing plans for the city region's Devolution of Employment Services Pilot, the Work and Health Innovation Unit Trial, Social Inclusion support, Apprenticeship plans, Implementation of the Area Based Review and Devolution of the Adult Education Budget.

4.4 Recommendation 4: Careers advice needs to be improved for both young people and adults

To achieve this schools, colleges and businesses need to work together to ensure there is good quality provision across the borough. This includes connecting businesses with young people in our schools as well as their parents, particularly to raise awareness of local opportunities such as the RISE programme and higher level apprenticeships. As people tend to engage better with their peers, schools and colleges could invite previous students who have recently graduated or obtained employment to share their experiences with pupils.

We support this recommendation. It reflects statutory guidance that recommends schools build strong links with employers and reflects the findings and benchmarks recommended in the [Gatsby Report](#) and the findings of the CIPD's 2016 ["Outlook Focus Employee Views On Working Life, Skills And Careers"](#) which reported once again on the *"importance of the provision of good-quality career advice and guidance to people of all ages"* and in its recent 2017 report ["From inadequate to outstanding making the UK skills system world class"](#).

The Employment and Skills Business Unit operates the IKIC programme of work to which develop aspiration in schools and young people, the Enterprise Adviser network which provides opportunities for young people to discover enterprise and experience the potential for higher level careers and the TIAG team which aims to raise young people's participation in learning. It supports schools via involvement in whole school peer reviews to assess the performance of the school's careers offer, a CEIAG Network that offers school colleagues support and CPD as well as the Enterprise Adviser Network that matches a volunteer business person with each secondary school and college to strengthen and increase interactions between employers and young people.

CIPD recommend promotion of lifelong learning across life's course to both increase skill levels, ensure the adult workforce can adapt to changing demands, and the economy can weather the challenges of Brexit. It notes one of the barriers to learning is *"lack of information of types of training that are available, the benefits and return on investment of different courses"*.

There is minimum support for adult careers information advice and guidance. Adults, especially those furthest from the labour market or made redundant, need good quality, impartial careers information, advice and guidance to be built into employment support systems and we particularly welcome the inclusion of adult careers guidance in the recommendation.

Young people and adults need to understand the local labour market and the skills required by employers now and the future employers and we would welcome support to embed the “*More and Better Jobs*” Task Force 10 Work Readiness Competencies within education, training and employment support systems. SCR have published a comprehensive [Labour Market Intelligence](#) report in March, which contains detailed information including breakdowns by district of key aspects of the city region.

4.5 Recommendation 5: the OSL facilitates consideration of BMBC’s Adult Skills and Community Learning Service (ASCL)

Further to the recent Ofsted inspections, the service is currently undertaking a governance review which includes increasing involvement of Elected Members. To assist with the ongoing review of the service and to enable Members to be aware of services being delivered, the OSC should engage with this and facilitate Scrutiny Members’ involvement.

We would welcome this recommendation – the engagement of Scrutiny, “check and challenge” feedback last year was extremely useful and enhanced and consistent engagement between the service and Members will support the achievement of “good governance” at the next Ofsted inspection.

“*More and Better Jobs*” promotes the ambition of progression in the labour market from all stages of labour market entry and from all levels of skills. Devolution of the Adult Education Budget will strengthen the focus on engaging adults and delivering the skills they need to get ready for work, apprenticeships and further learning. ASCL would welcome ongoing challenge to protect and improve the depth and breadth of its curriculum offer to match it to the needs of local communities and businesses.

Sheffield City Region’s emerging Employment and Skills Plan will support the development and testing of new approaches to lifelong learning and learner support, with a focus on people in receipt of out of work benefits. ASCL delivers strong outcomes in its motivation, support and progression of vulnerable learners which needs to be harnessed to underpin ongoing progression and a culture of lifelong learning and continuous improvement.

Whilst the Adult Education Budget will initially transfer without change, it will be vital for Members to help to articulate the learning needs the borough needs to support its communities and businesses, to ensure that decisions are not made latterly that do not fully support the needs of the borough by narrowing the focus to a few high growth sectors without cognoscence of the need to lift skills across a wide spectrum of sectors and businesses.

4.6 Recommendation 6: Services to engage with Barnsley Bus Partnership (BBP) in relation to economic developments in the borough

Throughout all three of the TGF's investigations on jobs and skills, access to transport has been a fundamental aspect of this. For example, new graduates often don't have access to their own car. The TFG welcomes the formation of the BBP and continued work to improve services for our local communities, including specific work to enable access to the new economic development sites at junctions 36 and 37. The TFG recommends that as our key employment areas at J36 and J37 are brought into use, investment is prioritised to service these areas to make sure employment opportunities are accessible and affordable for all.

We welcome this recommendation - "*More and Better Jobs*" promotes alignment with Transport Strategy alongside the Local Plan and Jobs and Business Plan. Good transport is an enabler both to access to employment, but also to the ability to travel to learn higher skills or to progress to higher skilled work. Lack of reliable, affordable public transport on routes and at times to match business requirements is a major barrier for many people in Barnsley, notably the young or the poor. In particular transport needs radical improvement to open up city region opportunities to young people in Barnsley such as those at AMP. Currently a one way 1 and a half hour journey of up to 3 buses and a train is prohibitive in terms of time and cost.

Although there are schemes to support travel to employment, such as the "Wheels to Work", these are often subject to time-limited funding. Sustainable solutions are required. Furthermore, developing increasing access to safe, reliable and affordable public transport promotes a greener environment and reduces traffic. For example, we have recently seen £560k for improvement to public transport to employment sites and we are currently facilitating introductions between SYTPE and employers at Tankersley and Wentworth business parks.

5. Conclusion

We fully support the aims of the recommendations believing that we need to consistently promote and facilitate the acquisition of higher level skills both in order to break the low skill/low wage paradigm and attract higher skilled sectors/jobs.

"*More and Better Jobs*" sets out strategic priorities and actions on skills and routes to employment to build on our strengths, address our challenges and accelerate progress. It focuses on embedding a shared ambition in peoples, communities and businesses not just for any job, but for better jobs that support Barnsley's businesses and help people to thrive in the long term.

Raising aspirations, improving educational attainment across the board, especially at key stage 4+, increasing employer and education links and promoting workforce development are the key objectives of the strategy.

It aims to drive progress in Barnsley on 2 fronts:

- Ensuring that local people have the skills and aptitudes that will allow them to work and progress.
- Working with businesses to ensure that they have access to the skills they need in order to compete and grow.

The core focus is on embedding a shared ambition not just for any job, but for better jobs that support Barnsley's businesses and help people to thrive in the long term. The recommendations put forward by the OSC to promote higher skills will improve the ability for local people to engage with and gain support from the plan.

6. Background papers

Scrutiny Report

More and Better Jobs Plan 2016- 2020

Sheffield City Region "Labour Market Information 2016"

Gatsby Charitable Foundation Report 2014 "Good Career Guidance"

Learning and Work Institute March 2017 report "Three Million Apprenticeships

Building Ladders of Opportunity"

CIPD 2016 "Outlook Focus Employee Views On Working Life, Skills And Careers"

CIPD 2017 "From inadequate to outstanding making the UK skills system world class"

Author: Tom Smith **Contact Number:** 01226 7773830

Date 3rd May 2017

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BARNSLEY 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 Directors – Place & Communities

Response to the Overview & Scrutiny Committee's (OSC's) Fly Tipping Task & Finish Group Report

1. Purpose of Report

- 1.1 To report to Cabinet the actions taken as well as the findings of the Officer Fly-Tipping Task & Finish Group's (TFGs) continued work in relation to reducing the high instances of fly-tipping in the Borough.

2. Recommendations

- 2.1 In response to the Overview and Scrutiny report on fly tipping, this report seeks to support the recommendations made in Cabinet on 5th April 2017.
- 2.2 In addition this report seeks to highlight the Officer TFG's performance over 16/17 and furthermore to provide a high-level action plan in support of the recommendations made for 17/18.

3. Introduction/ Background

- 3.1 In 2015, Elected Members from across the Borough raised concerns about the amount of fly-tipping incidents that had occurred in their ward. Therefore during 2015/16 one of the OSC's TFGs undertook a detailed investigation into this area, working in partnership with Council officers, which resulted in the creation of a Draft Fly-Tipping Action Plan.
- 3.2 In response to this, the Council formed a cross-Directorate Officer Fly-Tipping TFG to consider and implement actions in the plan drafted by the Member TFG. During 2016/17, the Officer Fly-Tipping TFG has met regularly and has undertaken a number of the proposed activities. Additionally the OSC's Fly-Tipping TFG continued in order to: monitor the work of and input into the officer group; undertake further investigation into what is being done to combat fly-tipping; and complete the actions which were identified for Members in the Draft Fly-Tipping Action Plan.
- 3.3 The TFG Members included:
Councillor Gill Carr (TFG Lead Member), Councillor Robert Frost, Councillor Wayne Johnson, Councillor Caroline Makinson, Councillor Pauline Phillips, Councillor Harry Spence and Councillor Sarah Tattersall together with Co-opted Members Joan Whitaker and Pauline Gould.
- 3.4 The Officer members included:

Paul Castle, Paul Hussey, Paul Brannan, Howard Gaskin, Lisa Thompson, Siobhan Dransfield, Jane Ripley and Paul Denton.

4. Recommendations

The following recommendations were made in the Overview and Scrutiny Report.

4.1 Recommendation 1: The OSC facilitates the Fly-Tipping TFG to continue its work during the 2017/18 municipal year

The TFG supports this recommendation and has developed an action plan for 17/18 that is within Appendix A. Please refer to section 5 for a brief summary of the achievements of the TFG in 16/17.

4.2 Recommendation 2: Services continue to facilitate officers from across the Council to attend and action the work of the Officer Fly-Tipping TFG

Incorporated within the 17/18 action plan as 4.1.

4.3 Recommendation 3: Sustained investment is made in the Fly-Tipping Campaign

Incorporated within the 17/18 action plan as 4.1.

4.4 Recommendation 4: An all-member information brief (AMIB) is held so that ALL Members are aware of and are updated in relation to key issues in relation to fly-tipping and the action being taken

Incorporated within the 17/18 action plan as 4.1.

5. Achievements of the Task & Finish Group

5.1 The goal of this group is reduce fly tipping by 25% (2,700 incidents a year) by 2020. In support of this the group have developed these specific outputs:

- Change campaign - our residents and businesses will understand the impact of fly tipping and the effect on our communities. They will be aware of their social and ethical responsibilities to dispose of waste.
- We will target residents, landlords and businesses to inform them of our services and their responsibilities through our web services, welcome packs and letters.
- To improve the understanding and complexity of enforcement activity and led by Communities to develop a core offer which helps clarify roles and responsibilities across the Council.
- Service – to implement changes to the service for a better customer experience and better use of resources.

A summary of the year's performance indicators can be seen in Appendix B.

5.2 Achievements against the outcome

'Everybody Think' launched in December 2016 and was the result of the work of both groups which brought together elected members and officers to look at the problem of fly tipping. Colleagues were invited to view a gallery of initial design ideas and key messages, giving their feedback, and voting on their favourites over a period of two weeks at Westgate and Smithies. It was decided that something innovative and eye catching would be required to capture the interest of the public and media and the target audience for the campaign was identified as local residents using social media.

The campaign began with a bold publicity stunt outside the town hall, where an unsightly pile of fly tipped rubbish appeared. The pile included a sofa, fridge freezer, microwaves, and mattresses and was cordoned off with cones and police tape as commuters and students walked past in the morning.

In highlighting the problem of illegal and unlicensed small businesses offering low or no cost services to dispose of rubbish, often 'advertising' their services on social media channels, we hoped to reduce the number of fly tipping instances and therefore the cost to clear up.

The first four months of the campaign have been very positive with significant coverage in local and specialist media, reach on social media and most importantly fly tipping incidents for the last four months are at lower levels than the same time in the previous year.

The campaign has received media coverage to a value of £17,199.44 reaching over 240,000 people. On social media, we reached almost 266,000 people and over 30,000 of those commented on, liked or shared our posts. We have received positive support from The Chronicle and featured on BBC and in the Yorkshire Post.

In addition to the campaign we have been working with housing and Berneslai Homes to ensure that people have a better understanding of fly tipping and how to prevent it from occurring. Updated website information in tenant packs and the like are being produced.

Listening to customers and Members, a key aspect of reducing fly tipping was to offer a new commercial bulky waste service as many small companies were saying that they had no way of disposing of some wastes in the borough. Since its launch in December 38 commercial jobs have been received.

Working with Planning colleagues a simple, but effective note was added to all people seeking planning permission highlighting their responsibility to dispose of wastes appropriately. Since September some 539 letters have been issued containing this information.

Working with regulatory services we have been able to ensure that any food hygiene visits undertaken also include the monitoring of the companies' waste contract arrangements. 324 businesses have now been checked to ensure that they have compliant waste contracts.

The integration of our enforcement service into the TFG has helped to focus attention on the complicated nature of fly tipping investigations and collectively consider and develop an intelligent enforcement strategy to contribute towards the combatting of fly tipping. The approach considers the different dynamics of fly tipping and looks at different

enforcement and intervention approaches dependent upon the actual problem. Part of the ongoing approach will be to identify and intensively target prolific fly-tippers who profit financially from the offence. In addition warnings letters and advice will be issued to all individuals whose personal details are found in items which are tipped. Full scale fly tipping investigations are both labour intensive and can often result in minor sanctions from the court and therefore a more targeted and sustained approach against those individuals who are prolific will potentially have a greater impact.

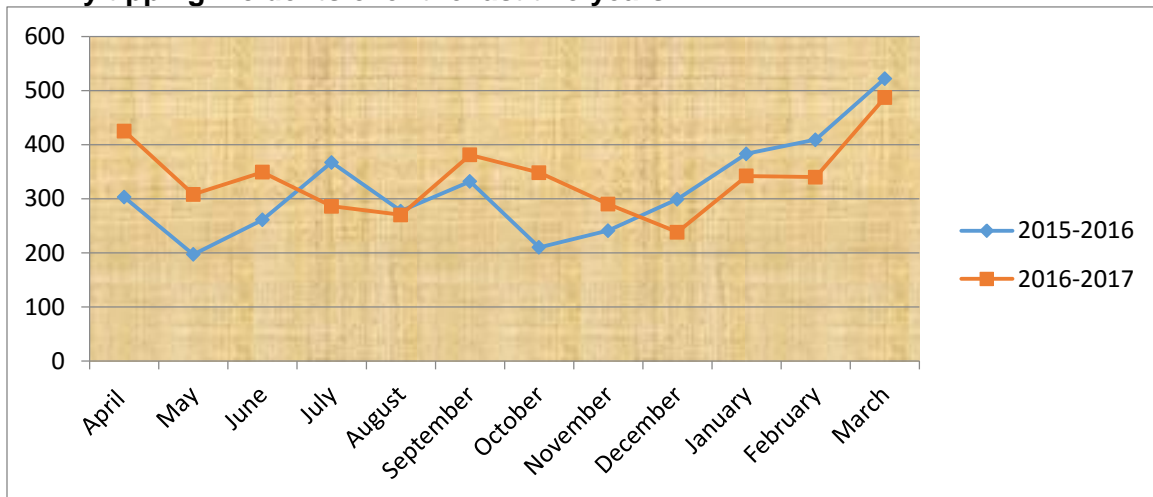
The service had made key changes working with the contact centre. Through the task and finish group it became apparent that the fly tipping team was wasting valuable time searching for repeat jobs and being allocated jobs on private land. By changing the scripts at the contact centre and provided better GIS maps we have been able to dramatically increase the time spent collecting fly tipped items per day. In addition the outcome of the review of Community Safety Services has provided further improvement to the flow of customer information enabling a more intelligent and informed approach to both clearance and investigation.

During 2016/17 there has continued to be significant enforcement activity in relation to environmental crime of which fly-tipping is one specific category. Over 2000 fixed penalties, and up to 300 prosecutions per quarter have been secured against dog fouling and littering offences. In addition Community Protection Notices have been used to address environmental blighting of private land and property with 160 warnings being issued and 27 Fixed Penalties or prosecutions for failure to comply with initial notices. More than 40 formal criminal investigations have been initiated for fly tipping and duty of care offences with 12 resulting in either a fixed penalty or prosecution. All prosecutions formally progressed have been successful even where initial not guilty pleas have been made however criminal investigations remain labour intensive and the burden of proof must satisfy criminal standards which will continue to restrict the numbers of investigations which can be realistically undertaken. Recognising the resourcing challenge to undertake large scale criminal investigations into fly tipping it is proposed that more targeted activity against more prolific offenders is considered in future to focus attention on those causing most harm to our environment.

The service has also invested in the latest video technology and deployed this to catch people fly tipping, at the same time they erected 70 'eyes watching you' signs around the borough following a review of the service data. The service has also adopted the use of Dearne FM to advertise both its bulky waste service and public messages about dumpit & scarper.

A series of performance measures has been used by the task & finish group to track achievement of the goals. The key metric being the number of fly tipping jobs measured each month.

Fly tipping incidents over the last two years



6. Implications for local people / service users

- 6.1 The issue of fly-tipping is prevalent across the Borough; therefore improvements in this area of work have implications across the area. Residents are being involved in work in their local communities and by them being increasingly aware of the problem and associated costs through campaign materials should improve intelligence gathering and the prosecution of those committing this crime.

7. Financial implications

- 7.1 There are no specific financial implications, although in responding to the recommendations in the report, the financial implications of these would need to be fully assessed by the appropriate services responding which may be the Council or other agencies.

8. Employee implications

- 8.1 There are no specific employee implications, although in responding to the recommendations in the report, the employee implications of these would need to be fully assessed by the appropriate services responding which may be the Council or partnership agencies.

9. Communications implications

- 9.1 To combat the issue of fly-tipping it would be impractical and ineffective to rely solely on enforcement action, therefore a joined up, holistic approach is required. A key focus to help prevent fly-tipping is communication activity, to reduce the incidents by raising awareness of the issues and costs, and making fly-tipping socially unacceptable.

10. Consultations

- 10.1 Officer Fly-Tipping TFG.

11. The Corporate Plan and the Council's Performance Management Framework

- 11.1 One of the Council's strategic priorities is to have 'Strong and Resilient Communities'. Within this, 'Outcome 11' focuses on 'protecting the Borough for future generations', describing how we must ensure the effective collection and disposal of waste to protect the environment for the future. This requires encouraging residents, businesses and visitors to the Borough to ensure they recycle and correctly dispose of their waste, not only to protect the environment but to minimise associated costs and protect savings for other important services.
- 11.2 The formulation and continued meeting of the Officer Fly-Tipping TFG is evidence of this issue requiring a One Council response, with representation and action taken from across all Council Directorates.
- 11.3 As evidenced in the Council's Corporate Performance Report, fly-tipping continues to be an issue in the Borough, therefore the group will continue to investigate and take action in relation to this area of work.

12. Risk management issues

- 12.1 Although not logged as a specific risk in the Council's Strategic Risk Register (SRR), the issue cuts across a number of risk areas such as economic growth, health and wellbeing and stakeholder engagement.
- 12.2 It is envisaged that the findings of the Overview and Scrutiny TFG will contribute towards the effective mitigation of these risks through the implementation of recommendations detailed in section 4 of this report.
- 12.3 The findings of the TFG, detailed in section 6 will be discussed between the Risk and Governance Manager, and relevant risk owners as part of the review of the SRR, and operational risk registers during 2017. A number of the actions detailed in section 6 may at that stage be included within the appropriate risk register as risk mitigation actions.

13. Health, safety, and emergency resilience issues

- 13.1 Fly-tipping can cause serious pollution to the environment as well as risks to human health, wildlife and animals. National data shows that in 2014/15 nearly half of all fly-tipping incidents (48%) were on highways (2015/16 data not currently available). This can cause serious risks to road users, therefore it is important that work is undertaken to combat this issue.

14. Promoting equality, diversity, and social inclusion

- 14.1 To ensure the correct disposal of waste, it is essential that all our communities understand how to correctly use local methods and facilities. Therefore when undertaking campaigns to highlight the issue of fly-tipping a variety of methods have been used including social media, videos, printed text so that the information is accessible to all our communities and promote social inclusion.

15. Reduction of crime and disorder

- 15.1 Fly-tipping is a criminal activity and is considered as part of the local area's Joint Strategic Intelligence Assessment (JSIA). Large costs are associated with undertaking enforcement action; therefore it is impractical to rely solely on this to deal with the issue. It is important that residents are encouraged to be alert to the issue, reporting concerns and intelligence to appropriate agencies to assist with tackling the problem and reducing this crime.

16. Glossary

AMIB - All Member Information Brief
BMBC - Barnsley Metropolitan Borough Council
DEFRA - Department for Environment, Food and Rural Affairs
HWRC - Household Waste Recycling Centre
OSC - Overview and Scrutiny Committee
TFG - Task and Finish Group

17. Background papers

- Defra Fly-tipping Statistics for England 2014/15:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/469566/Flycapture_201415_Statistical_release_FINAL.pdf
- Defra Fly-tipping Statistics for England 2015/16:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/595773/Flytipping_201516_statistical_release.pdf
- Council's 2016-17 Q3 Corporate Performance Report:
<http://barnsleymbc.moderngov.co.uk/documents/s18006/Appendix%201.pdf>

19. List of Appendices

Appendix A – Action plan for 17/18
Appendix B – 16/17 Performance

Office Contact: Paul Castle **Telephone No:** 01226 774369 **Date:** 10th May 2017

Appendix A – Action Plan for 17/18

FLY TIPPING TASK AND FINISH GROUP HIGH LEVEL ACTION PLAN FOR 17/18

What are we trying to achieve (Outcome) <i>- What needs to change - What will success look like - What is the evidence base</i>	What action is needed (Output/Deliverables) <i>- What do we need to build/produce/develop - What do we need to do differently or stop</i>	Output Deadline	ACTIONS <i>- What are the key steps along the way - What approvals will be needed - Who needs to be consulted</i>
Change campaign - our residents and businesses will understand the impact of fly tipping and the effect on our communities. They will be aware of their social and ethical responsibilities to dispose of waste	Run change campaign targeting residents and businesses to reduce the volume of fly tipping incidents and educate regarding social responsibilities and consequences Increase awareness and penetration of #Everybodythink & #Dumpit&Scarper	Mar-18	Phase 2: Campaign plan for #Dumpit & Scarper Target specific businesses : tyre dealers, Landlord letting companies, small builders yards etc. Target social media channels, Chronicle and wider Include a note on business rate letters to inform business how to deal with waste & services we offer Development of schools toolkit/lesson plan Town hall stunt in principal towns Improve the sharing of information from Area Councils to Comms team. Linking in with area council clean up activities
We will target residents, landlords and businesses to inform them of our services and their responsibilities through our web services, welcome packs and letters.	Leaflet designed to insert into tenancy and home packs. Develop and distribute leaflets for landlords and private tenants which outline their responsibilities for effective and responsible waste disposal	Q2 17/18 Q2 17/19	Develop the leaflet for inclusion in BH packs and distributed through the accredited landlord scheme / Housing Association Partners/tenancy enforcement/BH landlord management scheme Agreement with Berneslai Homes, Registered Social landlords and Private Landlords to distribute leaflet. Confirm coverage of leaflet through key stakeholder groups including all the above and Area councils
Working with Key Stakeholders to engender behavioural Change	Continued work with Scrutiny team Implement Scrutiny recommendations Enable young people through IKIC to reuse fly tipped items Provide college with information packs that contact all they need to know about waste in a New business venture. Specific communication with the college and those who make be looking to set up their own business after qualification, provide course to those students on their duty of care as a business owner.	All year Q2 17/18 Q1 17/18 Q1 17/18	All Member information Brief to be delivered by Officer TFG Members Paul Castle to liaise with Tom Smith Paul Castle to liaise/provide information to Tom Smith Paul Castle to liaise/provide information to Tom Smith
Develop & implement revised enforcement strategy to support behavioural change strategy	Improved & targeted enforcement that tackles key problem areas repeat offender and increase wider awareness Implement enforcement approach based on three types of offending as per Plan	Mar-18 Mar-18	2 referrals per locality per week Identify top ten offenders Agree and publicise approach / impact SNS locality officers will investigate area referrals and remove any residual fly tip for disposal SNS case management officers 2 waste carrier operations per annum involving South Yorkshire Police SNS Selective Licensing Officer to include Environmental standards in the licence applied to selective licensing areas SNS Housing and Environment Officers to work proactively with Communities/Residents/Landlords/Tenants etc. based on target hot spot intelligence
To provide an effective and efficient fly tipping service	Undertake a series of service improvement areas to increase productivity	All year	Increase the number of jobs collected per day Identify new and emerging hot spot locations Work with Enforcement strategy to provide complimentary service offer Identify up to 2 locations per week where evidence is present To provide private land intelligence Deploy covert cameras to support enforcement activity Improve service performance management information offer Continue to market Premium Bulky Waste Service Sharing the videos captured through media channels
To provide an effective and efficient experience for our customers	PIN on a Map feature Essential feature for all customers, contact centre and service to be able to use pins on maps to identify correct locations of fly tipped items Deliver to the Customer Service Strategy	Date TBC	Develop plan with CSI team Improved Customer experience of fly tipping service To utilise channels to advice customers of activity, sales promotions etc. Pick up online activity with BH customers

Appendix B – 16/17 performance

Performance measure	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Year End
Enforcement							
No. of fly tipping incidents dealt with by the enforcement team	79	57	49	62	46	27	900
No of FPN issued (less than 5 bags)	0	0	2	0	0	0	6
No of prosecutions (12 month period	2	0	0	1	0	1	6
No of CPN warning letter	6	0	7	7	17	9	160
No of CPN fixed penalties (non compliance)	1	0	2	0	0	0	27
Other Service Measures							
Business Waste Inspections							
a. Premises with Appropriate waste contract	a. 47,	a. 53,	a. 83,	a. 61,	a. 59,	a. 21,	a. 324,
b. Premises with No Waste Contract but given 28 days to arrange	b. 1,	b. 0,	b. 1,	b. 0,	b. 1	b. 0	b. 3
c. Number of premises which have arranged new contract following inspection	c. 0,	c. 1,	c. 0,	c. 1,	c. 0,	c. 0,	c. 2,
d. No suitable contract – enforcement action	d. 0,	d. 0,	d. 0,	d. 0,	d. 0,	d. 0,	d. 0,
Planning information - Letters issued with planning permission	98	86	77	73	85	92	539
Service							
Overall number of fly tipping incidents							
% of fly tipping sites cleared within 7 days	96.0%	98.0%	97.0%	98.0%	97.0%	96.0%	95.3%
Number of fly tipping incidents reported 16/17	348	290	238	342	340	487	4064
15/16	210	241	299	383	409	522	3801
Difference	138	49	-61	-41	-69	-35	263
Communications							
Barnsley Council Facebook reach			131,865	21,789	19,160	13,633	186,447
Barnsley Council Facebook engagement			21,413	429	2,415	448	24,705
Barnsley Council Twitter reach			29,119	10,580	2,034	5,085	46,818
Barnsley Council Twitter engagement			2,759	546	81	152	3,538
Dumpit & Scarper Facebook reach			32,555	333	18,334	7,859	59,081
Dumpit & Scarper Facebook engagement			867	35	2,168	364	3,434
Media coverage reach			109,041	81,956	49,067	0	240,064
Media coverage value			£ 4,513	£ 3,604	£ 9,082	£ -	£ 17,199
Telephony							
Fly-tipping - public land	58	39	79	219	171	216	967
Fly-tipping - Private land*	3	9	10	24	12	23	104
Fly-tipping - repeat contact*	4	0	6	1	2	6	26
Total Phone Contact	65	48	95	244	185	245	1097
Social Media							
Twitter comments	6	1	6	12	9	114	210
Facebook (private messages)	51	0	2	3	8	6	327
Facebook post (Barnsley Helps)	9	0	1	4	2	3	178
Web							
E-form started	145	108	91	188	178	216	1805
E-form ended	111	64	52	131	122	147	1142
% Completed	76.6%	59.3%	57.1%	69.7%	68.5%	68.1%	63.3%

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Barnsley 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, Place

Doncaster Road, Kingsmark Way, Nora Street & St Mary's Road, Goldthorpe – Amendment to existing restrictions

Objection Report

1. Purpose of Report

- 1.1** The purpose of this report is to consider the objections to implement a Traffic Regulation Order (TRO) to amend the existing waiting restrictions on Doncaster Road, Kingsmark Way, Nora Street and St Mary's Road, Goldthorpe. The purpose of the proposed TRO is to accommodate a new residential development that is currently under construction.
- 1.2** To request permission to implement the proposals originally advertised, as shown in Appendix 1.

2. Recommendation

It is recommended that:

- 2.1** The objections received to the proposals are overruled and the objectors are informed accordingly.
- 2.2** The Interim Head of Highways, Engineering and Transportation and The Executive Director of Core Services be authorised to make and implement the Traffic Regulation Order.

3. Introduction/Background

- 3.1** The planning application has been approved and the construction of a residential estate off Kingsmark Way, Goldthorpe is underway. As part of the development, a new kerb line at the junction of Kingsmark Way and Doncaster Road is being constructed as well as a new traffic island on Doncaster Road. The existing 'no waiting at any time' restrictions at the junction of Doncaster Road and Kingsmark Way need to be extended to accommodate these improvements. In addition, the existing waiting restrictions on Doncaster Road, Nora Street and St Mary's Road are being re-evaluated.
- 3.2** The existing waiting restrictions in the area are outdated and no longer reflect the current situation. Since the bypass to Goldthorpe (A635) was constructed, Doncaster Road is no longer the main route to Doncaster. It is proposed to revoke part of the existing restrictions and introduce new restrictions to accommodate the residential development.

- 3.3** The existing ‘prohibition of waiting’ regulations on Doncaster Road are covered by a TRO. However, the markings on site have faded considerably over the years and have not been refreshed. This has resulted in motorists taking the opportunity to park on Doncaster Road without incurring a penalty charge notice.
- 3.4** A TRO to introduce the proposed waiting restrictions received officer delegated approval on the 16th December 2016 and was advertised from the 20th of January 2017 to the 13th of February 2017.
- 3.5** During the consultation period, 3 letters of objection were received. An additional signature and address of an objector was also incorporated onto one of the letters.

4. Consideration of Alternative Proposals

- 4.1** Option 1 – Overrule the objections and proceed with the proposals as shown in Appendix 1. **This is the preferred option.**
- 4.2** Option 2 – Decline to introduce the proposals. This option is not recommended for the following reasons:
- It does not comply with the planning conditions for the development;
 - It does not allow the update of the existing restrictions currently in place to reflect the current situation;
 - It will not ensure the free flow of traffic on Doncaster Road, which will cause problems around the traffic island that is being installed.

5. Proposal and Justification

- 5.1** The proposal is to introduce restrictions as shown on the plan in Appendix 1. In summary, it is proposed to:
- Remove a section of the existing waiting restrictions covered by a TRO on Doncaster Road that prohibit motorists from waiting Monday-Saturday 8am - 6pm, as well as a section of ‘no waiting at any time’ on Doncaster Road. These proposals no longer reflect the current situation, and will benefit residents in terms of available on-highway parking, without the risk of incurring a penalty charge notice;
 - Reduce an existing section of ‘no waiting at any time’ on the western side of St Mary’s Road, and introduce ‘no waiting at any time’ on both sides of St Mary’s Road at its junction with Doncaster Road. This will ensure more available on-highway parking space, whilst ensuring junction protection is still maintained;
 - Extend the existing ‘no waiting at any time’ restriction at the junction of Doncaster Road and Nora Street, to ensure junction protection and visibility;
 - Extend the existing ‘no waiting at any time’ restriction at the junction of Doncaster Road and Kingsmark Way to accommodate the new kerb line and maintain junction protection;
 - Upgrade the existing ‘no waiting Monday-Saturday 8am-6pm’ on both sides of

Doncaster Road to 'no waiting at any time' to protect the new traffic island and ensure a free flow of traffic is maintained at all times.

- 5.2 The Local Ward Members, Area Council Manager and Emergency Services have been consulted and no formal objections have been received to the proposals.

6.0 **Objections**

- 6.1 As a result of advertising the proposals 3 objection letters have been received. The main concerns raised are listed below along with BMBC's response.

- The restrictions will prevent relatives from parking outside the objectors property therefore preventing assistance for the objector should they be taken ill (the objector has informed the Council they are registered disabled)

BMBC response: Blue badge holders are permitted to park on double yellow lines, for a period of up to 3 hours, providing they are not causing an obstruction.

No individual has any legal right to park on the public highway outside their property. Essentially the purpose of the public highway is facilitate the passage of traffic and should not be relied up as a parking area.

- If motorists parked their vehicle on the double yellow lines (displaying their blue badge) they would have to relocate their vehicle every three hours, in accordance with the blue badge regulations.

BMBC response: Blue badge holders would be required to move their vehicle after 3 hours to prevent the possibility of being issued with a penalty charge notice. The existing restrictions on St Mary's Road are being reduced to 10 metres of junction protection. This will mean more available space on the highway for parking. Nora Street will remain unrestricted apart from 10 metres of junction protection. One objector confirmed they have access to a garage to the rear of the property.

- The proposals have prevented the sale of a property due to the loss of on-street parking.

BMBC response: Home owners do not have the legal right to park on the public highway outside their property. The public highway is under the responsibility of the local authority and it should not be expected that on-highway parking space will be available. Properties that do not benefit from off-highway parking should not be advertised with on-highway parking being available (for the reasons mentioned above); however, responsibility falls with the prospective buyer and their conveyancer to undertake any necessary checks associated with the property buying process.

- Residents have had no notification or consultation regarding the proposals

BMBC response: A public notice was published in the Barnsley Chronicle on Friday 20th January 2017. In addition notices were installed on lamp columns on the affected lengths of road from the 20th of January 2017 to the 13th February 2017. The Council is not legally

obliged to consult with individual properties, and it is not standard practice to do so.

- The developer has installed the traffic island for their own benefit. If traffic needs to slow down speed cameras should have been fitted. This could have been done without upset to any of the residents on Doncaster Road.

BMBC response: The traffic island will help aid pedestrians to cross the road. Planning conditions stipulated the island be installed. The proposals have not been designed specifically to slow down traffic.

7.0 Impact on Local People

- 7.1 The proposals are likely to benefit the majority of residents on a section of Doncaster Road as there will be more unrestricted on-highway parking available. The new properties being developed on Kingsmark Way will be unaffected by the proposals.
- 7.2 There are a small number of residents who may be affected by the 'no waiting at any time' restriction that is being proposed for junction protection and to protect the new traffic island on Doncaster Road.

8.0 Compatibility with European Convention on Human Rights

- 8.1 There is not considered to be any potential interference with European Convention on Human Rights as the proposals aim to create a safer environment and prevent indiscriminate parking.

9.0 Promoting Equality, Diversity and Social Inclusion

- 9.1 There are no equality, diversity or social inclusion issues associated with the proposals.

10.0 Reduction of Crime and Disorder

- 10.1 In investigating the options set out in this report, the Council's duties under Section 17 of the Crime and Disorder Act have been considered.
- 10.2 There are no crime and disorder implications associated with the proposals.

Road Traffic Regulation Act 1984

- 11.0 Due regard has been given to the duty imposed on the Council to exercise the functions conferred on it by the Road Traffic Regulation Act (1984) so as to secure the expeditious convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway (section 122 Road Traffic Regulation Act 1984).

12.0 Conservation of Biodiversity

- 12.1 There are no conservation of biodiversity issues associated with the proposals.

13.0 Risk Management Issues including Health and Safety

13.1

Risk	Mitigation/Outcome	Assessment
1. Challenge to the proposals because they infringe the Human Rights Act	Issues relating to potential interference with the Human Rights Act are fully explained and dealt with in Section 8 of this report. Any considerations of impacts have to be balanced with the rights that the Council has to provide a safe highway for people to use. The Executive Director of Core Services has developed a sequential test to consider the effects of the Human Rights Act which are followed.	Medium
2. Legal challenge to the decision to make the TRO.	The procedure to be followed in the publication and making of TROs are set down in statute, which provides a 6 week period following the making of an order in which a challenge can be made in the High Court on the grounds that the order is not within the statutory powers or that the prescribed procedures have not been correctly followed. Given that the procedures are set down and the Council follows the prescribed procedures the risk is minimal.	Medium
3. Deterioration of health and safety	Health and Safety is considered throughout the design/installation and maintenance process to minimise any potential occurrence.	Low

14.0 Financial Implications

- 14.1** The costs of advertising and legal fees associated with the TRO are estimated at £5000 and are being funded by the developer.

15.0 Employee Implications

- 15.1** Existing employees in the Highways, Engineering and Transportation Service will undertake all design, consultation and implementation work. The Executive Director of Core Services will undertake all legal work associated with the advertising and making of the TRO.

16.0 Glossary

- TRO – Traffic Regulation Order

17.0 List of Appendices

- Appendix 1 – Plan showing proposals

18.0 Background Papers

18.1 None

Officer Contact: O. O'Carroll

Telephone No: 772028

Date: 28th March 2017

Annex A

Doncaster Road, Kingsmark Way, Nora Street & St Mary's Road, Goldthorpe – Amendment to existing restrictions

Objection Report

a. Financial Implications

The financial Implications for the proposals are detailed in Paragraph 14.

b. Employee Implications

Employees in the Highways, Engineering and Transportation Service will undertake all design, consultation and implementation work. The Executive Director of Core Services will undertake all legal work associated with the advertising and making of the TRO.

c. Legal Implications

A challenge can be made if procedures are not adhered to, as detailed in Paragraph 13.

d. Policy Implications

The proposal promotes the Council's policies in respect of road safety and danger reduction.

e. ICT Implications

There are no ICT implications associated with the proposals.

f. Local Members

Local ward members have been informed of the proposals and no formal objections have been received.

g. Health and Safety Considerations

The proposal is designed to promote road safety.

h. Property Implications

There are no property implication issues associated with the proposals.

i. Implications for Other Services

There are no significant implications for other BMBC services arising from the recommendations in the report. The Executive Director of Core Services will undertake all legal work associated with the advertisement and making of the TRO.

j. Implications for Service Users

There are no service user implication issues associated with the proposals.

k. **Communications Implications**

There are no communications implication issues associated with the proposals.

Existing restrictions

KEY-NTS

Existing restrictions to revoke:

Prohibition of waiting At any time

Prohibition of waiting 8am-6pm Monday-Saturday

Existing restrictions to remain:

Prohibition of waiting At any time

Proposed restrictions

KEY-NTS

Existing restrictions to remain:

Prohibition of waiting At any time

Proposed new restrictions:

Prohibition of waiting At any time

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