

BARNSELY METROPOLITAN BOROUGH COUNCIL

Central Area Council Meeting:
6th November 2017

Report of Central Area Council Manager

Central Area Council Framework for Monitoring Progress and Challenging Performance

1. Purpose of Report

- 1.1 This report updates Members about the role of Area Councils to consider local issues identified by members about the delivery of area-based services, and those Borough-wide services provided locally, and identify issues for attention or action. It also outlines the framework, previously agreed by Central Area Council, for carrying out this role.
- 1.2 The report also provides a Local Service Delivery report, with associated areas for improvement and recommendations, for the following 2 services:
 - Neighbourhood Services
 - Early Help/Family Centre Services
- 1.3 Finally, linked to Central Area Council's priority areas the report suggests some service areas for future consideration.

2. Recommendations

It is recommended that:

- 2.1 **Members note the update about the role of Area Councils to consider local issues identified by members about the delivery of area-based services and those Borough-wide services provided locally, and identify issues for attention or action. Also members note the framework, previously agreed by Central Area Council, for carrying out this role.**
- 2.2 **Members receive the Local Service delivery reports for the following 2 services and approve the associated recommendations:**
 - **Neighbourhood Services**
 - **Early Help/Family Centre Service**
- 2.3 **Members consider and agree the service areas outlined in Section 5 of the report, for future consideration by Central Area Council.**

3. Background and Context

- 3.1 This report is set within the context of decisions made on the way the Council is structured to conduct business at Area/Ward/Neighbourhood levels, as agreed in the following Cabinet reports: Cab.13.2.2012/6; Cab.16.1.2013/10.3; Cab.13.2.2013/9; and Cab.8.5.2013/7.1
- 3.2 The report builds on a series of Performance Management related reports that have previously been presented to, and discussed with Central Area Council since 2014:
- 12th May 2014 - Monitoring Progress and Challenging Performance
 - 7th July 2014 - The Performance Management and Scrutiny Role of Area Councils.
 - 8th September 2014 - The process for Area Based Performance Management and Monitoring.
- 3.3 A revised Terms of Reference for Area Councils was agreed by Cabinet on Wednesday 22nd October 2014. As part of these revisions some of the performance management terminology (previously used) was amended.
- 3.4 However, the 2 “performance related” monitoring roles of Area Councils are clearly outlined in the document as follows:
- To monitor the performance of services commissioned from the Area Budget in relation to the Area Council’s priorities and desired objectives/outcomes.
 - To consider local issues identified by Members about the delivery of area-based services and those Borough-wide services provided locally, and identify issues for attention or action, including reference to the Overview and Scrutiny Committees where strategic or policy issues are raised.

For information, a full copy of the terms of reference for Area Councils can be found at Appendix 1.

- 3.5 A diagram outlining the framework for carrying out each of these roles, and agreed at a Central Area Council meeting on 8th September 2014, can be found at Appendix 2.

4. Current Situation

- 4.1 The following table outlines the service areas that Central Area Council agreed to consider as part of its Local Service delivery programme, with a brief update on progress to date for each:

Service area for consideration/check & challenge	Date for presentation to Area Council	Local Service Delivery Timescales	Update
Targeted Youth Support Service	16 th March 2015	Oct/Nov. 2015	Exercise undertaken in Autumn 2015. Report back to Central Area Council on 11/01/16.
Neighbourhood Services	17 th May 2015	Aug/Sept.2015	Exercise recently undertaken-report back to Central Area Council at today's meeting.
Schools	July 2015	Jan/Feb 2016	<p>Cllr Cheetham attended Central Area Council meeting on 9/11/15 to discuss options & ideas for carrying out this exercise effectively.</p> <p>Meeting with service took place and emails sent however no progress has yet been made.</p>
Early Help/ Family Support Services – added to programme at Central Area Council meeting on 19 th Sept. 2016.	Late Summer 2017	Summer 2017	Exercise recently undertaken-report back to Central Area Council at today's meeting.

4.2 As outlined above, an exercise to consider the local delivery of each of the following 2 services has now been completed. Reports providing a synopsis of the service and its delivery, together with the associated findings and recommendations from the Local Service Delivery workshop can be found in the relevant appendix as follows:

- Local Service Delivery-Neighbourhood Services Report - Appendix 3
- Local Service Delivery- Early Help/Family Centre Services Report - Appendix 4.

5.0 Local Service Delivery Consideration-Future Programme

5.1 Given previous work undertaken, and reflecting the contents and recommendations of this report, it is proposed that the following service areas with associated timescales will be given Local Service Delivery consideration by Central Area Council:

- Neighbourhood Services – April 2018
- Early Help/Family Centre Service-September 2018

5.2 Given the difficulties in progressing the “Schools” Local Service Delivery Exercise, Members may wish to consider if this is a service area they still wish to pursue/progress.

5.3 Other areas for future potential consideration are:

- Safer Neighbourhoods Service- May 2018 (following 1 full year of operation of the new service).

Specific service areas to be prioritised.

Appendices

Appendix 1: Area Council Revised Terms of reference

Appendix 2: Framework Diagram

Appendix 3: Local Service Delivery-Neighbourhood Services Report

Appendix 4: Local Service Delivery- Early Help/Family Centre Services Report

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27th October 2017

Appendix 1

Area Councils Terms of Reference and Governance Arrangements

Introduction

Barnsley Council approved new area governance arrangements in November 2012, to support and enable the delivery of its Corporate Plan priorities. In particular, members agreed that:

- six Area Councils be established as Area Committees of the Executive, as defined by the Local Government Act 2000, with effect from May 2013;
- the terms of reference for the Area Councils include the commissioning of services and the setting of devolved budgets, for overall approval by the borough Council;
- the operation of devolved budgets by Area Councils take effect from 1st April 2014;
- 21 Ward Alliances be established as a basis for facilitating closer community engagement.

Governance and Budgetary Arrangements

Area Councils vary in size from 2 to 5 electoral wards, to reflect the borough's natural communities as much as possible. They are organised as follows:

Area Council	Electoral Wards
Central	Central, Dodworth, Kingstone, Stairfoot, Worsbrough
Dearne	Dearne North, Dearne South
North	Darton East, Darton West, Old Town, St. Helen's
North East	Cudworth, Monk Bretton, North East, Royston
Penistone	Penistone East, Penistone West
South	Darfield, Hoyland Milton, Rockingham, Wombwell

The Chair of each Area Council is chosen by the Leader of the Council from amongst the members representing the relevant wards, and appointed for a period of one municipal year.

Each Area Council meets 6 times per year, with appropriate officer support. Minutes are taken, approved at the following meeting, and received by full Council as appropriate. The quorum for each Area Council is one Member per constituent ward, plus one additional Member.

Devolved budgets will be allocated to Area Councils on a proportionate basis, depending on their size. For example, Central Area Council will be allocated £500,000 for 2014/15, whilst Penistone and Dearne Area Councils will receive £200,000 each. The purpose of these budgets is to provide local discretion on how borough-wide services can be enhanced or modified to meet the particular needs of the borough's many communities.

Each Area Council will during 2013/14 prepare an Area Plan that will set out its priorities for the local area, which will in turn help guide members' decisions on which services the Area Council should commission from its devolved budget. Local people will have an opportunity to comment on the Area Plan whilst it is still in draft form.

The commissioning process will take account of value for money and the borough Council's procurement principles, in particular the use of competitive quotations. However, the Area Councils will be able to operate these principles flexibly and maximise opportunities for local businesses and community groups to bid for available contracts.

Terms of reference

The revised Area Council terms of reference were approved by the Council's Cabinet on 22nd October 2014 as follows:

- To use data and intelligence to arrive at and agree local priorities for the Area, which comprises a number of Electoral Wards, as defined by Full Council.
- To approve the Area Plan.
- To approve the allocation of the Area Budget and the commissioning of services from the Area Budget to support Area Plan priorities.
- To monitor the performance of services commissioned from the Area Budget in relation to the Area Council's priorities and desired objectives/outcomes.
- To influence the planning of internal and external services provided on a Borough-wide basis.
- To request reports as appropriate on area-based service activity from internal or external providers.
- To consider local issues identified by Members about the delivery of area-based services and those Borough-wide services provided locally, and identify issues for attention or action, including reference to the Overview and Scrutiny Committees where strategic or policy issues are raised.
- To consider Councillor Calls for Action that would not more appropriately dealt with by the Overview and Scrutiny Committee.
- To provide a reference point for local consultation and the increase of public engagement.
- To receive notes or reports of the proceedings of Ward Alliances within the Area Council's area, as appropriate.
- To receive reports on decisions made in relation to the Devolved Ward Budgets, Ward Alliance Funds and other funding pertaining to the area.

- To make recommendations to the Council, Cabinet or the Overview and Scrutiny Committee on relevant matters relating to the area in question.
- To consider any matters relating to the area in question that might be referred to them by the Council, Cabinet or the Overview and Scrutiny Committee.
- To appoint a Member of the Area Council to represent the interests of the area on consultative or advisory bodies.
- To establish sub-groups, working groups or workshops to discuss issues in more detail and report back to the Area Council.
- To work collaboratively with other Area Councils, sharing best practice and taking advantage of economies of scale where appropriate.

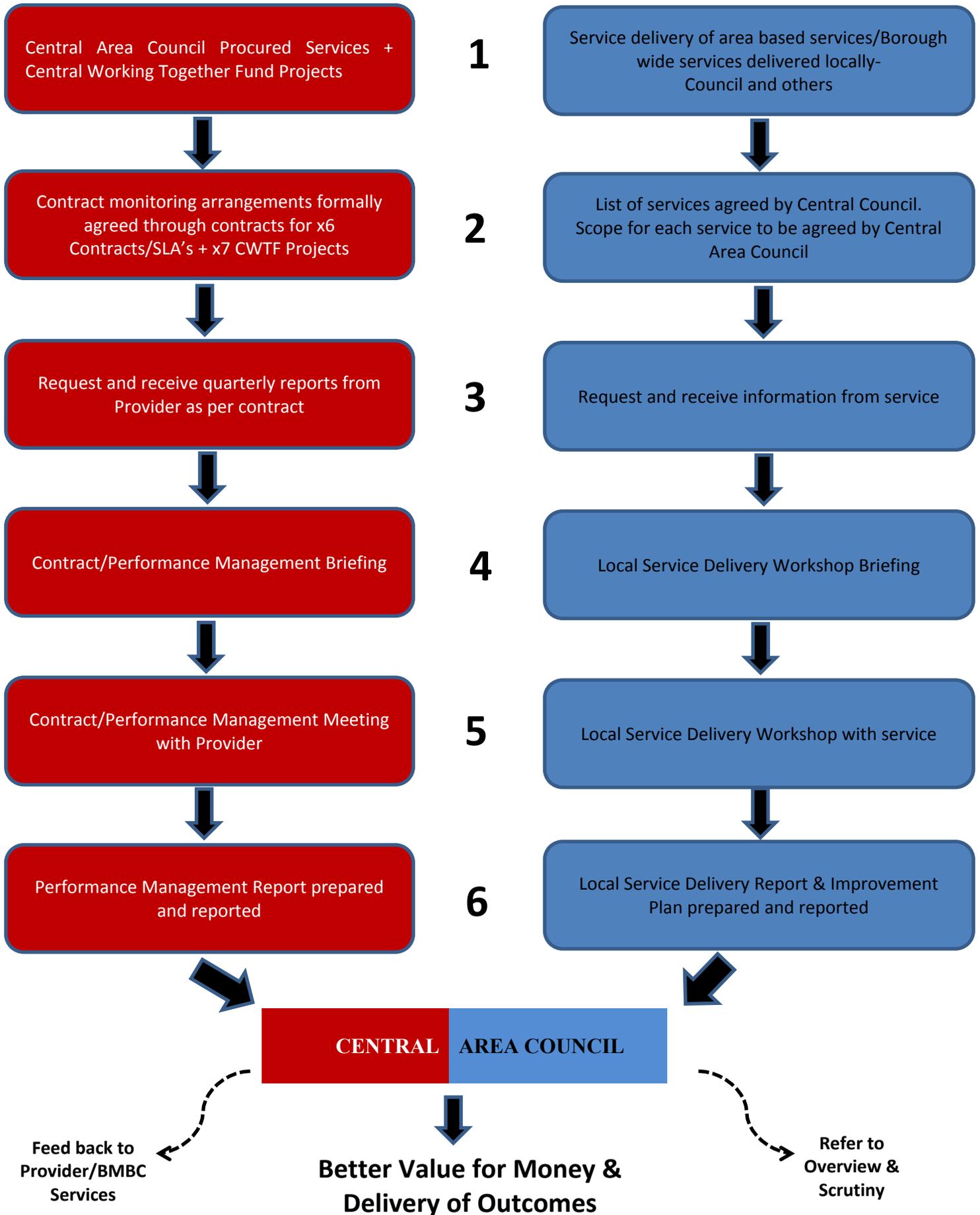
Meetings Practice

Area Council are Area Committees of the Executive (Cabinet) under the terms of the Local Government Act 2000. Meetings will be subject to the relevant provisions of the Local Government (Access to Information) Act 1985 and the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in relation to the notice for meetings, content of reports and availability of papers. Meeting will be held in public, but direct public participation will not be permitted.

The Council's Standing Orders in relation to the chairing of and voting in meetings and disclosure of pecuniary interest will apply to meetings of Area Councils. The quorum for a meeting will be one Member for each Electoral Ward in the area plus one additional Member who are eligible to vote in the matter under consideration.

Appendix 2

CENTRAL AREA COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK



Central Area Council

Local Service Delivery Consideration – Neighbourhood Services

1. Introduction

Since Neighbourhood Services was identified as a service that Central Area Council would like to consider as part of its Local Service delivery role, a series of meetings have been held over a period of 2+ years with Anthony Campbell, Group Manager (who has now left the authority), and Paul Castle (Service Director).

Paul and Anthony attended a Central Area Council meeting on 9th May 2016 when it was agreed that processes to gather performance information be further developed, in consultation with members of Central Area Council.

In order to progress the Local Service Delivery process a meeting was held with Matt Bell and Mark Jones in April 2017 when it was confirmed that Neighbourhood Services now had systems in place to collect the performance information required to enable the exercise to get underway.

To allow 6 months of data to be collected (1st April -30th September 2017), it was agreed that the Neighbourhood Services Local Service delivery exercise should take place in Autumn 2017.

To this end, a report was submitted in early October 2017 which provided the following information about Neighbourhood services delivery across the Central Council area:

- Changes from area based delivery to functional delivery- came into effect on 1st April 2014.
- Service Level Agreement linked to Primary, Secondary and Tertiary gateways + other areas– Activity and frequencies
- Structure Chart and staffing
- Street Cleansing -delivery
- Fly-tipping removal -delivery, hotspots, issues, interface with Enforcement service
- Litter Bin emptying
- Grass cutting – delivery and standards
- Shrub Bed Maintenance delivery
- Service for parks
- Removal of needles-delivery
- Spraying of Highways
- Specialist Team-Demand on resource
- Pressures and challenges
- Conclusions

2. The Local Service Delivery Process

As previously agreed at Central Area Council meetings, one Central Council member from each Ward was invited to participate in the Neighbourhood Services Local Service Delivery briefing and workshop sessions which were scheduled to take place on Monday 9th October, and Monday 16th October, 2017 respectively.

An agenda for the briefing and workshop sessions, together with the Neighbourhood Services report, was sent out in advance to all those participating. The following people, with support from Carol Brady and Jade Beaumont, participated in the briefing and workshop sessions, with all 5 wards being represented:

Councillor Richard Riggs (Chair)
Councillor Kevin Williams
Councillor Gill Carr
Councillor John Clarke
Councillor Wayne Johnson
Councillor Margaret Bruff

Matt Bell (Head of Commercial & Operations Service Support), Mark Jones (Team Leader – Operations Service Support), Howard Gaskin (Area Manager), Kevin Foxton (Performance and Systems Development Officer) and Rachel Tyas (Head of Transformation) attended the workshop session on 16th October, 2017 to represent Neighbourhood Services, Place Directorate.

The workshop session covered the following 3 key elements:

- Overview presentation by the service
- Questions for clarification and any issues
- How can we work better together
- Recommendations and next steps

As part of the service's written report/overview presentation the following key points were raised:

- Standards are being met in relation to the response to litter picking requests although there is high demand from Central Council area.
- Flytipping requests in Central Council area are being responded to within 1.46 days (the target is 7 days).
- Although there has been a reduction in reported incidents of flytipping across the Borough, levels in Central Council area have not decreased.
- Of the top 20 flytipping hot spots in Central Council area, the majority relate to streets/backs where there is a significant proportion of private rented houses.
- Due to grass not growing so quickly this season, grass cutting in Primary, Secondary and Tertiary gateways has been undertaken just outside the

target timescales. In all other areas grass cutting has been carried out on average every 31.83 days, against a target of every 40 days (8 weeks).

- The service specification/standards for grass cutting was provided.
- Theft of equipment from vehicles and the depot has been an issue during this reporting period
- Significant demands are placed on the Neighbourhood Services Specialist Team, particularly during the summer months when floral display planting, sports markings and bedding plant maintenance etc. is being carried out. This may necessitate operatives being deployed from other teams.
- In relation to arboricultural work, there are more requests for service coming in than resources available to respond.

3. Issues Raised by the Panel

- Concerns were raised that Sheffield Road is not currently identified as a Primary Gateway
- List of litter bins circulated does not appear to reflect the current situation.
- No local performance data collected re: litter bin emptying
- No local performance data collected re. annual shrub bed maintenance
- Clarity required about interface between Neighbourhood Services and Enforcement services (including Central's Kingdom service) in relation to flytipping and littering.
- Support to provide education to address behavioural and cultural issues relating to littering/flytipping.
- Clarity required about payment for "core" bin replacement and/or ongoing maintenance of funded bins, once the initial funded period has expired
- Quality of grass cutting and deployment of "back-up team.

4. Panel Recommendations

The Panel recommends that:

- Neighbourhood Services staff are thanked for their support and commitment to Central Area Council and its work over the past 4 years, and for their positive engagement in the Local Service Delivery consideration process outlined in this report.
- Neighbourhood Services provide a list of the top 10 hotspot areas for litter picking requests so that Central Area Council can deploy Kingdom enforcement officers to target their efforts in these areas.
- Neighbourhood Services to develop ways to collect/capture data relating to shrub bed maintenance **actually carried out** on an annual basis across the area.

- Once the audit of bins is completed for Central Council area, a list of existing bins to be provided by Neighbourhood Services to the Central Area Manager for dissemination to members.
- Clarification is sought from the Place Directorate about the replacement and related costs of “core” litter/dog bins.
- Clarification is sought from the Place Directorate about the ongoing maintenance cost of “funded” bins once the initial funded maintenance period expires.
- Neighbourhood Services to develop ways to collect/capture data relating to litter bins **actually emptied** on a weekly basis.
- Central Council Manager to explore the Customer Services reporting mechanisms for litter picking requests/enforcement action and flytipping requests/enforcement action and reported back.
- Central Council Manager to seek clarification about the reporting mechanisms for elected members in relation to flytipping and litter removal requests.
- Central Council Manager to seek clarification about the interface between Neighbourhood Services and Safer Neighbourhood Service Enforcement staff in relation to both flytipping on Council and private land.
- Central Area Council establishes a short-term working group to consider the top 20 flytipping hotspots in the Central Council area in order to gain a better understanding of the reasons behind this flytipping. Following this, a joint action plan should be developed to address the issues identified.
- Central Area Council, Safer Neighbourhoods service (Enforcement), Private Rented Housing officers and Neighbourhoods Services staff to be involved.
- Central Area Council and Neighbourhood Services continue to work together to ensure that service delivery is coordinated and any barriers/challenges are identified.
- In order to inform the wider Neighbourhood Services review currently underway, Central Council members to forward any specific complaints or compliments about Neighbourhood Services to Rachel Tyas.
- Central Area Council is kept up to date about any broader strategic developments proposed as part of the wider review of Neighbourhood Services that is currently underway.
- A further exercise to be carried out with Neighbourhood Services in 6 months (April 2018), to look at progress in relation to the recommendations outlined above.

Central Area Council

Local Service Delivery Consideration – Early Help/Family Centre Services

1. Introduction

At a meeting on 4th July 2016, Central Area Council members agreed their priority areas for consideration going forward. This included the inclusion of a “Family Support” priority area.

At the subsequent meeting of Central Area Council on 19th September, 2016 the following way forward was agreed to progress the Family Support priority:

- A local service delivery exercise to be carried out on the Early Help/Family Centre service.
- Once this exercise is complete a Task Group will be established to consider how Central Area Council can help to address any gaps or challenges identified.

In order to progress the Local Service Delivery consideration of this service, discussions took place with the relevant Service Managers to outline the process for undertaking the exercise and to agree the associated timescales.

To this end, a report was submitted in September 2017 which provided the following information about Early Help/Family Centre service delivery across the Central Council area:

- Introduction about new model of Early Help for families through a network of Family Centres, supporting children pre-birth to 19 years old (25 years old if the young person has a disability)
- The service is targeted at the most deprived areas, with 16 of the 34 Lower Super Output areas in the Central Council area being in the most deprived 20% nationally.
- Structure chart and staffing/staff changes and turnover.
- The offer: Universal/preventative support, including outreach workers; Targeted support including one to one support through a Family Support worker; Specialist –“step down” pathway from social care support where families can access targeted or universal services.
- Nursery provision- current delivery
- Outreach-current delivery
- Family Support- current delivery
- Rose Vouchers-current delivery

- Governance and the Advisory Board
- Plans for future delivery
- Challenges- New team, integrated working, public perception, and 2 year old take up of nursery.
- Working in partnership with Central Area Council.

2. The Local Service Delivery Process

As previously agreed at Central Area Council meetings, one Central Council member from each Ward was invited to participate in the Early Help/Family Centre Service Local Service Delivery briefing and workshop session which was scheduled to take place on Thursday 26th October 2017.

An agenda for the briefing/workshop session, together with the Early Help/Family Centre Service report, was sent out in advance to all those participating. The following people, with support from Carol Brady, participated in the briefing and workshop session:

Councillor John Clarke (Chair)
 Councillor Gill Carr
 Councillor Phillip Birkinshaw
 Councillor Roya Pourali
 Councillor Kath Mitchell

Jackie Robinson (Central Family Centre Manager), Nina Sleight (Head of Early Start, Prevention and Sufficiency), and Claire Gilmore (Early Start & Families Service Manager) attended the workshop session on 26th October, 2017 to represent the Early Help/ Family Centre service.

The workshop session covered the following 3 key elements:

- Overview presentation by the service
- Questions for clarification and any issues
- How can we work better together
- Recommendations and next steps

As part of the service's written report/overview presentation the following key points were raised:

- Although Family Centres aim to deliver preventative services, in partnership with universal services, to families with children aged 0-19years (25 years old if the child has a disability), predominantly Family Centres aim to deliver targeted early help services for families that experience the most disadvantage, including those living in the most deprived areas of the Barnsley.
- The main Family Centre site is at Kendray and Worsbrough, with a linked site at Worsbrough Common and outreach sites at Monk Bretton, Stairfoot and Dodworth.

- As of 4th September, the nursery provision at Kendray and Worsborough Family Centre will be operating 5 mornings, with the crèche moving to a Friday afternoon term time only. In September 2017 there will be 23 children on roll, 9 (EEF), 14 (TYE), of these 2 children are Looked After (LAC), 2 have English as an Additional Language (EAL), 2 have Special Educational Needs and Disabilities (SEND).
- Currently numbers are lower than the service aims for in nursery and work is underway to raise awareness of the two year old entitlement and the benefits of accessing high quality early education to children and their longer term outcomes.
- A recruitment drive over the summer term 2017 has resulted in there being 6 FTE Outreach Workers employed in the Central area. This is a positive development as delivery has been limited due to the high turnover of outreach staff over the 16/17 financial year.
- Planning meetings have taken place over the summer months to agree activity and deployment of staff. The Outreach Workers each have a Ward responsibility and have been linked up to the Area Council Development Workers
- Outreach Workers are allocated families to support (3/4 families at any one time), where there is low level additional need and where that need is likely to be met by a short term intervention.
- Family Support Workers are currently holding on average between 19 and 23 cases each. These cases are more complex and usually require a longer term targeted intervention.
- The main presenting issues in Central area are around domestic violence, adult and child mental health and behavioural issues, and support to a number of Asylum Seeking families.
- The Rose Vouchers scheme helps parents with young children on low incomes to buy fresh fruit and vegetables while developing the skills and confidence to give their families the healthiest start.
- Currently 105 families are registered with the project and receiving vouchers, including 11 pregnant women.
- A range of services are also delivered by partner organisations including Targeted Youth Support, Adult Learning sessions, CAB advice sessions and Infant Feeding support.
- Members of the Central Area Council are key stakeholders and sources of support to the Family Centre. The Family Centre would benefit through access to the expertise, connections and local knowledge of members and support to families would be enhanced through mutual sharing and support including: Sharing Members expert knowledge of the local communities; agree joint working / avoid duplication; promote Early Help / refer families to services/ share information; support development of strategic links; support advisory board; be an advocate for Family Centres and their services.

3. Issues Raised by the Panel

- Low take-up of 2 year entitlement for nursery places and how this is being addressed
- Size of Advisory Board and how this can be managed to reflect the needs of the 5 individual wards that make up the area.
- Assurance that the staff team have the relevant knowledge, experience and skills to deliver the services outlined in the report.
- Prioritisation of the key areas of focus across the area/by ward.
- Outreach workers-clarify about the key areas of work
- How Family Support referrals link to referrals through FIS and social care referrals, and are the right referrals being made.
- How is the service demonstrating the impact and outcomes of the Early Help/Family Centre work – better data capture/collection.
- Support provided for children with disabilities and their carers.

4. Panel Recommendations

The Panel recommends that:

- Early Help/Family Centre Services staff are thanked for their support and commitment to Central Area Council and its work over the past year, and for their positive engagement in the Local Service Delivery consideration process outlined in this report.
- Central Area Council and Early Help/Family Centre Services continue to work together to ensure that service delivery is coordinated and any barriers/challenges are identified.
- The Family Centre Manager shares plans for the Advisory Board and any ward based “sub-groups” with the Central Area Manager for discussion and dissemination to Central Area Council members.
- Key themes are identified across the area/by ward and shared with Central Area Council/ Central Area team/Ward Alliances to assess potential opportunities for joint/integrated working.
- Provide Central Area Council members with information about the 2 year nursery entitlement and the Family Information Service, to enable members to promote these services.
- Circulate any Early Help/Family Centre publicity information to members to enable them to promote the services available to the wider community.
- Central Area Council is kept up to date about any broader strategic developments proposed as part of any future review of the Early Help/Family Centre service.
- Given there is now a full complement of motivated and enthusiastic staff, a further exercise to be carried out with the Early Help/Family Centre Services

in 12 months (September 2018), to look at ongoing service delivery and progress regarding the recommendations outlined above.