

Public Document Pack



MEETING:	Cabinet
DATE:	Wednesday, 9 March 2016
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 24th February, 2016 (Cab.9.30.2016/3)
(Pages 3 - 6)

Items for Noting

4. Decisions of Cabinet Spokespersons (Cab.9.3.2016/4) (Pages 7 - 8)
5. Action Taken Under Paragraph B6 of the Responsibility for Executive Functions - Officer Delegations Contained in the Council Constitution (Cab.9.3.2016/5)
(Pages 9 - 18)

Petitions

6. Petitions received under Standing Order 44 (Cab.9.3.2016/6) (Pages 19 - 20)

Items for Decision/Recommendation to Council

Overview and Scrutiny Reports

7. Task and Finish Group - Fly Tipping (Cab.9.3.2016/7) (Pages 21 - 30)
8. Task and Finish Group - Work Readiness - Adults (Cab.9.3.2016/8) (Pages 31 - 40)
9. Task and Finish Group - Customer Services Strategy 2015-18 (Cab.9.3.2016/9)
(Pages 41 - 46)

People (Achieving Potential) Spokesperson

10. Children's Centres: Major Restructure in Relation to Developing a Model of Early Help for Families (Cab.9.3.2016/10) (Pages 47 - 74)
11. School Term Times and Holiday Dates for Community and Voluntary Controlled Primary and Secondary Schools (Cab.9.3.2016/11) (Pages 75 - 88)

Place Spokesperson

12. Enterprising Barnsley - Start-up Project (Cab.9.3.2016/12) (Pages 89 - 104)

People (Safeguarding) Spokesperson

13. Older People's Residential and Nursing Care Fees Review (Cab.9.3.2016/13)
(Pages 105 - 118)
14. Domiciliary Care Procurement Contract (Support to Live at Home)
(Cab.9.3.2016/14) (Pages 119 - 156)
15. Exclusion of Public and Press
It is likely that the public and press will be excluded from this meeting during consideration of the items so marked because of the likely disclosure of exempt information as defined by the specific paragraphs of Part I of Schedule 12A of the Local Government Act 1972 as amended, subject to the public interest test.

Corporate Services Spokesperson

16. NPS Ltd and Barnsley Norse Business Plans 2016/17 (Cab.9.3.2016/16) (Pages 157 - 198)
Reason restricted:
Paragraph (3) Information relating to the financial or business affairs of any particular person (including the authority holding that information)

To: Chair and Members of Cabinet:-

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

Cabinet Support Members:

Councillors Cherryholme, Dures, Franklin, Griffin, Mitchell and Morgan

Chair of Overview and Scrutiny Committee
Chair of Safeguarding Scrutiny Committee
Chair of Audit Committee

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

Tuesday, 1 March 2016



MEETING:	Cabinet
DATE:	Wednesday, 24 February 2016
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, Mitchell, Sheard and Shepherd

207. Declaration of pecuniary and non-pecuniary interests

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

208. Leader - Call-in of Cabinet decisions

The Leader reported that no decisions from the previous meeting held on 10th February, 2016 had been called in.

209. Minutes of the previous meeting held on 10th February, 2016 (Cab.24.2.2016/3)

The minutes of the meeting held on 10th February, 2016 were taken as read and signed by the Chair as a correct record.

210. Decisions of Cabinet Spokespersons (Cab.24.2.2016/4)

The Record of Decisions taken by Cabinet Spokespersons under delegated powers during the week ending 12th February, 2016 were noted.

211. Petitions received under Standing Order 44 (Cab.24.2.2016/5)

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

Corporate Services Spokesperson

212. Corporate Plan Performance Report Quarter 3 (September - December) 2015/16 (Cab.24.2.2016/6)

RESOLVED:-

- (i) that the comments of Members on the contents of the Corporate Plan Performance Report for Quarter 3 (September to December) 2015/16 now submitted be noted together with action to take forward the delivery of the Corporate Plan priorities and challenges;
- (ii) that Cabinet receives follow-up reports arising from the Quarter 3 report on:-
 - Improving Employment Opportunities for those who are most vulnerable (Learning Disabilities)

- Permanent admissions to care for over 65s
 - Barnsley Safeguarding and Looked After Children – Continuous Service Improvement Plan
 - Better Care Fund; and
- (iii) that the report be presented to the Overview and Scrutiny Committee to inform and support their ongoing work programme.

**213. Capital Programme Performance - Quarter Ending 31st December, 2015
(Cab.24.2.2016/7)**

RESOLVED:-

- (i) that the 2015/16 and overall five year Capital Programme positions as described in the Capital Programme Performance for Quarter 3 ending 31st December, 2015 now submitted, be noted;
- (ii) that approval be given to the 2015/16 scheme slippage totalling -£10.207m and scheme re-phasing totalling -£0.686m (paragraphs 4.4 and 4.5 and Appendix B of the report submitted);
- (iii) that the reduction in scheme costs in 2015/16 of -£0.353m, the reduction in scheme costs in future years of -£0.311m (paragraphs 4.6 and 4.7 and Appendix B of the report) and the adjustments to the Capital Programme plans to reflect this change be approved;
- (iv) that approval be given to the uncommitted resources currently identified during the quarter totalling £0.138m (as set out in paragraph 4.8) be retained corporately for consideration as part of the overall Reserves Strategy; and
- (v) that the Academy Infrastructure IT project as outlined at paragraph 4.9 to be funded from the Information Services' 2015/16 revenue budget be approved.

**214. Corporate Financial Performance - Quarter Ending 31st December, 2015
(Cab.24.2.2016/8)**

RESOLVED:-

- (i) that, where appropriate, the Executive Directors/Directors bring back further reports on how their forecast overspends will be brought back into line with existing budgets on a recurrent basis;
- (ii) that approval be given to write off £1.341m of historical bad debts as shown at paragraph 6;
- (iii) that approval be given for the budget virements at Appendix 1 of the report now submitted;
- (iv) that the potential impact of the December monitoring position on the Council's Medium Term Financial Strategy (MTFS) at paragraph 7 of the report be noted; and

- (v) that the updated Revenue Reserves position as outlined at paragraph 8 of the report and the intention to report a fully updated Reserves Strategy to Cabinet as part of a revised Medium Term Financial Strategy (MTFS) be noted.

215. Treasury Management Activities and Investment Performance - Quarter Ending 31st December, 2015 (Cab.24.2.2016/9)

RESOLVED:-

- (i) that the Treasury Management activities undertaken and compliance with the Prudential Indicators during the quarter ending 31st December, 2015 as set out in the report now submitted, be noted;
- (ii) that the Authority's capital programme funding position be noted; and
- (iii) that the performance of the Authority's investments for the reported quarter be noted.

216. Review of Policy for Minimum Revenue Position (Cab.24.2.2016/10)

RECOMMENDED TO COUNCIL ON 31ST MARCH, 2016:-

- (i) that the revised Policy for the Council's 2015/16 Minimum Revenue Provision (MRP) now submitted be approved noting that the MRP for 2016/17 was agreed by Cabinet as part of approving the overall 2016/17 Treasury Management Strategy; and
- (ii) that the Council review the MRP on an annual basis to take account of the Council's changing requirements, particularly in relation to its financial position.

.....
Chair

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BARNSELY METROPOLITAN BOROUGH COUNCIL

CABINET SPOKESPERSONS' DECISIONS

Schedule of Decisions taken for week ending 26th February, 2016

<u>Cabinet Spokesperson</u>	<u>Item</u>	<u>Decisions</u>	<u>Contact Officer</u>
1. Leader	Responsibility for Executive Functions – The Prevention of Social Housing Fraud Act 2013	That the Prevention of Social Housing Fraud Act 2013 be added to the list of legislation under paragraph C.2(f) of the Responsibility for Executive Functions (Officer Delegations).	A. Frosdick Tel. 773006

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BARNSLEY METROPOLITAN BOROUGH COUNCIL

Report of the Director of
Legal and Governance

Action Taken under Paragraph B6 of the Responsibility for Executive Functions – Officer Delegations Contained in the Council Constitution

1. Purpose of Report

To inform Cabinet of action taken as a matter of urgency under Paragraph B6 of the Responsibility for Executive Functions – Officer Delegations contained in the Council Constitution.

2. Recommendations

That the action taken under Paragraph B6 of the Responsibility for Executive Functions – Officer Delegations, as contained within the Appendix attached to the report, be noted.

3. Background

Individual actions taken following consultation with the appropriate Cabinet Spokesperson are detailed by Cabinet Portfolio in the Appendix to this report. In accordance with Paragraph B6 of the Responsibility for Executive Functions – Officer Delegations contained in the Council Constitution these actions are reported into the next available Cabinet meeting.

4. Implications

There are no local area, crime and disorder, financial, employee or human rights implications arising directly from this report.

5. Background Papers

Decision notices of action taken under Paragraph B6 of the Responsibility for Executive Functions – Officer Delegations contained in the Council Constitution available for inspection in the Council Governance Unit, subject to the notice not containing personal information as defined by the Data Protection Act 1998 or exempt information as described in Schedule 12A of the Local Government Act 1972.

6. Appendices

Appendix 1 – Decision Taken by Executive Director

Appendix 2 – Copy of Report Containing Details of Decision

Officer Contact: Craig Rogerson

Telephone No: 773425

Date: February 2016

**Action Taken under Paragraph B6 of the Responsibility for Executive Functions –
Officer Delegations Contained in the Council Constitution**

	<u>Date of Decision</u>
1. <u>Appointment of a Development Management Organisation – Better Barnsley Scheme</u>	26 th February, 2016
(i) Approving the appointment of Turner and Townsend, and associated partners, as the Council's Development Management Organisation, together with a revised budget of £2.479m required as a result of the increased cost; and	
(ii) Authorising the Director of Legal and Governance to complete any necessary contract documentation relating to the appointment of Turner and Townsend and the resulting funding partner.	

BARNSELY METROPOLITAN BOROUGH COUNCIL

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

Report of the Executive Director Place

APPOINTMENT OF A DEVELOPMENT MANAGEMENT ORGANISATION FOR THE BETTER BARNSELY TOWN CENTRE SCHEME

1. Purpose of report

- 1.2 To provide an update on the appointment of a Development Management Organisation (DMO) to deliver the new retail and leisure facilities within the Better Barnsley scheme, and to seek approval to release additional capital resources as a result of prices provided through the tender process.

2. Recommendations

It is recommended that:

- 2.1. **Cabinet approves the revised budget of £2.479M to enable the appointment of Turner and Townsend, and associated partners, as the Council's Development Management Organisation (DMO).**
- 2.2. **The Director of Legal and Governance be authorised to complete any necessary contract documentation relating to the appointment of Turner and Townsend and the resulting funding partner.**
- 2.3. **Cabinet notes the updated project governance arrangements for phase 1 and phase 2 as a result of the appointment of the DMO.**

3. Introduction

- 3.1. In July 2015, Cabinet approved the procurement of a Development Management Organisation (DMO) to secure private sector investment to deliver new retail and leisure units in the Better Barnsley Scheme.
- 3.2. The report also set out the justification for appointing a DMO to lead on the development of retail and leisure on the plots created as a result of the demolition undertaken as a result of Better Barnsley Phase 1. As a result of the report, NPS were appointed to manage the procurement process, advised by CBRE who were retained as strategic advisors to the project. The process began in October 2015 with the launch of the procurement prospectus at an event at CBRE's offices in London in front of an audience of organisations who might be interested in tendering for the work.
- 3.3. Following a robust procurement process, the selection panel interviewed three potential DMOs in early February. As a result of this exercise and an assessment of the quality and price elements of each respective tender, the panel have selected a preferred DMO. However, their appointment is conditional upon the release of additional capital resources to ensure there is sufficient budget to pay for the anticipated total cost of the DMO's work.

- 3.4. This report sets out the outcome of the DMO procurement process, along with a recommendation to release additional capital resources as a result of the market tested prices received.

4. Consideration of alternative approaches

No Appointment

- 4.1. As Cabinet already agreed to the rejection of alternative approaches to appointing a DMO, outlined in the Cabinet report of July 2015, the only alternative approach now available is to not appoint any of the prospective DMOs identified through the procurement exercise.
- 4.2. No appointment would be made on the basis that the prices presented exceed the previously estimated value budgeted for in the July 2015 report. The result of this decision would be a significant delay in the Council's ability to proceed with phase 2 of the Better Barnsley scheme and would cast major doubts within the development market of our ability to deliver a commercially acceptable scheme and attract private sector investment. A further process would need to be followed to retender the work, however as the work was promoted via the MIPIM UK property event, promoted directly with the leading DMO organisations in the UK via the CBRE event and via the YOR tender procurement portal, it is highly unlikely DMO organisations would retender for the work if their current price has been rejected.
- 4.3. It is strongly recommended not to proceed with this approach.

5. Proposal and justification

- 5.1. The proposal is to agree to the appointment of the preferred DMO and to release additional capital resources in order to ensure there is sufficient budget available to cover the proposed costs of the work.

Results of the Procurement Exercise

- 5.2. The procurement of the DMO followed a two stage process. Firstly upon release of the procurement prospectus in October 2015, the Council received five pre-qualification questionnaire (PQQ) responses. These were assessed by the following selection panel:

- David Shepherd – Service Director Economic Regeneration
- Jeremy Sykes – Service Director Property and Assets
- Mark Lynam – Head of Service Economic Development
- Andrew Osborn – Group Leader Regeneration Projects

- 5.3. The PQQ responses were assessed and all five were invited to tender, with a deadline of the 25th January 2015. Of the five invited to tender, three provided returns. These three organisations were:-

- Henry Boot Developments
- Turner and Townsend with Queensberry Real Estate
- Rivington Land.

- 5.4. All three organisations, along with providing their tender response, were invited to present to the panel in early February 2016. Following the assessment of the presentations, along with the tender and pricing responses, the prospective DMOs were scored as follows:

	Score	Total Quality Scores 60%	Pricing 40%	Total	Ranking
Henry Boot Development	171.00	34.20%	40.00%	74.20%	2
Rivington Land	212.08	42.42%	25.75%	68.17%	3
Turner & Townsend	270.25	54.05%	30.67%	84.72%	1

5.5. The total price for each of the prospective DMOs is as follows:

- **Henry Boots**
£1,794,612.60
- **Rivington Land**
£2,433,965
- **Turner & Townsend**
£2,213,128.75

5.6. It is therefore the recommendation of the selection panel that the Council appoint Turner and Townsend along with their partners Queensberry. This partnership DMO presents the Council with the best opportunity to secure not only the successful development of phase 2 of the Better Barnsley scheme but also private sector investment into the scheme along with the realisation of the Council's potential future return on investment identified in the July 2015 Cabinet report.

5.7. Turner and Townsend are a large internationally recognised multi-disciplinary firm who specialise in project management. They will be the lead contractor for this project but will partner with Queensberry Real Estate (QRE) who will lead on the retail and leisure lettings along with securing the necessary private sector investment. QRE are arguably the UK's leading organisation who deliver DMO services, with a strong track record in the recent delivery of similar schemes across the country. These include Newport, Bath, Belfast and Guildford.

5.8. Although further work will be required once appointed to confirm the likely delivery timescales and key milestones, the DMO proposed that within 18 months of appointment the following minimum requirements for future funding partners will be met:

- Draft building contract with suitable contractor.
- Full planning permission.
- Agreements for lease exchanged with sufficient tenants (circa 60%+ of revenue).

They expect negotiations with potential funders to be ongoing throughout planning and into quarter 1 of 2017 with a view to entering a conditional agreement by quarter 2 of 2017.

5.9. Queensberry propose to work within the current development context set by the approved phase 1 scheme, but recognise that in order to secure the step change in the town centre that the Council requires, a number of key anchors will need to be secured in order to ensure the scheme is commercially attractive. These target anchors will be identified early on by Queensberry with a view to securing these within the early phases of the project. This includes the cinema operator who is considered key to the overall scheme as they will attract the food and beverage operators and further smaller complimentary leisure offers. It

is therefore proposed to begin to include Queensberry in the ongoing discussions with cinema operators.

- 5.10. However, before appointment can be confirmed authorisation is required to release additional capital resources to ensure there is sufficient budget to cover the costs presented above. Any delays in the appointment of the DMO presents significant risk to the authority's ability to deliver the Better Barnsley scheme. It is therefore important to appoint now in order to:-
- Make the earliest possible start on the delivery of phase 2 of the Better Barnsley project.
 - Prevent any delays to the phase 1 main contractor programme as there would be clear benefits of the DMO and main contractor working closely together to bring both phases together. This could result in cost savings to the overall programme.
 - Avoid duplicating costs/making mistakes on phase 1 that need to be rectified once DMO on board.
 - Keep to existing timetable approved by Cabinet.
 - Ensure Better Barnsley scheme is prominently marketed at MIPIM Cannes to the international investor community.
- 5.11. The Cabinet report of July 2015 estimated that the cost of the procurement exercise along with the work of the DMO would be approximately £1.4m. As such this amount was allocated within the Jobs and Business Plan budget for this purpose. This estimate was based upon work undertaken by CBRE at the time based upon the known size of the phase 1 scheme and standard industry rates for DMOs. It was estimated that the cost of employing the DMO would be circa £500,000. This figure is still accurate as all three of the responding DMOs estimated between £400,000 and £500,000 for this part of their price. However, whilst it was possible to reasonable accurately estimate the cost of employing a DMO, it is much more difficult to accurately estimate the associated professional fees. The cost of these were estimated to be in the region of £700,000 to £900,000, however the costs presented by each of the three DMOs is significantly higher.
- 5.12. This cost increase is not surprising given this original range was difficult to quantify as we had no comparables. Each scheme across the country is different and therefore incurs different professional fees. As the scheme requires extensive professional input, it wasn't possible to stress test these assumptions with more accurate data on the current fees within the professional market at the time. However, it was anticipated that the price for this element of the work may increase the overall fee and this was flagged within the Jobs and Business Plan update report presented to Cabinet in January 2016. This report outlined the need to review the overall budget for the DMO once the tender returns had been assessed, as the Council had gathered more information about the likely price for this work during the procurement process and during conversations with prospective DMOs.
- 5.13. It should also be noted that a number of the prospective DMOs highlighted the difficulty in providing a fixed cost for some of the professional service fees, namely letting agent fees. This is because these fees are contingent upon the size and type of letting being made. In addition the DMO's have had to base design and structural/civil engineering costs on an estimated size of the final amount of new retail and leisure that will be provided. Again this will be significantly influenced by the final size/design requirements of the retail and leisure occupiers secured. As a result they could increase or decrease during the lifetime of the project.
- 5.14. Following receipt of the tender returns, NPS have thoroughly reviewed the pricing from each prospective DMO and have issued a number of clarifications to ensure the price is as competitive and robust as possible. All these clarifications have now been satisfied. As such the price from each party is as competitive as it can be with no further opportunity to engineer costs down.

- 5.15. It is therefore recommended that Cabinet authorise the release of additional capital resources to ensure sufficient budget is available to meet the robust market tested price for this work. Further information on the proposed budget is outlined within the Financial Implications section.

Governance

- 5.16. As a result of the appointment of the DMO, the project management governance arrangements will be updated to reflect the benefits of ensuring that phases 1 and 2 of the Better Barnsley scheme are fully aligned.
- 5.17. Upon formal appointment, a phase 2 project board will be established which will include the DMO principles plus key officer leads. This will mirror the existing project board for phase 1. In addition an overall steering group, consisting of leads from the phase 1 and 2 boards, will be formed to oversee both phases to ensure:
- Alignment and relationships
 - Place making and community investment
 - Oversee change
 - Provide assurance
 - Leadership, collaboration and supportive culture.

6. Implications for local people / service users

- 6.1 The creation of new retail and leisure facilities will create significant job opportunities for the local people. The scheme will provide a number of part time and full time opportunities within the local economy and with a mix of employment opportunities help people find varied employment based upon their work life balances.
- 6.2 In the short term there could be some adverse impacts on existing businesses and potential redundancies as a consequence of the site assembly, demolition, refurbishment and redevelopment requirements of the proposed scheme.
- 6.3 There will be significant construction over a period of time which will cause some disturbance to the town centre. The scheme will be managed to minimise impact on existing businesses and the public including those businesses whose premises are close to the development area. Significant emphasis will also be placed on maintaining a vibrant town centre throughout any construction works. Central to this will be the development of a promotions and events programme to support retail footfall to the Town Centre. The selected DMO has committed to working with the Council on a joint communications and marketing strategy.

7. Financial implications

- 7.1 Members have previously agreed resources totalling £1.374M to fund the costs associated with the engagement of a Development Manager to deliver new retail and leisure units in the Better Barnsley Scheme, together with the associated professional fees including the costs of legal advice and procurement/tendering costs. These costs were funded from resources previously allocated to the Jobs and Business Growth Plan (Cab.26.8.2015/11 refers).
- 7.2 Following a procurement exercise conducted by Norfolk Property Services on behalf of the Council the tendered costs are higher than anticipated. The total costs associated with this project are now expected to be in the region of £2.480M, an increase of £1.106M. This cost is made up of DMO costs and professional fees of £2.225M and procurement/legal cost of £0.255M.

7.3 The 2016/17 budget papers included an updated reserves position. After increasing the Minimum Working Balance by £5M the available balances stand at £10M. This will be subject to a further review as part of an updated Medium Term Financial Strategy. To the extent that these balances are used to fund the additional costs identified at paragraph 7.2 above, the available balance to support a revised MTFs will reduce to £9M.

7.4 The full financial implications are shown in Appendix A.

8. Employee implications

8.1 There are no employee implications arising from this report.

9. Communications implications

9.1. The selected DMO will work with the Council on a joint communications and marketing strategy, along with the delivery of a branded scheme which will work with the existing Better Barnsley arrangements. This will include extensive engagement with key stakeholders and the delivery of a full events and PR programme to ensure trade in Barnsley is supported during the development process.

10. Consultations

10.1 Consultations have previously taken place with elected members via an all member briefing on overall progress with the Better Barnsley scheme and the next steps in terms of delivering new leisure and retail units.

10.2 Consultation has taken place with representatives from the Director of Finance, Assets and Information Services regarding the financial implications and Risk Management issues.

10.3 Consultations have previously taken place with representatives of the Director of Legal and Governance regarding the legal implications of any future procurement process.

11. Community Strategy and the Council's Performance Management Framework

11.1 The proposals in this report are consistent with Council's Corporate Plan 2012-15 as it directly contributes towards the aspiration of delivering a thriving and vibrant economy. A specific outcome of this objective is a vibrant town centre with clear linkages to the further outcomes of creating more and better jobs and increasing skills to get more people working.

11.2 The corporate performance framework monitors the vibrancy and health of the town centre by measuring footfall and the occupancy levels of retail units in the town centre. To enhance the measurement of the footfall element work is ongoing to procure a new recording system that will catch footfall at multiple locations across the town centre.

11. Tackling Health Inequalities

11.1 The creation of new jobs reduces overall worklessness which provides a significant contribution to addressing inequalities in health and developing a healthy productive workforce.

12. Climate Change & Sustainable Energy Act 2006

12.1 Action to improve the energy efficiency of buildings constructed as part of the project will help to reduce carbon emissions.

13. Risk Management Issues

- 13.1 There is a comprehensive risk register for the Better Barnsley project which is reviewed and updated on a regular basis. The prospective DMOs were asked to provide a full risk register within their tender return. This will be merged with our own Better Barnsley risk register upon appointed and managed through Turner and Townsend in consultation with our own risk management team.

14. Health & Safety Issues

- 14.1 None arising directly from this report although there is the need to ensure all relevant staff are trained up on health and safety issues.

15. Compatibility with the European Convention on Human Rights

- 15.1 There are no matters of relevance arising from this report.

16. Promoting Equality & Diversity and Social Inclusion

- 16.1 There is an understanding that anyone with disabilities can face all kinds of challenges using the town centre. The goal is that the finished scheme is a destination of choice for anyone with disabilities to visit, shop, eat and have the facilities they need to fully enjoy their day.
- 16.2 The Town Centre delivery team have put significant emphasis on consulting with local access groups as the scheme has developed to outline planning stage. There has been engagement with local disabled people to ensure that the re-developed town centre is fully accessible and the existing town centre remains accessible for the duration of the work period. This detailed work will continue as the scheme develops and detailed designs emerge for the new retail and leisure facilities created by the scheme.

17. Reduction of Crime & Disorder

- 17.1 The Council is collaborating with the Police to address anti-social behaviour across the town centre. Good, safe design principal will help and assist this work going forward.

18. Conservation of Biodiversity

- 18.1 There are no matters of direct relevance arising from this report.

19. Glossary

20. List of Appendices

Appendix A: Revised DMO Budget

21. Background Papers

Office Contact: Mark Lynam Telephone No: 2774	Date: 16/02/2016
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Report of the Executive Director - Place

FINANCIAL IMPLICATIONS

APPOINTMENT OF A DEVELOPMENT MANAGEMENT ORGANISATION FOR THE BETTER
BARNSELY TOWN CENTRE SCHEME

i) <u>Capital Expenditure</u>	<u>2015/16</u> £	<u>2016/17</u> £	<u>2017/18</u> £	<u>Future Years</u> £	<u>TOTAL</u>
Procurement/Legal Costs	255,000				255,000
Development Management Company Costs		2,224,250			2,224,250
	<u>255,000</u>	<u>2,224,250</u>	<u>0</u>	<u>0</u>	<u>2,479,250</u>
To be financed from:					
Prudential Borrowing approved as part of the Jobs and Business Growth Plan	-255,000	-1,119,000			-1,374,000
Call on Strategic Reserves	<u>0</u>	<u>1,105,250</u>	<u>0</u>	<u>0</u>	<u>1,105,250</u>

ii) <u>Revenue Effects</u>	<u>2015/16</u> £	<u>2016/17</u> £	<u>2017/18</u> £	<u>2018/19</u> £
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

To be financed from:

	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
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Impact on Medium Term Financial Strategy

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

	<u>2015/16</u> £m	<u>2016/17</u> £m	<u>2017/18</u> £m
Current forecast budget gap	0.000	0.000	11.853
Requested approval	0.000	0.000	0.000
Revised forecast budget gap	<u>0.000</u>	<u>0.000</u>	<u>11.853</u>

Agreed by:  19/12/16 On behalf of the Director of Finance, Assets & IS

BARNSELY METROPOLITAN BOROUGH COUNCIL

Report of the Chief Executive

Petitions received under Standing Order 44

1. Purpose of Report

To consider action in respect of petitions received by the Chief Executive under Standing Order 44.

2. Recommendations

2.1 That Cabinet agree the action to be taken in response to the petitions referred to in the report in line with the Council's Petitions Scheme.

3. Background

3.1 The Council's Standing Order 44 requires that "All petitions relating to a matter over which the Council ... has authority or which affects the Borough shall be presented to the Chief Executive who shall refer them to the relevant officer for investigation."

3.2 The Petitions Scheme, which was revised in April, 2013, requires petitions to be reported into Cabinet. This report sets out recent petitions received and the recommended response.

3.3 Whilst the report of petitions to Cabinet fulfils this duty requirement, Cabinet may wish to consider further action, such as referring any petition to the relevant Area Council.

4. Details of Petitions Received

4.1 Details of the petitions received up to this meeting of Cabinet are set out in the appendix attached, including a recommendation of the action to be taken for consideration. Members should note that individual petitions will not be the subject of further reports to Cabinet unless this is specifically requested at the meeting when the petition is reported.

5. List of Appendices

5.1 Details of Petitions received.

6. Background Papers

Petitions presented to the Chief Executive. Available for inspection in the Council Governance Unit, Town Hall, Barnsley, except where the petitions contain Exempt Information.

Officer Contact: Ian Turner **Tel No:** 01226 773421 **Date:** February, 2016

Petitions received under Standing Order 44 - Cabinet – 9th March, 2016

Issue	No. of Signatories	Date Received	Action recommended under the Petitions Scheme
<p>Request for:-</p> <ul style="list-style-type: none"> • the 'give way' sign on Staincross Common/Greenside to be changed to a 'Stop' sign; and • the Pedestrian Crossing points at the junction to be changed to Zebra Crossings. 	<p>289 signatories</p>	<p>09/02/2016</p>	<p>In recent weeks the lead petitioner has been involved in extensive dialogue with the Council regarding this request. The reasons for being unable to deliver have been fully explained in lengthy telephone conversations, namely:-</p> <ul style="list-style-type: none"> • The provision of a stop sign is governed by the requirements of the Traffic Signs Regulations and General Directions and requires authorisation from the Secretary of State- This site does not meet the criteria. Therefore, will not receive approval. • The provision of a zebra crossing is governed by various Department for Transport design guides and advice notes. – This site does not meet requirements or design criteria for the provision of zebra crossings. <p>It is recommended that the Service Director, Environment and Transport write to the lead petitioner to remind him of his previous dialogue with the Council regarding this matter and the reasons for not being able to accede to this request.</p>

BARNSELEY METROPOLITAN BOROUGH COUNCIL (BMBC)

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 Director of Human Resources, Performance and Communications

SCRUTINY TASK AND FINISH GROUP REPORT ON 'FLY-TIPPING'

1. Purpose of report

- 1.1 To report to Cabinet the findings of the Overview & Scrutiny Committee (OSC) from the investigation undertaken on its behalf by the 'Fly-Tipping' Task & Finish Group (TFG) regarding what is being done to resolve the high instances of fly-tipping in the Borough.

2. Recommendations

- 2.1 **That Cabinet considers the conclusions and recommendations set out in the Draft Fly Tipping Action Plan (Appendix 1) as a result of the TFG's investigation into what is being done to resolve the high instances of fly-tipping in the Borough.**

3. Introduction/Background

- 3.1 Elected Members from across the Borough raised concerns about the amount of fly-tipping incidents that had occurred in their ward, particularly recent increases. Therefore, the Overview and Scrutiny Committee (OSC) agreed to one of its TFGs undertaking a detailed investigation into this area to consider what the main issues were, what was being done to resolve them and what further action could be taken.
- 3.2 To understand the extent of the issue and identify some key lines of enquiry, the TFG sought feedback from Area Councils and met as a group to gather a list of key questions. This led to the TFG meeting with officers on an individual basis as well as undertaking workshops which involved officers and Members coming together to identify the key issues and pull together a draft action plan to address them.
- 3.3 The members of this TFG included:
Councillor Gill Carr (TFG Lead Member), Councillor Robert Frost, Councillor Wayne Johnson, Councillor Caroline Makinson, Councillor Sarah Tattersall, Councillor John Wilson together with Co-opted Members Joan Whitaker and Pauline Gould.

4. Findings

- 4.1 Nationally, there has been an increase in the incidents of fly-tipping. According to the Government Department for Environment, Food and Rural Affairs (DEFRA), the trend in incidents of fly-tipping had been downward, until 2013/14 when there was an increase to 852 thousand incidents. This number increased again in 2014/15 to 900 thousand incidents. Nearly a third of all incidents (31%) were equivalent to a

'small van load' of materials being tipped. In 2014/15, the estimated cost to Local Authorities to clear this waste was nearly £50 million; in the same period nearly 515 thousand enforcement actions at an estimated cost of £17.6 million were undertaken.

- 4.2 In Barnsley, there has been a 41.4% increase in fly-tipping incidents between 2013/14 and 2014/15. In 2013/14, 2162 fly-tipping incidents were recorded, in 2014/15 this rose to 3057. During 2014/15 the cost to BMBC to collect and dispose of the fly-tipped waste was over £250K. This doesn't include the cost of additional services Area Councils have commissioned to remove litter and fly-tipped waste. During 2013/14, 134 enforcement investigations took place in relation to fly-tipping which increased to 152 in 2014/15. These resulted in prosecutions and financial penalties being administered to the perpetrators.
- 4.3 Through undertaking several meetings and workshops alongside both strategic and operational officers from different services including Waste, Enforcement, Communities and Planning, the TFG gained an understanding of the key challenges and complexities of the issue of fly-tipping. The TFG acknowledged that any solutions would require joint action both across services and local stakeholders. Similarly, that due to the current economic climate and the Council being subject to Government cuts, any recommendations would need to be mindful of this.
- 4.4 During the officer/Member workshops, a PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) analysis was undertaken to identify some of the possible causes for the recent increases in fly-tipping. Reasons included the post-recession economy and increased sale of white goods, and the throw-away culture in society where items are regularly replaced. This was followed by identifying key stakeholders in relation to fly-tipping at a local, regional and national level; including those affected by fly-tipping, those responsible for it and those who had influence and opportunity to reduce it. This approach was centred on looking to unpick the problem with a view to making recommendations that seek to reduce the supply of the problem, thus endeavouring to reduce the number of incidents at source.

5. Recommendations

- 5.1 As a result of the findings, the TFG pulled together a 'Draft Fly-tipping Action Plan' (Appendix 1) which combines recommendations under 4 themes requiring action at a local, regional and national level. The document is provided as a framework for actions which may be further developed.

The TFG would also like to take this opportunity to thank all those who provided information, attended events and assisted with the investigation.

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 would have implications across the area. Residents are included within the Draft Fly-Tipping Action Plan as their knowledge, awareness and actions will assist with the prevention of fly-tipping. By them being increasingly aware of the problem and associated costs 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 of the Draft Fly-tipping Action Plan is communication activity as a preventative measure to reduce the incidents by raising awareness of the issues and costs, and making fly-tipping socially unacceptable.

10. Consultations

- 10.1 Consultations have taken place with Councillors G. Carr (TFG Lead Member), Frost, Johnson, Makinson, Tattersall and Wilson, Co-opted Members Joan Whitaker and Pauline Gould and Council Officers Paul Castle, Dorne Kanareck, Paul Brannan and the Senior Management Team.

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 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.

12. Risk management issues

- 12.1 The issue of fly tipping and the consequences to stakeholders, and the Borough as a whole are clearly significant. The management, development and delivery of the attached Action Plan will act as a robust mitigation to a number of risk areas.
- 12.2 Following approval of this report and further development of the Action Plan, the Scrutiny Officer and Council's Risk and Governance Manager will liaise with key officers within the Council to ensure relevant risks are logged in the appropriate business unit risk register. These will contribute to the assurances that members will require in terms of progressing the delivery of the TFG Action Plan.

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. 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 identified for use including social media, videos, printed text (including community languages and Easy Read) 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

DEFRA - Department for Environment, Food and Rural Affairs
HWRC – Household Waste Recycling Centre
OSC - Overview and Scrutiny Committee
TFG – Task and Finish Group


17. List of appendices

- Appendix 1 – Draft Fly Tipping Action Plan

18. 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

Officer Contact: Anna Morley Telephone No: 01226 775794 Date: 26th February 2016

Financial Implications /	
Consultation	
(To be signed by senior Financial Services officer where no financial implications)	25/02/16

Theme	Solution/Action	Stakeholder	Delivery Period (S/M/L)	Action Lead / Theme Lead	Comments
<p>Communication</p>	<p>Develop and run a behaviour change campaign to improve knowledge/raise awareness of fly-tipping and waste disposal in local communities.</p> <p>Using social media/webpages/printed media e.g. Council Tax Bills, Stickers on bins, Staff Intranet articles, Straight Talk, Community Magazines, advertising boards in the markets. Could include videos/printed text and articles/advertisements on vehicles, ensuring information is in accessible formats (including community languages/Easy Read/Sign Language videos)to highlight:</p> <ul style="list-style-type: none"> • How to correctly dispose of waste in Barnsley i.e. bins and HWRCs (Household Waste Recycling Centres) including ‘myth buster’ • Using reputable waste removal companies • the issue of fly-tipping and its cost to us – infographics showing shocking figures • everyone needs to be BMBC’s eyes and ears re. fly-tipping and here’s where to report it (e.g. residents, employees around the borough-Highways staff/Housing Officers) • risk/cost of prosecution <ul style="list-style-type: none"> ○ your responsibilities as a resident (i.e. not leaving items at the end of the driveway) ○ how many prosecutions there have been and for what amount – ‘name and shame campaign’ • the Council’s bulky item collection service • Freecycle 	<p>All local area</p> <ul style="list-style-type: none"> • Residents (local and neighbouring) • Council / Partner agency employees • Schools • Equality Forums • Businesses - specifically Letting Agents Stores selling white goods / beds • Chamber of Commerce • Building material supplies • Tyre fitting companies • Landlords 	<p>Short/ Medium term hold ‘Fly-Tipping’ week</p> <p>Long term – ongoing comms.</p>	<ul style="list-style-type: none"> • Communications team to facilitate resource development & press engagement such as Barnsley Chronicle • Communities-Area Council Officers to assist facilitation • Elected Members/Area Councils/MPs to promote in their communities and engage with local stakeholders • Barnsley College students to support creation of videos • One Barnsley partner organisations to disseminate 	<ul style="list-style-type: none"> • A ‘Fly-Tipping’ week could be held locally and co-ordinated across the region to raise awareness of the issue (i.e. with our neighbouring Councils) and make fly-tipping ‘socially unacceptable’ • If communicating re. HWRCs – need to do this to the local area across borders (not just Barnsley residents) • Preparations will need to be made by services to deal with increased customer contact during this period including swift removal / prosecution

Appendix 1 – Draft Fly-Tipping Action Plan

Theme	Solution/Action	Stakeholder	Delivery Period (S/M/L)	Action Lead / Theme Lead	Comments
	<p>Create and distribute the following:</p> <ul style="list-style-type: none"> • Welcome to Barnsley packs for residents to post through neighbouring doors on private rented sector homes to include for use in areas of high tenant turnover • Letter to landlords outlining responsibilities of effective disposal of waste • Letter offering new premium bulky service • Webpage on waste services • Web address contact details for bin calendar 				
	<p>Specific Communication to Businesses re. their responsibilities to dispose of waste appropriately, making them aware of available options and fines that can/have been given</p>	<ul style="list-style-type: none"> • Businesses - specifically Letting Agents, Stores selling white goods / beds/construction companies • Chamber of Commerce/ • Federation of small businesses 	<p>Short/ Medium term hold 'Fly-Tipping' week</p> <p>Long term – ongoing</p>	<ul style="list-style-type: none"> • Communications team to facilitate design • Regulatory services/Waste/ Elected Members to facilitate/ assist distribution • Chamber of Commerce/Federation of small businesses to distribute 	
	<p>All Member Information Brief on FAQs answered through this investigation/myth buster e.g. re. HWRCs</p>	<ul style="list-style-type: none"> • Elected Members 	<p>Short term</p>	<ul style="list-style-type: none"> • Waste, Enforcement & Scrutiny 	
Waste/Item Disposal	<p>Work towards improving the offer at HWRCs for the small/medium business sector, such as a 'Pay As You Drop Site' at a HWRC</p>	<ul style="list-style-type: none"> • Small/Medium Businesses • 'White Van Man' 	<p>Long term</p>	<ul style="list-style-type: none"> • Waste services 	<p>Aware that current HWRCs are already running at full capacity</p>
	<p>Develop a swap shop available either at HWRCs or in a town centre unit e.g. Hull Council</p>	<ul style="list-style-type: none"> • Council – Waste Services 	<p>Medium/ Long term</p>	<ul style="list-style-type: none"> • Waste services to lead through HWRC 	

Appendix 1 – Draft Fly-Tipping Action Plan

Theme	Solution/Action	Stakeholder	Delivery Period (S/M/L)	Action Lead / Theme Lead	Comments
	example	<ul style="list-style-type: none"> Residents Businesses 		procurement	
	Enable young people through IKIC to reuse fly-tipped items for business purposes i.e. sell on old items as they are or create something new out of them	<ul style="list-style-type: none"> Schools Council – Waste Services 	Medium/ Long term	<ul style="list-style-type: none"> IKIC Officers/Council’s Education service to facilitate Local schools to lead implementation 	
	Waste Service to receive allocated budget for each new house that’s built to allow for them to be incorporate on rounds/set up costs	<ul style="list-style-type: none"> Council – Waste Services and Planning Dept. Construction Companies 	Medium/ Long term	<ul style="list-style-type: none"> Elected Members to agree Planning department to facilitate 	
Enforcement	Include waste disposal considerations/ procedures/ licences as a ‘must-have’ for businesses i.e. if you are a business you must evidence you have appropriate disposal mechanisms in place for your business waste such as a contract for a commercial bin	<ul style="list-style-type: none"> Sheffield City Region Council - Regulatory / Enforcement Services 	Medium term	<ul style="list-style-type: none"> Planning/ Regulatory Services to facilitate Sheffield City Region Devolution Deal to resource 	Devolution Deal should make funds available to ensure new and existing businesses comply and facilitate random and planned checks to be carried out
	Undertake proactive monitoring/enforcement of businesses regarding whether they have appropriate arrangements for waste disposal (utilise this as part of Environmental Health/ Regulatory Services visits) and send out warning letters	<ul style="list-style-type: none"> Council - Enforcement/ Regulatory Services 	Short, medium and long term	<ul style="list-style-type: none"> Planning/ Regulatory/Waste Services to facilitate 	
	Use surveillance/warning signs in hot-spots and increasingly utilise Community Protection Notices (CPNs), Fixed Penalty Notices (FPNs) and warning letters	<ul style="list-style-type: none"> Council - Enforcement/ Waste services South Yorkshire Police 	Short, medium and long term	<ul style="list-style-type: none"> Enforcement/ Waste services South Yorkshire Police 	
	Gather, analyse and ensure intelligence regarding what is being fly-tipped and at what	<ul style="list-style-type: none"> Council - Enforcement/ 	Short term	<ul style="list-style-type: none"> Enforcement/ Waste services 	Give Neighbourhood teams cameras to photograph the

Appendix 1 – Draft Fly-Tipping Action Plan

Theme	Solution/Action	Stakeholder	Delivery Period (S/M/L)	Action Lead / Theme Lead	Comments
	locations is accurate and shared by services to enable joint-action	Waste services			waste; this can be shared with enforcement staff to analyse
Other	Waste/Neighbourhood and Enforcement Services come together at a strategic and management level to agree joint resources/plans and end to end processes	<ul style="list-style-type: none"> • Council - Enforcement/ Waste services 	Short term	<ul style="list-style-type: none"> • Enforcement/ Waste services 	
	Send thank-you letters from the Leader/Chief Executive to volunteers who have helped clear waste – tie this in with the Love Where You Live campaign	<ul style="list-style-type: none"> • Volunteers • Voluntary Action Barnsley (VAB) • Council - Communities Directorate 	Short, medium and long term	<ul style="list-style-type: none"> • Communities service to devise letter • Elected Members, VAB and volunteer co-ordinators to disseminate 	
	Include 'effective waste disposal' as a criteria on the 'Private Landlord Accreditation Scheme'	<ul style="list-style-type: none"> • Council - Strategic Housing Service • Landlords 	Short term	<ul style="list-style-type: none"> • Strategic Housing service 	
	Planning service to provide information on waste disposal and fly-tipping to land and property owners	<ul style="list-style-type: none"> • Land and property owners • Council's Planning service 	Short, medium and long term	<ul style="list-style-type: none"> • Planning Service 	
	Lobby local Members of Parliament (MPs) regarding the issue of fly-tipping and the problems this causes; request increased penalties to be available and administered through the courts. Also liaise with and lobby the local court user group regarding the problem of fly-tipping and ensuring appropriate penalties/solutions are administered.	<ul style="list-style-type: none"> • Elected Members • MPs • Law Courts • Enforcement Team 	Short term	<ul style="list-style-type: none"> • Elected Members • Enforcement Team 	

Appendix 1 – Draft Fly-Tipping Action Plan

Theme	Solution/Action	Stakeholder	Delivery Period (S/M/L)	Action Lead / Theme Lead	Comments
	Investigate best practice and learn from Councils who've reduced fly-tipping in their area; understanding what schemes they have utilised and whether they would be suitable approaches within Barnsley	<ul style="list-style-type: none"> • Council - Waste Services 	Short term	<ul style="list-style-type: none"> • Waste Services 	

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BARNSELY METROPOLITAN BOROUGH COUNCIL (BMBC)

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 Director of Human Resources, Performance and Communications

SCRUTINY TASK AND FINISH GROUP REPORT ON 'WORK READINESS - ADULTS'

1. Purpose of the report

- 1.1 To report to Cabinet the findings of the Overview & Scrutiny Committee (OSC) from the investigation undertaken on its behalf by the 'Work Readiness' Task & Finish Group (TFG) regarding what the barriers are to being 'work-ready' and gain employment, and what is being done to help adults in Barnsley overcome these.

2. Recommendations

- 2.1 **That Cabinet considers the conclusions and recommendations set out in section 6 as a result of the TFG's investigation into what the barriers are to being 'work-ready' and gain employment, and what is being done to help adults in Barnsley overcome these.**

3. Background

- 3.1 During 2014/15 one of the OSC TFGs undertook an investigation into what provision is available to enable people in the Borough to be 'work-ready'. As they undertook the investigation, they found this to be a very wide-ranging topic, therefore narrowed their focus to consider the provision available for young people and considered the 'I Know I Can (IKIC)' programme within Barnsley schools. Following this investigation, it was agreed that this work should continue, to consider what provision is available to assist adults in the Borough to be 'work-ready' and gain employment.
- 3.2 It is noted that aside from academic attainment and the ability to carry out tasks in the workplace, employers need 'work-ready' employees who: have the right attitude; are reliable and will turn up on time; are able to communicate effectively and provide good customer care; and can work well as part of a team.
- 3.3 As outlined in the Corporate Plan, the three priorities for Barnsley are: a thriving and vibrant economy, strong and resilient communities; and citizens achieving their potential. Ensuring people in our communities are 'work ready' contributes to achieving all of these and should be prioritised in services being provided. The investigation therefore sought to better understand what the barriers are to being 'work-ready' and gain employment, and what is being done to help adults in Barnsley overcome these and obtain work.

3.4 The members of this TFG included:

Councillor Paul Hand-Davis (TFG Lead Member), Councillor Phil Birkinshaw, Councillor Malcolm Clements, Councillor Annette Gollick, Councillor Wayne Johnson together with Co-opted Member Mr John Winter.

4. What the Task & Finish Group (TFG) looked at

4.1 To better understand what the barriers are to being ‘work-ready’ and gain employment, and what is being done to help adults in Barnsley overcome these, the TFG undertook a variety of visits. This involved meeting with a number of local agencies to understand from their perspective what is currently in place and what more could be done.

4.2 Initially, the group met with officers from the Council’s Economic Regeneration Service to understand the Barnsley context in terms of the work and skills agenda, including learning about some of the activities currently taking place to help people gain skills to obtain employment.

4.3 The group’s investigation led them to meeting with and contacting a number of agencies listed below from the statutory, voluntary and private sectors to: understand the barriers individuals face to gaining employment; the support services available and the barriers they face in delivering services; as well as the local employer’s perspective:

Organisation/Service	Service Provision / ‘Work Readiness’ Perspective
Dearne Electronic Community Village (DECV)	Voluntary agency in the Dearne providing free public access to ICT resources in a friendly, non-intimidating environment to meet individual needs as well as provide employability activities and skills training.
Dearne Employment & Training – (VAB)	Voluntary Action Barnsley provide free drop in sessions in the Dearne offering tailored support to help people find employment.
Jobcentre Plus (JCP) (part of the Government Department for Work and Pensions-DWP)	Provides assistance to those who are unemployed and claiming benefits to find work. This includes support from Employment Support Advisors as well as Disability Employment Advisors.
Barnsley College	Provide adult learning courses as well as specific programmes for the unemployed including employability skills.
BMBC’s Adult & Community Learning Service	Provide information, advice and guidance for learning and work, including courses leading to skills and qualifications, including for those with learning disabilities. Courses support wellbeing as well as progress into or towards employment.
BMBC’s Library Job Clubs	Offer job clubs to help job seekers find and apply for jobs, providing free internet access as well as support from Library Officers.

Organisation/Service	Service Provision / 'Work Readiness' Perspective
BMBC's Health Improvement Officer - Employment & Skills	BMBC Public Health Officer with a specific focus on employment and skills, currently undertaking a mapping exercise to consider support available in Barnsley and provide recommendations for improvements.
Recovery College (SWYPFT)	South West Yorkshire Partnership NHS Foundation Trust Recovery College offers educational courses and workshops to people accessing Trust mental health services including their families and carers. These courses help improve work skills, health and wellbeing and involvement in local initiatives.
McDonalds	Global company offering a variety of local employment, training schemes and development opportunities.
XPO Logistics Supply Chain	Global company and Barnsley's largest employer, offering a variety of local employment, training schemes and development opportunities.

5. What the Task & Finish Group found

5.1 Over the last 5 years employment in Barnsley has increased rapidly, however still has a higher unemployment rate than both the regional and national levels. Having met with a variety of organisations and service providers, the TFG found there were a number of barriers faced by those wanting to gain employment, some of which are listed below:

- Ill health (in particular mental ill health) - data shows that in Barnsley, for nearly half of all Employment Support Allowance (ESA) claimants, the main health conditions preventing them from working are mental and behavioural disorders.
- Lack of confidence and low self-esteem – this prevents people from undertaking skill development activities as well as accessing available support services. This can also prevent people being prepared to travel to destinations they are not familiar with.
- Bad experiences at school – this can make people reluctant to engage in learning.
- Drug and alcohol abuse.
- Lack of transport - public transport may not be available to particular locations, even where transport is available it may not be available at all times of day in line with shift patterns e.g. for those who start work very early. It doesn't pay to travel long distances for low-paid jobs due to high travel costs.
- Criminal record.
- Debt - due to delays in benefit payments and rules around claims, this can result in it being financially detrimental for someone to undertake short-term employment. In households where parents are claiming benefits, it can be financially detrimental to have children living with them who undertake employment as it will affect their benefit claim. Lack of funds may mean people are unable to pay for essential qualifications such as gaining vehicle driving licences.
- Lack of basic literacy and numeracy skills and qualifications.

- Lack of IT skills – benefit claimants are required to have basic IT skills in order to complete forms and evidence their search for employment. Also, the majority of jobs require employees to have basic IT skills and even where they don't, often application processes require the use of online processes and IT skills.
- Lack of opportunities to undertake work placements and gain work experience and employability skills.

5.2 The TFG found there were a number of services and initiatives to help people overcome the barriers they were experiencing in gaining employment, many of which were visited as part of this investigation. This included: provision of training and development opportunities; funding to obtain particular qualifications where certain conditions were met; officers providing information, advice and guidance; as well as mental health support services.

5.3 The group also found that the organisations providing support services faced challenges, some of which include:

- Lack of funding – this includes problems with accessing consistent, long-term funding as organisations providing services were consistently having to make applications to funds which were only available short term. This can result in valuable resources being wasted as time spent establishing services, building relationships and trust in communities can be lost. Services also found they are having to compete for the same limited funding sources.
- Lack of appreciation of individual progress – it was highlighted that funders often only see success as enabling an individual to progress from being out of work to gaining employment. However for many individuals, particularly those who have been out of work for several years, prior to this they need to be able to increase their confidence and change their mind-set from 'do not want to work' to 'would like to gain employment'. Services need to make sure they are able to capture this progress, but funders also need to appreciate that for many people, without investment in early intervention and personalised support to help people gain confidence and overcome personal barriers, they will never progress into employment.
- Lack of knowledge of all other available services in the Borough – as the TFG undertook its investigation it was able to make others aware of provision in the Borough; however there was no one-location where this information was currently available publically or amongst providers.

5.3 The TFG also met with local employers to understand the challenges they faced in recruitment and the opportunities they offer. Both McDonalds and XPO Logistics Supply Chain offer operational to management roles, with comprehensive training and development opportunities from apprenticeships to management training. As the companies are international there are also opportunities to work abroad. Both companies emphasised the importance of 'work-readiness' skills alongside basic literacy and numeracy; highlighting that they would be able to provide the training and support to develop and progress employees with these skills.

5.4 In summary, the TFG were reassured and impressed by the support services available to help people in Barnsley gain employment. There was evidence of good partnership working between agencies; committed employees who often went the

extra mile to support individuals; and employers who are keen to invest in employees and recognised the importance of their role within local communities.

6. Recommendations

6.1 The TFG support the continuation of all the work which is currently taking place and good practice which is evidenced, including partnership working amongst services and employers. Due to this good work Barnsley's unemployment rate has reduced dramatically, however it is evident that those still requiring support into employment tend to face multiple and complex barriers and require personalised, one to one support. The TFG also make the following specific recommendations:

6.2 Recommendation 1: BMBC and local employers offer work experience placements

To help people gain skills and experience to secure long-term employment, they need to be given the opportunity to practice and develop relevant skills. Many job seekers may have been out of work for a number of years and have not had the opportunity to experience being in modern work places. These placements need to be supportive, thereby enabling individuals to improve their confidence and skills.

6.3 Recommendation 2: A map of local employment support services is made available and shared with stakeholders

During their investigation, the TFG were made aware of work currently being undertaken to map current employment support services including those related to health and education, and provide recommendations for improvements. The TFG were able to contribute to this exercise by providing their knowledge of services from this investigation and would recommend that when finalised, this document is shared with all the services listed as well as job seekers. This document will also need to be updated on an on-going basis.

6.4 Recommendation 3: Need to ensure we secure long term funding and maximise opportunities from the proposed Sheffield City Region Devolution Deal

To utilise resources effectively, it is important that existing, established services are supported to continue as they have built networks and trust amongst local communities. Support should be provided to local community groups to bid for contracts, including assisting them with application forms and ensuring they have appropriate policies in place to be eligible for contracts. Many individuals facing barriers to employment prefer to seek independent advice and support as they may be reluctant to approach statutory services as they fear this may have negative implications. It is also important that commissioners recognise and appreciate the number of steps that individuals need to progress through to gain employment. Therefore, without investment in early intervention and personalised support to help people gain confidence and overcome personal barriers, they will never progress into employment.

6.5 **Recommendation 4: Opportunities to support people trying to obtain employment should be listed as part of BMBC's Employer Supported Volunteering Scheme**

Council employees have a wealth of knowledge and skills which they could share with local job seekers, including IT skills, how to complete applications as well as employability skills required in the workplace.

6.6 **Recommendation 5: We recommend an all-member information brief (AMIB) is held so that ALL Members are aware of and can share the available opportunities with their communities**

This will help to raise awareness of the employment support opportunities available so that Members are better able to promote opportunities in their wards. All Members need to promote that there are jobs available in Barnsley and be aware of the locally used 'ABC' terminology that 'Any job' can then lead to a 'Better job' and then a 'Career'.

6.7 **Recommendation 6: The OSC facilitates consideration of BMBC's annual Adult Skills and Community Learning Service (ASCL) Self Assessment Review (SAR)**

To assist with the governance of the ASCL service, in-line with the review they undertake for their funding and Ofsted (Office for Standards in Education) requirements, following a visit to the service, the TFG reviewed their 2014/15 SAR. The ongoing review of this service will enable Members to be aware of services being delivered. This will also include the important monitoring of the uptake of 'wellbeing' and 'hobby' courses, which facilitate engagement with people, improve their confidence and encourage them to undertake formal skill qualifications and improve employability skills.

6.8 **Recommendation 7: The OSC facilitates a TFG to investigate how Barnsley can increase the availability of higher level skills and jobs**

Having previously considered 'work-readiness' skill development and employment support opportunities for young people and adults in the Borough, the TFG recommends the OSC investigates what is being done to: assist residents to obtain higher level skills; make suitable employment opportunities available; as well as consider what barriers may be faced in obtaining these jobs. The TFG recognises that the quality of jobs and availability of a skilled workforce is important for the Borough's economic growth.

The TFG would like to take this opportunity to thank all those who provided information and assisted with the TFG's investigation.

7. **Implications for local people / service users**

7.1 A variety of opportunities are available to support local people to overcome the many barriers they may face to gain employment including skill development, health difficulties and financial challenges. The extent of these services varies across the Borough depending on identified need in the local area; however there are numerous support services accessible to all communities in Barnsley.

8. Financial implications

- 8.1 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 partnership agencies.

9. Employee implications

- 9.1 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.

10. Communications implications

- 10.1 The good practice highlighted in the report should be shared and celebrated. It is important that the document to map local employment support services is developed and shared with all relevant stakeholders. By holding an AMIB, Members will be better aware of available programmes to share with their communities and will be able to avoid duplication by being able to identify what services exist.

11. Consultations

- 11.1 Consultations have taken place with Councillors Hand-Davis (TFG Lead Member), P. Birkinshaw, Clements, Gollick, Johnson, Co-opted Member John Winter, Dave Coggrave-McDonalds, Ken Perritt-XPO Logistics Supply Chain and Council Officers David Shepherd, Tom Smith and the Senior Management Team.

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

- 12.1 Ensuring people in our communities are 'work ready' contributes to achieving all of the three priorities for Barnsley as outlined in the Council's Corporate Plan which are: a thriving and vibrant economy, strong and resilient communities; and citizens achieving their potential. Prioritising this agenda will help to avoid the high costs of people being on welfare benefits as well as improve their health and wellbeing.

13. Tackling health inequalities

- 13.1 As recognised in the Marmot Review (2010) 'Fair Society, Healthy Lives', to reduce health inequalities, one of the six key national policy objectives is to 'create fair employment and good work for all'. This research acknowledges the contribution unemployment has to poor health and therefore its importance in reducing health inequalities. Therefore it is vital that the work outlined in this report continues and that activity is targeted at the Borough's lower socioeconomic groups to aid in tackling health inequalities.

14. Risk management issues

14.1 This issue relates to the following risks currently logged on the Council's Strategic Risk Register (SRR), as follows:

- 3034 - Lack of Educational Attainment (whilst the focus of this risk relates to attainment within schools and educational settings, elements of this risk are pitched at broader educational outcomes within the Borough); and,
- 3543 - Failure to ensure the adequate supply of land for housing and commercial property growth (whilst this risk focuses on the availability of land to enable development opportunities, elements of the mitigations for this risk touch on the opportunities present within the regional devolution deal, referenced in section 6.4 of this report).

14.2 Furthermore, risk owners within Business Unit 4 (Economic Regeneration) will be encouraged to remain cognisant of the recommendations detailed within this report.

14.3 The recommendations detailed in section 6 should be considered by the relevant risk owner in light of the SRR.

14.4 It is likely the recommended activities detailed in this report will contribute further to the effective mitigation of these risks, and it would be appropriate for any follow-up report regarding the 'work readiness' of adults in Barnsley to be cognisant of these risks.

15. Promoting equality & diversity and social inclusion

15.1 The TFG looked at the impact of this issue on all of Barnsley's communities. The TFG acknowledges that vulnerable groups in particular need to be fully supported in this agenda as well as those that are hard to reach. The TFG found that support services exist for people who face some of the greatest barriers to work such as people with mental health problems or learning difficulties including the Recovery College provided by SWYPFT and specific Disability Employment Advisors available at JCP. The TFG acknowledge however that many barriers are faced by diverse groups in accessing employment which creates inequality in the rates of worklessness amongst different groups.

16. Reduction of crime & disorder

16.1 Engaging people in this agenda will help to reduce crime and disorder by enabling them to have the skills and abilities to engage in education, training and employment.

17. Glossary

AMIB – All Member Information Brief

ASCL - Adult Skills and Community Learning Service

BMBC – Barnsley Metropolitan Borough Council

IKIC – I know I Can Programme

JCP – Jobcentre Plus


Ofsted – Office for Standards in Education

OSC – Overview and Scrutiny
SAR – Self Assessment Review
SWYPFT – South West Yorkshire Partnership NHS Foundation Trust
TFG – Task and Finish Group
VAB – Voluntary Action Barnsley

18. Background papers

- Overview and Scrutiny Committee Task and Finish Group Report on 'Work Readiness' – Young People (Cab.25.3.2015/7.3):
<http://barnsleymbc.moderngov.co.uk/Data/Cabinet/201503251000/Agenda/item%20f7.3.pdf>
- Marmot Review (2010) – Fair Society, Healthy Lives:
<http://www.instituteofhealthequity.org/Content/FileManager/pdf/fairsocietyhealthy lives.pdf>

Officer Contact: Anna Morley Telephone No: 01226 775794 Date: 26th February 2016

Financial Implications / Consultation ...		25/02/16
<i>(To be signed by senior Financial Services officer where no financial implications)</i>		

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BARNSELY METROPOLITAN BOROUGH COUNCIL (BMBC)

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 Director of Human Resources,
Performance and Communications

SCRUTINY TASK AND FINISH GROUP (TFG) REPORT ON 'BMBC'S CUSTOMER SERVICE STRATEGY 2015-18'

1. Purpose of report

- 1.1 To report to Cabinet the findings of the Overview & Scrutiny Committee (OSC) from the investigation undertaken on its behalf by the 'BMBC's Customer Service Strategy 2015-18' Task & Finish Group (TFG) to review the strategy and the work being carried out, as well as make recommendations for improvements.

2. Recommendations

- 2.1 That Cabinet considers the conclusions and recommendations set out in section 6 as a result of the TFG's review of BMBC's Customer Service Strategy 2015-18 and the work being undertaken.

3. Introduction/Background

- 3.1 This TFG was established to consider the Council's Customer Service Strategy 2015-18 and the Council's aspiration to become a customer focused organisation. The strategy lays out the vision and objectives for change in the way the Council engages with its customers. This includes enhancing our online offer to enable customers to access services 24 hours a day, 7 days a week; promoting self-reliance, but whilst continuing to support those who need our help.
- 3.2 To achieve the changes, the Council will actively promote and provide an improved range of online contact methods, supported by redesigned telephone services whilst still retaining face to face contact by appointment. The service will also continue to ask for customer feedback and use this to make improvements.
- 3.3 The members of the TFG who undertook this investigation included: Councillor Ralph Sixsmith (TFG Lead Member), Councillor Alice Cave, Councillor Jeff Ennis, Councillor Harry Spence, Councillor Sarah Tattersall, Councillor Joe Unsworth together with Co-opted Member Mr John Winter.

4. What the Task & Finish Group (TFG) looked at

- 4.1 Initially, the TFG met to consider the strategy and establish some key lines of enquiry to investigate with relevant officers. This included discussing the potential implications of the strategy, how this may impact on our communities and what considerations need to be taken into account to ensure effective customer services are delivered to our communities.

- 4.2 The TFG undertook a number of 'check and challenge' sessions with officers regarding the strategy, the work being carried out and future plans. This involved asking questions of officers regarding their work, their involvement and partnership working with other agencies as well as consideration of how these plans would affect all members of the community – particularly how it would impact on people with communication needs.
- 4.3 In addition to these sessions, Members of the TFG were also involved in: the OSC investigation into the Council's quarterly performance regarding dealing with customer feedback including complaints and compliments; work being undertaken by the Member Development Working Group in relation to Member feedback and complaints; as well as an all member information brief (AMIB) on customer services, the Council's website and customer feedback.

5. What the Task & Finish Group found

- 5.1 Through undertaking the 'check and challenge' sessions, the TFG found evidence of good practice in the work being undertaken. In particular, a comprehensive Equality Impact Assessment (EIA) had been carried out which identified the key barriers that some people face in accessing Council services and identified mitigations to minimise the impact of this (i.e. having different access channels available). The EIA outlined the need for consultation with the Equality Forums (particularly the forums who work with people who have some form of communication need) in order to better understand the barriers and issues that people face in terms of accessing services. This included establishing the variety of access channels and listing the benefits and barriers which may be experienced by different customers in using these channels. As part of this, potential solutions and mitigations had been listed which the TFG were able to contribute to.
- 5.2 The group were made aware of two Digital Champion posts that had been recruited to, to work across internal departments, with external agencies and the public, to help people use online technologies. The TFG were also provided with the Communications Implementation Plan and considered this work in detail. This evidenced a number of activities which had been undertaken to promote available online services as well as plans for future work, which again the TFG were able to contribute to.
- 5.3 Through the different work undertaken as part of the TFG, it was evident the service had worked with key stakeholders to facilitate the effective implementation of this strategy. A number of new procedures had recently been put in place, such as a corporate complaints and compliments service which required further time to embed in order to make improvements. However, the group were assured that the aim is to encourage learning from customer feedback across all services leading to improvements in service delivery.
- 5.4 The TFG acknowledged that the implementation of the strategy would be on-going and that there would be some key challenges to its implementation including: the behaviour change required from officers, Elected Members and residents in terms of self-serving and using online facilities; ensuring that all officers are aware of their responsibility to deliver excellent customer services and not just the customer service team; also that the Council has reducing capacity but growing demand for services.

6. Recommendations

6.1 During the investigations, the TFG members made a number of suggestions and recommendations regarding the work being undertaken which the services were able to consider as part of their work programme. This included the service learning from practice in other areas the TFG were aware of, such as the 'Digital Angels' project undertaken by Wakefield District Housing. In addition to these suggestions, the TFG recommend the following:

6.2 **Recommendation 1: To undertake a mapping exercise of IT provision across the Borough including computer and WiFi access as well as IT training support**

This will be helpful for other services across the council who will be able to both contribute to this work as well as use it for their agendas. Once this is completed, services need to ensure this is disseminated across the Council as well as to partnership agencies and our communities.

6.3 **Recommendation 2: Seek feedback from both internal and external customers regarding customer feedback processes**

To ensure the continued improvement of services, it is important that the Customer Feedback and Improvement Team seek feedback and learn from officers involved in handling enquires, customers making them and other local residents, to ensure that the views and opinions expressed are representative of the diverse community. This is to help ensure processes are as effective as possible for handling enquiries.

6.4 **Recommendation 3: Facilitate feedback from Members regarding frequently asked questions (FAQs) they receive**

Currently, FAQs to Members are not recorded. However, by capturing these, they could be used to populate the Council's website as well as be circulated to other Members and used as part of Member development processes to assist with handling customer queries.

6.5 **Recommendation 4: Need to make sure all types of customer access channels are maintained**

The TFG are conscious that there are varying costs for different contact routes to the Council, however the Council has a responsibility (outlined within the Equality Act 2010) to ensure it is accessible to all members of the community. It is therefore important that there are a variety of access channels available to facilitate this, for example the availability of a text service for Deaf customers. It is acknowledged that face to face provision is the most expensive access channel; however Members recommend that there is still some opportunity to support customers in this way – based on individual needs and circumstances. It is also important to keep an open dialogue with the Equality Forums to ensure that the access channels appropriately meet the access needs of all members of the local community.

6.6 **Recommendation 5: Service to increasingly use videos to explain how to use services**

To enable access to information for all our communities, in particular for those with communication needs (for example non-English or limited-English speakers, Deaf People and those with Learning Difficulties), the TFG supports the creation of videos to enable this. The TFG recommends that college students, for example

those undertaking media qualifications could be given the opportunity to participate in this work. This will provide opportunities for skill development in the Borough as well as incorporating the perspective of young people in the designs.

6.7 Recommendation 6: An update on this work is provided to the OSC/TFG in 6 months

As this work will be on-going and there have been recent changes made to processes which require time to embed, the TFG recommend that they receive an update on progress via the OSC.

7. Implications for local people / service users

7.1 The strategy and accompanying documents identify a variety of available access channels to the Council which have both benefits and barriers depending on individual customers. Plans and solutions to mitigate barriers have been identified (within the EIA) which will require effective planning, consultation and implementation to ensure they are fit for purpose. Due to reducing resources as well as changes in customer expectations to contact the Council 24 days hours a day, 7 days a week, it is important work is done to encourage and support customer self-service and online access where they can, with the opportunity for additional support in circumstances where this is needed.

8. Financial implications

8.1 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.

9. Employee implications

9.1 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.

10. Communications implications

10.1 A communication plan has been developed for the implementation of the strategy which the TFG have contributed to. It is important that effective communication with customers continues to be undertaken, in particular to promote online self-service facilities as well as provide other access channels as appropriate. In support of the recommendations, it is important that knowledge of the IT facilities available within the Borough are promoted across organisations and to residents.

11. Consultations

11.1 Consultations have taken place with Councillors Sixsmith (TFG Lead Member), Cave, Ennis, Spence, Tattersall, Unsworth, Co-opted Member John Winter and Council Officers Ann O'Flynn, Hazel Shaw, Katie Rogers and the Senior Management Team.

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

- 12.1 One of the Council's strategic priorities is to have 'Strong and Resilient Communities'. Within this, 'Outcome 12' focuses on ensuring 'customers can contact us easily and use more services online'. Implementation of the Customer Service Strategy 2015-18, learning from customer feedback and designing different and innovative services will help to reduce the dependency on Council as it operates with reduced resources.

13. Risk management issues

- 13.1 This matter relates directly to risk 3514 ('Failure to be able to deliver the ambitions and outcomes associated with the Customer Services Organisation Programme [CSO]') which is current logged in the Council's Strategic Risk Register as an 'amber' risk.
- 13.2 The outcomes of the TFG's consideration of matters relating to the ambitions of the Council to 'channel shift' customers to engage with the Council in more modern and often more cost effective ways will be considered further when this risk is reviewed as part of the bi-annual review of the SRR.
- 13.3 The outcomes of that review will be reported to the Audit Committee and Cabinet in April and May 2016 respectively.

14. Health, safety, and emergency resilience issues

- 14.1 Making Council information available 24 hours a day, 7 days a week makes it easier to access and therefore supports us in responding to the public in an emergency, as well as assisting with early intervention to prevent escalation of incidents. It is therefore important that we improve the IT skills and access to online information across our communities.

15. Promoting equality, diversity, and social inclusion

- 15.1 The strategy and accompanying EIA recognise the range of channels by which the public can access Council services. Work has been undertaken with equality forums and other stakeholders to understand the benefits and barriers to certain channels and work required to minimise the impact of changes to access channels. The TFG highlighted that in order to ensure we are able to support all our customers we need to maintain a variety of access channels.

16. Glossary

AMIB – All Member Information Brief
BMBC – Barnsley Metropolitan Borough Council
EIA – Equality Impact Assessment
OSC – Overview and Scrutiny Committee
TFG – Task and Finish Group

17. **Background papers**

- BMBC's Customer Service Strategy (Cab.9.9.2015/12):
<http://barnsleymbc.moderngov.co.uk/documents/s3531/Customer%20Services%20Strategy%20Appendix%201.pdf>
- BMBC's Customer Service Strategy Equality Impact Assessment (Cab.9.9.2015/12):
<http://barnsleymbc.moderngov.co.uk/documents/s3532/Customer%20Services%20Strategy%20Appendix%202.pdf>

Officer Contact: Anna Morley Telephone No: 01226 775794 Date: 26th February 2016

<p>Financial Implications / Consultation</p>  <p>MARK WOOD</p> <p>25 February 2016</p> <p>..... (To be signed by senior Financial Services officer where no financial implications)</p>
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BARNSELY METROPOLITAN BOROUGH COUNCIL

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

Report of the Executive Director
(People)
to Cabinet
(9th March 2016)

CHILDREN'S CENTRES: MAJOR RE-STRUCTURE IN RELATION TO DEVELOPING A MODEL OF EARLY HELP FOR FAMILIES

1.0. Purpose of the Report

To seek Cabinet's approval to implement a new staffing structure based on Family Centre main, linked and outreach sites, which will fulfil statutory requirements and support the delivery of Early Help to families. This follows cabinet having approved the new service delivery model in the Autumn of 2015 following a full statutory consultation.

2.0. Recommendations

It is recommended that Cabinet agree to:

- Delete all existing posts which are currently within People directorate/Early Start and Families/Children's Centre Programme
- Provide authorisation to create the new staffing structure based on Family Centre main, linked and outreach sites.

3.0. Introduction to the Report

The Early Start and Families Service within the Education, Early Start and Prevention Business Unit 1 was given a £2.5 million savings target in April 2014 as part of the Future Council programme to be achieved by 1 April 2016. This required a fundamental review of the service and in order to manage this effectively it was agreed that changes would be managed over a 2 year period. £500,000 of savings was achieved as part of 2015/16 budget setting, through an organisational restructure of services relating to the Childcare Services team, Early Years Consultant team and the Families Information Service. The remaining £2 million saving relates to the restructure of the Children's Centre Programme and will be implemented by 1 April 2016 with the full year effect being realised as part of 2016/17 financial year.

Cabinet approved a revised service delivery model in September 2015. The following configuration was agreed:

Centre	Location	Designation	Childcare on site
Sunnybank	Bank End	Main centre	Sessional care term time only for 2,3 and 4 year olds
Secret Garden	Athersley North	Main centre	Sessional care term time only for 2,3 and 4 year olds
Darfield	Darfield	Main centre	Sessional care term time only for 2,3 and 4 year olds

Centre	Location	Designation	Childcare on site
Milefield	Grimethorpe	Main centre	Sessional care term time only for 2,3 and 4 year olds
Embankment	Thurnscoe	Main centre	Sessional care term time only for 2,3 and 4 year olds
Dearne	Bolton on Dearne	Linked centre with childcare due to sufficiency*	Sessional care term time only for 2,3 and 4 year olds
Jump	Jump	Linked centre	No childcare
Kings Oak	Wombwell, Kings Oak Primary Learning Centre	Linked centre	No childcare
Rising Stars	Worsbrough Common Primary School	Linked centre	No childcare
Lundwood & Monk Bretton	Lundwood	Linked centre	No childcare
Hoyland Common	Hoyland Common Primary Learning Centre	Outreach site	No childcare
Darton	Darton Centre	Outreach site	No childcare
Buttercup	Cudworth, Birkwood Primary	Outreach site	No childcare
Buddies	Burton Road Primary School	Outreach site	No childcare
Hunni Bee	Hunningley Lane Primary School	Outreach site	No childcare
Penistone	Penistone St John's	Outreach site	No childcare
Royston	Meadstead Academy, Royston	Outreach site	No childcare
Wilthorpe	Wilthorpe Primary School	Outreach site	No childcare
Dodworth	Various Community venues Dodworth & Gilroyd	Outreach delivery within other buildings in the community	No childcare

4.0. Consideration of Alternative Approaches

The draft structure proposed has been consulted upon and reviewed to ensure that it meets the BMBC design principles, with input from BMBC Human Resources and Trade Union colleagues. Job profiles have been developed for all job roles and these have been thoroughly assessed and evaluated.

Six sites (5 x main and 1 x linked) are proposed to continue to offer childcare on site on a term time only sessional basis. Ofsted regulations dictate staffing requirements in relation to qualifications and adult to child ratios and this has been taken into account when developing the structures for cabinet consideration.

The proposed staffing structure reflects an increased number of Outreach Workers and Family Support Workers to provide additional resource for the delivery of universal and targeted early help services for children and their families across the broader 0-19 (25 years with a disability). In addition the draft structure if approved would result in the centralised co-ordination of early help offer family support services under Family Support Managers.

5.0. Proposal and Justification

Under the re-shaped Early Help model services offered currently through Children's Centres will continue to be available across Barnsley and be accessible through Family Centre main, linked and outreach sites including community venues and in the home. Services will be based on working in a whole family way and will continue to be targeted according to need with a focus on early intervention and prevention. The philosophy underpinning service delivery will be strengths based approach building family resilience and aspirations.

Family Centres will be a non-stigmatised gateway to services for all families in their local community recognising that targeted interventions and outreach services are vital in supporting families who need it most in order to narrow the gap in outcomes between those experiencing the most disadvantage and the rest. The proposal builds upon the strong foundation of integrated universal and targeted provision available through the current network of Children's Centres.

Early help services delivered through Family Centres will be developed with families, partners and stakeholders to ensure they are firmly rooted within the community, building resilience and self efficacy. The proposed model will provide continuity of support for families across age phases ensuring accessible, non stigmatised, personalised and seamless services from pre-birth to 19 years old (25 years if the young person has a disability) recognising the vital nature of early

Family Centre Network

It is proposed that across the borough families will continue to have access to the full range of early help services either delivered on site or through outreach in the family home or in other suitable community venues. Families who are resident in the borough will be able to access services at the centre which makes most sense to them and their circumstances. Family Centre sites are proposed to be organised as main, linked and outreach. Main and linked sites will be open during core hours (this may vary depending on the needs of the community) and families will be able to access these centres on a drop in, ad hoc basis during opening hours. Outreach sites and community venues will offer groups and services on a planned and timetabled basis however families will be able to access support outside of these times through main or linked sites and the Families Information Service. Moreover one to one family support will be available flexibly on site and in the home and will be responsive to family needs. Families will continue to be able to access a broad range of services such as:

- Antenatal clinics and parenting support via the *Having a Baby* Programme, and Now I am programmes for various ages and stages in early childhood
- Infant feeding support; cook and eat, adult and family learning sessions
- Play activities and sessions
- Targeted sessions to support particular groups e.g. teenage parents, lone parents
- Trips and outings/visits
- Support in accessing early years education funding and entitlements
- Employment, training and benefits advice

Childcare within Family Centres

Cabinet approval was given in September 2015 to reconfigure the service delivery model within Family Centres. As a result of the new service model the Council will cease to deliver childcare at 9 current Children's Centres.

It is proposed that the council will continue to directly deliver childcare on 6 sites but this will be targeted at children accessing their two, three and four year old early education entitlement on a sessional and term time only basis where there is a need to do so.

Commissioning Arrangements

Following cabinet approval of the Family Centre delivery model, 3 of the external providers of Children's Centre services have been decommissioned to allow Family Centres to be delivered and provided by the council due to the scale and scope of the service re-modelling required. The arrangements are being reviewed with the one remaining maintained sector provider who are considering their options in relation to childcare provision on their site.

6.0. Implications for Local People and Service Users

Current users of Children's Centres will continue to be able access services based on assessed need in the community in a Family Centre main, linked or outreach site or in a community venue and in the home where appropriate under the proposed model.

Families, children and young people will continue to be able to have a voice and influence on service priorities and delivery as part of the proposed model. Children's Centres are statutorily required to establish governance arrangements through the provision of local Advisory Boards. It is proposed that in order to recognise the wider age range of Family Centres these will be extended to include relevant stakeholders whilst ensuring that families continue to be empowered to take an active part in the decision making process and shape local family services in their area.

Where the council will cease to directly deliver childcare on 9 existing Children's Centre sites families are being supported to find alternative provision which meets their needs. Centre staff are working closely with the Families Information Services to provide a personalised service to ensure that any transition is smooth for children and the families. The council is committed to ensuring that all children have the best start in life and have access to high quality early education and care and currently the rate of good and outstanding provision in Barnsley is 89% which is above the national average of (85%)

7.0. Financial Implications

The current service delivery model is not sustainable in the current financial climate and the childcare provision currently delivered by the council through Children's Centres operates at a loss. As part of Future Council requirements the Early Start and Families service has been tasked with making KLOE savings of £2.5 million to be effective from 1 April 2016 over a 2 year phased basis. Savings of £500,000 have been achieved through the reconfiguration of services relating to early years and childcare and the Families Information Service effective from April 2015. The proposed restructure allows the balance of £2m savings to be secured.

The financial implications of the proposed service reconfiguration and staff restructuring is summarised in the attached Appendix A.

8.0. Employee Implications

Employees have been consulted and briefed on the proposals from October 2015 to date. There has been ongoing engagement with trade unions throughout the development of the proposed model and the period of public statutory consultation. In addition weekly opportunities have been provided for staff to raise concerns and questions which are then addressed by senior managers within the service in conjunction with Human Resources and Legal. This has resulted in a weekly Frequently Asked Questions document which is updated and circulated to ensure that staff have the most up to date and comprehensive information in a timely way. This has also been provided to trade unions in order to facilitate support to their members.

A reconfiguration of this size will inevitably have implications for staff employed within the affected services. The review of staff structures has been undertaken in full consultation with staff and trade unions and in accordance with recognised council policies and procedures for Managing Change. This included all employees affected by any proposed transfer of services to the council and was undertaken in accordance with Human Resources and Legal requirements.

The scale of the saving will inevitably have a significant impact on the number of staff in the new staffing structures resulting in a reduction of up to 100 posts. 69 staff were issued their notice on 7th January 2016 . Currently there are an increasing number of vacant posts and the affect on staff will be mitigated as far as is possible.

Formal Consultation on staffing implications commenced with all affected staff in October 2015, with changes to be implemented fully in April 2016. However there were informal consultation events in November 2014 and April 2015. It was agreed with Trade Unions and Human Resources that staff on fixed term contracts who joined the service after 18th January 2015 would not be included in the ring-fences/job pools and would be managed in accordance with the Fixed Term Policy. Staff on maternity leave were offered a suitable alternative post in accordance with relevant employment regulations/legislation.

Recruitment Processes

Recruitment commenced to the draft structures in November 2015 and is still underway. Due to the scale and scope of recruitment activity required to secure the savings target by April 2016, the service would have been unable to complete this task had recruitment not been commenced prior to cabinet approval of the final structures. Therefore any provisional appointments made to date remain subject to cabinet authorisation of the organisational structure.

All employees were identified and placed in pools according to their existing job roles. Recruitment was then undertaken on a rolling basis with each pool having a consistent interview panel, and moderation of interview scores being undertaken. Where there were more people in a pool than jobs, a competitive interview was held and candidates were ranked accordingly with offers being made in rank order. Where there were more posts available than people, staff within these pools were slotted into the role and not required to undergo an interview (Family Support Workers and Outreach Workers). The staff agreed their locations together.

Voluntary Severance and resignations

All Children's Centre employees were offered the opportunity to express an interest in voluntary severance in October 2015, and a number of staff chose to do so. Subsequently as the recruitment process has continued further employees have also expressed an interest. A total of 22 employees have expressed an interest in voluntary severance during the consultation period, 17 of which have been processed to date. The 5 remaining requests are currently at various stages in the cost saving process.

Additionally a number of employees have proactively sought alternative employment during the consultation period and have successfully gained employment elsewhere.

Compulsory redundancies

In accordance with BMBC policy and procedures, 12 weeks' notice was required to be issued to all employees who have not yet secured a position on the draft structure for Family Centres as at 7th January 2016. As a result 69 staff were issued with their notice letters on 7.1.16. Some employees have subsequently secured provisional offers of posts on the draft structure and 3 employees have subsequently had their notice rescinded, leaving the remaining 66 employees currently 'at risk'. It is envisaged that as there continues to be movement within the workforce and recruitment is still underway for approximately 30 vacant posts (20 permanent posts and 10 fixed term (maternity cover) that this will continue to be a fluid picture up to 31.3.16.

9.0. Communications Implications

A Communications and Consultation Plan was developed to address the communication implications of the proposals, launch and implementation of the statutory consultation to ensure key stakeholders were provided with information and given opportunities to respond. This included key stakeholder groups including parents, expectant parents and carers, employees, advisory boards, statutory partners, early year's providers, partners who share current centre sites, local communities, local elected members, local MPs and trade unions.

10.0. Consultations

During 2015, the council completed a full statutory public consultation in relation to the proposed changes to the Children's Centre programme under Section 5D of the Childcare Act 2006. The consultation was widely publicised through the local press, posters in community buildings and Children's Centres, through the council's website, intranet, Facebook, Twitter, Open Door magazine, the Families Information Service and through In Brief.

In addition families have been supported and given the opportunity to shape the proposals through an offer of one to one meetings and through groups. Public petitions have also been submitted to the council and meetings with the public have been facilitated on request with the Cabinet Spokesperson and Executive Director for the People directorate.

The council received 830 responses to phase 1 of the consultation and 1520 responses were received in phase 2 giving a total of 2350 responses in total. One petition has been formally received and submitted to council from Rising Stars Children's Centre with approximately 1700 signatures along with a submission from Unison providing feedback from their own survey which had 70 responses.

Separate consultation mechanisms were also developed to support staff including regular meetings, Trade Union drop in sessions, Frequently asked questions and briefing meetings. Trade Unions and BMBC Human Resources have been closely consulted throughout the statutory consultation period (public and staff consultations).

11.0. Key Policy Considerations

During the second phase of the statutory consultation the government announced the intention to introduce legislation through a Childcare Bill to increase funded childcare for working parents of 3 and 4 year olds to 30 hours per week. In addition, the government has committed to increasing the average childcare funding rates paid to providers (the hourly rate currently paid) with a Department for Education review to commence in the summer 2015 including a proposed consultation of Children's Centre services in the Autumn 2015.

The current timetable of the council's proposals will continue as planned for implementation from April 2016. The increase to 30 hours of childcare for working parents is compatible with the council's duty to ensure sufficient childcare is available through the private, voluntary and maintained sector. The position will be closely monitored and providers supported to expand or create new provision to meet any additional demand. The current average vacancy rate as at June 2015 is 38% and this will be considered as part of any future developments to ensure that resources are targeted appropriately.

The council will continue to take a full part in the government's planned review and ongoing consultation prior to national roll out in September 2017, and will actively encourage stakeholders, partners and families to take part. The outcome of this consultation will be considered and may shape future delivery however the savings targets remain in place to be achieved by April 2016 and therefore the council needs to ensure that the model is sufficiently flexible in order to respond to future priorities as required. It remains important to ensure services continue to be accessible for families across Barnsley. Whilst the network of buildings may change the council will ensure that services are able to be flexed and shaped according to need.

12.0. Tackling Health Inequalities

The proposals actively address health inequalities through integrated early help services delivered in partnership with health.

13.0. Climate Change and Sustainable Energy Act (2006)

There are no direct implications as result of this report.

14.0. Consideration of Risks

There has been a full consideration of risks posed by the proposals as part of the cabinet report in relation to developing a new model for early help through Family Centres which was considered in September 2015.

15.0. Health and Safety Implications

There are no direct implications as result of this report.

16.0. Compatibility with the European Convention on Human Rights

The proposal is compatible with the European Convention on Human Rights.

17.0. Promoting Equality, Diversity and Inclusion

The proposals actively support and promote equality, diversity and inclusion.

An equality impact assessment has been undertaken as set out at Appendix 2.

As part of the assessment it has been established that the group that is most likely to be affected by the proposals are women and working parents with young children that currently use childcare within Children's Centres due to the proposal that the council will cease to directly provide childcare in some areas and provide sessional early education and childcare for 2, 3 and 4 year olds on a sessional term time only basis where there is a need to do so. This is mitigated by there being sufficient alternative provision within the private, voluntary and maintained sector with a current borough wide average vacancy rate of 38% and a full assessment of vacancy rates and current sufficiency data has been assessed which demonstrates this.

The council must ensure that there is sufficient high quality childcare across the borough and it provides support to the private, voluntary and maintained sector to start up childcare businesses or expand in areas where there is not enough provision to meet demand. This supports the local economy whilst meeting statutory guidance that council's should only provide childcare where the private and voluntary sector fails to do so.

The council, as part of its statutory duty to ensure sufficient childcare provides support and incentives to the private, voluntary and maintained sector to start up childcare businesses or expand in areas of the borough that have insufficient provision to meet future demand. This supports the local economy whilst meeting statutory guidance that the council should only deliver childcare where the private, voluntary and maintained sector fails to do so.

Where the council changes the early education and childcare service which it provides or if it ceases to directly deliver childcare families will be supported to find alternative provision which meets their needs. Centre staff will work closely with the Families Information Services to provide a personalised service to ensure that any transition is smooth for children and the families. The council is committed to ensuring that all children have the best start in life and have access to high quality early education and care and currently the rate of good and outstanding provision in Barnsley is 88% which is above the national average of 85%.

18.0. Reduction of Crime and Disorder

The proposed model will further support families and communities through the provision of early help strengthening community cohesion.

19.0. Conservation of Biodiversity

There are no implications as a result of this report.

20.0. Glossary of Terms and Abbreviations

Main and linked sites: open during core hours (this may vary depending on the needs of the community) and service users will be able to access on a drop-in, adhoc basis during opening hours.

Outreach sites and community venues: will operate groups and services on a planned and timetable basis. Families seeking information, advice and guidance and support outside these times will be able to access alternative main or linked Family Centre sites, telephone consultation or if appropriate their allocated Family Support Worker. The Families Information Service is also available to support and assist.

21.0. List of Appendices

Appendix 'A': Summary of Financial Implications
Appendix 'B': Recommendations list

Background papers used in the compilation of this report are available to view by contacting the People Directorate, Barnsley MBC, PO Box 634, Barnsley, South Yorkshire, S70 9GG

Officer Contact: Claire Gilmore, Early Start & Families Strategy and Service Manager
Tel. No. 773516
Date: 25.1.2016

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

Appendix 1: Recommendations

Posts to be deleted from People/Early Start and Families Service												
Post Number (if new position write 'new position')	Current Directorate and Service Area	Proposed Directorate and Service Area (if applicable)	Current Post Title	Current Grade	Current Hours	Current Reporting Line Manager	Deletion y/n	Proposed Post Title	Proposed Grade	Proposed Hours	Job Profile Number	Proposed Reporting Line Manager
50009666	People BU1		Children's Centre Programme Manager	13	37	Claire Gilmore	Yes					
50082715	People BU1		Family Star Project Manager	9	37	Annette Martin-Meigh	Yes					
50076370	People BU1		Parent Education & Family Support Manager	9	37	Annette Martin-Meigh	Yes					
50096817	People BU1		Family Support Manager	9	37	Annette Martin-Meigh	Yes					
50007933	People BU1		Family Support Team Leader	8	37	Susan Duke	Yes					
50096818	People BU1		Family Support Workers x 28	7	37	Various	Yes					
50096819												
50096820												
50096821												
50096822												
50035603												
50050320												
50050387												
50038035												
50007935												
50030087												
50038351												
50055484												
50050322												
50050393												
50098267												
50038481												
50038703												
50042131												
50049874												
50049926												

Posts to be deleted from People/Early Start and Families Service

<i>Post Number (if new position write 'new position')</i>	<i>Current Directorate and Service Area</i>	<i>Proposed Directorate and Service Area (if applicable)</i>	<i>Current Post Title</i>	<i>Current Grade</i>	<i>Current Hours</i>	<i>Current Reporting Line Manager</i>	<i>Deletion y/n</i>	<i>Proposed Post Title</i>	<i>Proposed Grade</i>	<i>Proposed Hours</i>	<i>Job Profile Number</i>	<i>Proposed Reporting Line Manager</i>
50050398 50039139 50035940 50046192 50096423 50050321 50050390												
50009721	People BU1		Sector Support Officer Finance	6	37	Annette Martin-Meigh	Yes					
50032550 50053161 50053127 50094482 50094483 50007863	People BU1		Children's Centre Area Managers x 6	11	37	Annette Martin-Meigh	Yes					
50032154 50038836 50007952 50037383 50098259 50037052 50044860 50039036 50009766 50046178 50096421	People BU1		Children's Centre Managers x 11	10	37	Various	Yes					
50035461 50038034 50034330 50038352 50098260 50038835 50009989 50039125 50061667 50030198	People BU1		Assistant Children's Centre Managers x 12	7	37	Various	Yes					

Posts to be deleted from People/Early Start and Families Service

<i>Post Number (if new position write 'new position')</i>	<i>Current Directorate and Service Area</i>	<i>Proposed Directorate and Service Area (if applicable)</i>	<i>Current Post Title</i>	<i>Current Grade</i>	<i>Current Hours</i>	<i>Current Reporting Line Manager</i>	<i>Deletion y/n</i>	<i>Proposed Post Title</i>	<i>Proposed Grade</i>	<i>Proposed Hours</i>	<i>Job Profile Number</i>	<i>Proposed Reporting Line Manager</i>
50046501 50096422												
50035463 50038163 50039307 50038966 50098261 50039308 50040016 50038482 50036055 50046183 50046185 50096476	People BU1		Senior Early Years Practitioners x 12	5	37	Various	Yes					
50050397 50050388 50050399 50062872 50053303 50078672 50050395 50098268 50098269 50042984 50049927 50070252 50056224 50046299 50050396 50071183 50046190 50096424 50096475 50050391	People BU1		Outreach Workers x 20	3	37	Various	Yes					
50041244 50050967 50050968 50035462	People BU1		Early Years Practitioner x 60	3	37	Various	Yes					

Posts to be deleted from People/Early Start and Families Service

<i>Post Number (if new position write 'new position')</i>	Current Directorate and Service Area	Proposed Directorate and Service Area (if applicable)	Current Post Title	Current Grade	Current Hours	Current Reporting Line Manager	Deletion y/n	Proposed Post Title	Proposed Grade	Proposed Hours	Job Profile Number	Proposed Reporting Line Manager
50042903												
50038348												
50042897												
50042898												
50079237												
50079238												
50007798												
50007936												
50041425												
50047442												
50041778												
50041427												
50046115												
50047628												
50040254												
50040255												
50039823												
50053516												
50055351												
50061217												
50067603												
50098263												
50098264												
50038081												
50042985												
50042986												
50009760												
50040041												
50009980												
50009984												
50009990												
50009985												
50009986												
50009754												
50074929												
50009988												
50061670												
50041662												

Posts to be deleted from People/Early Start and Families Service

<i>Post Number (if new position write 'new position')</i>	<i>Current Directorate and Service Area</i>	<i>Proposed Directorate and Service Area (if applicable)</i>	<i>Current Post Title</i>	<i>Current Grade</i>	<i>Current Hours</i>	<i>Current Reporting Line Manager</i>	<i>Deletion y/n</i>	<i>Proposed Post Title</i>	<i>Proposed Grade</i>	<i>Proposed Hours</i>	<i>Job Profile Number</i>	<i>Proposed Reporting Line Manager</i>
50009753 50048582 50038480 50061672 50079236 50079239 50035052 50042908 50063711 50051220 50035464 50046184 50046186 50046187 50047081 50046188 50046504 50096477												
50051310 50034736 50036262 50041157 50032913 50076416	People BU1		Relief Early Years Practitioners x 6	3	relief	Various	Yes					
50035604 50038319 50043960 50038350 50078402 50098270 50038320 50009982 50039540 50047079 50035244 50046181 50046182 50096483	People BU1		Reception/Clerical/ Admin Assistant x 14	3	37	Various	Yes					

Posts to be deleted from People/Early Start and Families Service

<i>Post Number (if new position write 'new position')</i>	<i>Current Directorate and Service Area</i>	<i>Proposed Directorate and Service Area (if applicable)</i>	<i>Current Post Title</i>	<i>Current Grade</i>	<i>Current Hours</i>	<i>Current Reporting Line Manager</i>	<i>Deletion y/n</i>	<i>Proposed Post Title</i>	<i>Proposed Grade</i>	<i>Proposed Hours</i>	<i>Job Profile Number</i>	<i>Proposed Reporting Line Manager</i>
50046180	People BU1		Receptionist	2	18.5	Rachelle Alick	Yes					
50035778 50042905 50047478 50036137 50038347 50062869 50042975 50042976 50099061 50062870 50007940 50063785 50039824 50069769 50098265 50098266 50060836 50038346 50042987 50042988 50047578 50049767 50009767 50038484 50050643 50057798 50045511 50047811 50056223 50057691 50061665 50061666 50038803 50050413 50042135 50042906	People BU1		Early Years Assistants x 48	2	37	Various	Yes					

Posts to be deleted from People/Early Start and Families Service

<i>Post Number (if new position write 'new position')</i>	<i>Current Directorate and Service Area</i>	<i>Proposed Directorate and Service Area (if applicable)</i>	<i>Current Post Title</i>	<i>Current Grade</i>	<i>Current Hours</i>	<i>Current Reporting Line Manager</i>	<i>Deletion y/n</i>	<i>Proposed Post Title</i>	<i>Proposed Grade</i>	<i>Proposed Hours</i>	<i>Job Profile Number</i>	<i>Proposed Reporting Line Manager</i>
50063712 50042907 50051219 50051381 50053158 50046294 50046550 50046507 50096478 50096479 50096480 50096481												
50036499 50047368 50039763 50047367 50047373 50047372 50038942 50012533 50038342 50042786 50047575 50038378 50039982 50040332 50043951 50062794 50098271 50038809 50047370 50039909 50038343 50047369 50047374 50047577 50061668 50061669	People BU1		Relief Early Years Assistants x 38	2	relief	Various	Yes					

Posts to be deleted from People/Early Start and Families Service

<i>Post Number (if new position write 'new position')</i>	<i>Current Directorate and Service Area</i>	<i>Proposed Directorate and Service Area (if applicable)</i>	<i>Current Post Title</i>	<i>Current Grade</i>	<i>Current Hours</i>	<i>Current Reporting Line Manager</i>	<i>Deletion y/n</i>	<i>Proposed Post Title</i>	<i>Proposed Grade</i>	<i>Proposed Hours</i>	<i>Job Profile Number</i>	<i>Proposed Reporting Line Manager</i>
50061671 50061673 50046800 50042787 50044956 50047576 50038353 50047371 50055419 50057740 50054759 50096482												
50036569	People BU1		Caretaker	3	5	Lisa Myatt	Yes					
50042317	People BU1		Caretaker	3	37	Emma Lingwood	Yes					
50041242	People BU1		Café Manager	5	37	Sue Duke	Yes					
50041865	People BU1		Healthy Café Cook	2	22		Yes					
50047464	People BU1		Children's Centre Cook	2	20		Yes					
50041150	People BU1		Cook in charge	SALABET2	27.5	Emma Lingwood	Yes					
50046193	People BU1		Chef Manager	5	37	Rachelle Alick	Yes					
50046194	People BU1		Assistant Chef	2	37	Rachelle Alick	Yes					
50046503	People BU1		Relief Kitchen Assistant	RHOLP1	relief	Rachelle Alick	Yes					
50046195	People BU1		Relief Catering Assistant	RHLOP1		James O'Mara	Yes					

Posts to be deleted from People/Early Start and Families Service

Post Number (if new position write 'new position')	Current Directorate and Service Area	Proposed Directorate and Service Area (if applicable)	Current Post Title	Current Grade	Current Hours	Current Reporting Line Manager	Deletion y/n	Proposed Post Title	Proposed Grade	Proposed Hours	Job Profile Number	Proposed Reporting Line Manager
50059984	People BU1		Relief Receptionist/ Clerical Assistant	RHOLP03	relief		Yes					
50030476	People BU1		Relief Clerical Assistant	RHOLP02	relief		Yes					
50053176 50079384	People BU1		Relief Outreach Workers x 2	RHLOP03	Relief		Yes					
50078637	People BU1		Corporate Apprentice	YTS trainee	37		Yes					
50009981 50007955	People BU1		Finance & Monitoring Officer	6	37	Annette Martin-Meigh	Yes					
50041241	People BU1		Surestart Volunteer Coordinator	6	37	Annette Martin-Meigh	Yes					

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Posts to be moved from People to Core (Finance, Assets and Information)

Post Number (if new position write 'new position')	Current Directorate and Service Area	Proposed Directorate and Service Area (if applicable)	Current Post Title	Current Grade	Current Hours	Current Reporting Line Manager	Deletion y/n	Proposed Post Title	Proposed Grade	Proposed Hours	Job Profile Number	Proposed Reporting Line Manager
50040042	People/ BU1	Finance, Assets and Information	Caretaker/ handyman	4	18.5	Jacky Crawford	No	Caretaker/Driver	3	18.5	79743	Barry Howell
50051105	People/ BU1	Finance, Assets and Information	Caretaker	2	7	Sue Duke	No	Caretaker/Driver	3	7	79743	Barry Howell
50046505	People/ BU1	Finance, Assets and Information	Caretaker/ Reception	5	37	Rachelle Alick	No	Caretaker/Driver	3	37	79743	Barry Howell

Posts to be created in People/ Early Start & Families Service

<i>Post Number (if new position write 'new position')</i>	<i>Current Directorate and Service Area</i>	<i>Proposed Directorate and Service Area (if applicable)</i>	<i>Current Post Title</i>	<i>Current Grade</i>	<i>Current Hours</i>	<i>Current Reporting Line Manager</i>	<i>Deletion y/n</i>	<i>Proposed Post Title</i>	<i>Proposed Grade</i>	<i>Proposed Hours</i>	<i>Job Profile Number</i>	<i>Proposed Reporting Line Manager</i>
New Position		People BU1						Family Centre Manager Central	11	37	96158	Claire Gilmore Early Start & Families Strategy & Service Manager
New Position		People BU1						Family Centre Manager North & North East	11	37	96158	Claire Gilmore Early Start & Families Strategy & Service Manager
New Position		People BU1						Family Centre Manager Dearne	11	37	96158	Claire Gilmore Early Start & Families Strategy & Service Manager
New Position		People BU1						Family Centre Manager South & Penistone	11	37	96158	Claire Gilmore Early Start & Families Strategy & Service Manager
New Position		People BU1						Family Centre Development Manager x1	11	37	35511	Claire Gilmore Early Start & Families Strategy & Service Manager
New position		People BU1						Family Support Manager (North & North East)	9	37	92764	Family Centre Development Manager

Posts to be created in People/ Early Start & Families Service

Post Number (if new position write 'new position')	Current Directorate and Service Area	Proposed Directorate and Service Area (if applicable)	Current Post Title	Current Grade	Current Hours	Current Reporting Line Manager	Deletion y/n	Proposed Post Title	Proposed Grade	Proposed Hours	Job Profile Number	Proposed Reporting Line Manager
New position		People BU1						Family Support Manager (Central)	9	37	92764	Family Centre Development Manager
New position		People BU1						Family Support Manager (Dearne, South & Penistone)	9	37	92764	Family Centre Development Manager
New position		People BU1						Healthy Lifestyle Co-ordinator x1 Gateway Plaza	6	37	94271	Family Centre Development Manager
New position		People BU1						Family Centre Inspection & Outcomes Officer x 1 Gateway Plaza	9	37	94273	Family Centre Development Manager
New position x2		People BU1						Family Centre Development & Support Officers x 2 Gateway Plaza	6	37	92766	Family Centre Development Manager
New position x 6.5		People BU1						Family Support Worker x 6.5 (Dearne)	6	37	59029	Family Support Manager (Dearne, South & Penistone)
New position x 5.5		People BU1						Family Support Worker x 5.5 (South & Penistone)	6	37	59029	Family Support Manager (Dearne, South & Penistone)
New position x 6		People BU1						Family Support Workers x 6 (North)	6	37	59029	Family Support Manager (North & North East)

Posts to be created in People/ Early Start & Families Service

Post Number (if new position write 'new position')	Current Directorate and Service Area	Proposed Directorate and Service Area (if applicable)	Current Post Title	Current Grade	Current Hours	Current Reporting Line Manager	Deletion y/n	Proposed Post Title	Proposed Grade	Proposed Hours	Job Profile Number	Proposed Reporting Line Manager
New position X6		People BU1						Family Support Workers x 6 (North East)	6	37	59029	Family Support Manager (North & North East)
New position X 10		People BU1						Family Support Workers x 10 (Central)	6	37	59029	Family Support Manager (Central)
New position		People BU1						Reception/Clerical Admin Rising Stars	3	37	43240	Family Centre Manager (Central)
New position		People BU1						Reception/Clerical Admin Sunnybank	3	37	43240	Family Centre Manager (Central)
New position X 6		People BU1						Family Centre Outreach Worker x 6	3	37	94272	Family Centre Manager (Central)
New position		People BU1						Family Centre Assistant Manager x 1 Sunnybank	7	37	94270	Family Centre Manager (Central)
New position		People BU1						Senior Early Years Practitioner x 1 Sunnybank	4	37(TTO)	47273	Family Centre Assistant Manager (Central)
New position X 6		People BU1						Early Years Practitioner x 6 Sunnybank	3	37 (TTO)	47272	Family Centre Assistant Manager (Central)

Posts to be created in People/ Early Start & Families Service

Post Number (if new position write 'new position')	Current Directorate and Service Area	Proposed Directorate and Service Area (if applicable)	Current Post Title	Current Grade	Current Hours	Current Reporting Line Manager	Deletion y/n	Proposed Post Title	Proposed Grade	Proposed Hours	Job Profile Number	Proposed Reporting Line Manager
New position X 5		People BU1						Relief Early Years Practitioner x 5 Sunnybank	RHOLP03	Relief	47272	Family Centre Assistant Manager (Central)
New position		People BU1						Reception/Clerical Admin Embankment	3	37	43240	Family Centre Manager (Dearne)
New position		People BU1						Reception/Clerical Admin Dearne	3	37	43240	Family Centre Manager (Dearne)
New position X 5		People BU1						Family Centre Outreach Worker x 5	3	37	94272	Family Centre Manager (Dearne)
New position		People BU1						Family Centre Assistant Manager (Embankment) x 1	7	37	94270	Family Centre Manager (Dearne)
New position		People BU1						Senior Early Years Practitioner (Embankment) x 1	4	37 (TTO)	47273	Family Centre Assistant Manager (Embankment)
New position X 8		People BU1						Early Years Practitioners (Embankment) x 8	3	37 (TTO)	47272	Family Centre Assistant Manager (Embankment)
New position X 5		People BU1						Relief Early Years Practitioners x 5	RHOLP03	Relief	47272	Family Centre Assistant Manager (Embankment)

Posts to be created in People/ Early Start & Families Service

Post Number (if new position write 'new position')	Current Directorate and Service Area	Proposed Directorate and Service Area (if applicable)	Current Post Title	Current Grade	Current Hours	Current Reporting Line Manager	Deletion y/n	Proposed Post Title	Proposed Grade	Proposed Hours	Job Profile Number	Proposed Reporting Line Manager
New position		People BU1						Family Centre Assistant Manager (Dearne) x 1	7	37	94270	Family Centre Manager (Dearne)
New position		People BU1						Senior Early Years Practitioner (Dearne) x 1	4	37 (TTO)	47273	Family Centre Assistant Manager (Dearne)
New position x 5		People BU1						Early Years Practitioners Dearne x 5	3	37 (TTO)	47272	Family Centre Assistant Manager (Dearne)
New position x 5		People BU1						Relief Early Years Practitioners x 5	RHOLP03	Relief	47272	Family Centre Assistant Manager (Dearne)
New position		People BU1						Reception/Clerical Admin Secret Garden	3	37	43240	Family Centre Manager (North & North East)
New position		People BU1						Reception/Clerical Admin Milefield	3	37	43240	Family Centre Manager (North & North East)
New position		People BU1						Reception/Clerical Admin Lundwood	3	37	43240	Family Centre Manager (North & North East)

Posts to be created in People/ Early Start & Families Service

Post Number (if new position write 'new position')	Current Directorate and Service Area	Proposed Directorate and Service Area (if applicable)	Current Post Title	Current Grade	Current Hours	Current Reporting Line Manager	Deletion y/n	Proposed Post Title	Proposed Grade	Proposed Hours	Job Profile Number	Proposed Reporting Line Manager
New position		People BU1						Family Centre Outreach Co-ordinator x 1	7	37	92765	Family Centre Manager (North & North East)
New position x 8		People BU1						Family Centre Outreach Worker x 8	3	37	94272	Family Centre Outreach Co-ordinator
New position		People BU1						Family Centre Assistant Manager x 1 (Secret Garden)	7	37	94270	Family Centre Manager (North & North East)
New position		People BU1						Senior Early Years Practitioner x 1 (Secret Garden)	4	37 (TTO)	47273	Family Centre Assistant Manager (Secret Garden)
New position x 4		People BU1						Early Years Practitioners x 4 (Secret Garden)	3	37 (TTO)	47272	Family Centre Assistant Manager (Secret Garden)
New position x 5		People BU1						Relief Early Years Practitioners x 5	RHOLP03	Relief	47272	Family Centre Assistant Manager (Secret Garden)
New position		People BU1						Family Centre Assistant Manager (Milefield)	7	37	94270	Family Centre Manager (North & North East)

Posts to be created in People/ Early Start & Families Service

Post Number (if new position write 'new position')	Current Directorate and Service Area	Proposed Directorate and Service Area (if applicable)	Current Post Title	Current Grade	Current Hours	Current Reporting Line Manager	Deletion y/n	Proposed Post Title	Proposed Grade	Proposed Hours	Job Profile Number	Proposed Reporting Line Manager
New position		People BU1						Senior Early Years Practitioner x 1 (Milefield)	4	37 (TTO)	47273	Family Centre Assistant Manager (Milefield)
New position x 7		People BU1						Early Years Practitioners x 7 (Milefield)	3	37 (TTO)	47272	Family Centre Assistant Manager (Milefield)
New position x 5		People BU1						Relief Early Years Practitioners x 5	RHOLP03	Relief	47272	Family Centre Assistant Manager (Milefield)
New position		People BU1						Reception/Clerical/Admin Darfield	3	37	43240	Family Centre Manager (South & Penistone)
New position		People BU1						Reception/Clerical/Admin Jump	3	37	43240	Family Centre Manager (South & Penistone)
New position		People BU1						Reception/Clerical/Admin Kings Oak	3	37	43240	Family Centre Manager (South & Penistone)
New position x4		People BU1						Family Centre Outreach Workers x 4	3	37	94272	Family Centre Manager (South & Penistone)

Posts to be created in People/ Early Start & Families Service

<i>Post Number (if new position write 'new position')</i>	<i>Current Directorate and Service Area</i>	<i>Proposed Directorate and Service Area (if applicable)</i>	<i>Current Post Title</i>	<i>Current Grade</i>	<i>Current Hours</i>	<i>Current Reporting Line Manager</i>	<i>Deletion y/n</i>	<i>Proposed Post Title</i>	<i>Proposed Grade</i>	<i>Proposed Hours</i>	<i>Job Profile Number</i>	<i>Proposed Reporting Line Manager</i>
New position		People BU1						Family Centre Assistant Manager (Darfield)x 1	7	37	94270	Family Centre Manager (South & Penistone)
New position		People BU1						Senior Early Years Practitioner x1 (Darfield)	4	37 (TTO)	47273	Family Centre Assistant Manager (Darfield)
New position x 9		People BU1						Early Years Practitioners x 9 (Darfield)	3	37 (TTO)	47272	Family Centre Assistant Manager (Darfield)
New position x 5		People BU1						Relief Early Years Practitioners x 5	RHOLP03	Relief	47272	Family Centre Assistant Manager (Darfield)

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Prepared on Behalf of the Director of Finance

FINANCIAL IMPLICATIONS

MAJOR RESTRUCTURE IN RELATION TO DEVELOPING A MODEL OF EARLY HELP FOR FAMILIES

Implementation Date: 01 April 2016

i) <u>Capital Expenditure</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>Total</u>
	£	£	£	£

To be financed from:

ii) <u>Revenue Effects</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>Later</u>
	(£'000)	(£'000)	(£'000)	Years
				(£'000)
Staff Structure Costs	6,106	4,208	4,208	4,208
Running Costs	1,547	530	530	530
Other Income	(1,814)	(899)	(899)	(899)
Net cost of Service	5,839	3,839	3,839	3,839
To be financed from				
Recurrent Base Budget*	5,839	5,839	5,839	5,839
Net budgeted cost / (saving)	0	(2,000)	(2,000)	(2,000)

*2015-16 excludes non-recurrent earmarked resources

iii) Impact on Medium Term Financial Strategy:

The above savings (£2m) relates to the delivery of the approved 2016/17 KLOE ref PO1 (reconfiguration of Early Childhood service / provision)

Agreed by:  On behalf of the Director of Finance

10/2/16

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BARNSELY METROPOLITAN BOROUGH COUNCIL

This matter is not a key decision within the Council's definition and has not been included in the relevant Forward Plan.

Report of the Executive Director People
To Cabinet on
9th March 2016

SCHOOL TERM TIMES AND HOLIDAY DATES FOR COMMUNITY AND VOLUNTARY CONTROLLED SCHOOLS 2017-2018

1 Purpose of Report

- 1.1 To seek approval for the proposed term times and holiday dates for the 2017-2018 school year to maintain the three year rolling programme of dates.

2 Recommendations

It is recommended that:

- 2.1 the proposed term times and holiday dates for 2017-2018 be approved.

3 Introduction

- 3.1 The setting of the three year rolling programme of term times was introduced to enable schools to plan strategically over a longer period.
- 3.2 It was agreed that in each successive year the pattern will be extended by a further year to maintain the rolling three year programme
- 3.3 The Government's Draft Deregulation Bill was proposing that all Governing Bodies would be given the power to set their own term and holiday dates. Currently the holiday dates for community and voluntary controlled schools are determined by the Local Authority.
- 3.4 The DfE confirmed, (18th September 2015), that the above provision will NOT now be commenced. Community and voluntary controlled schools will not, therefore, have this power and term and holiday dates will continue to be determined by the Local Authority.
- 3.5 Term dates are determined by a set of agreed principles adopted by 26 Local Authorities in the North East of England. (Annexe 2).
- 3.6 Discussions have also taken place between the four South Yorkshire Local Authorities, as they do on an annual basis, in order to co-ordinate holiday dates as far as possible.
- 3.7 There are three options for consideration (please see Annex 1(a-c)):
- Option 1 is the 'traditional' pattern
 - Option 2 is an alternative pattern having two weeks in October and a 5 week summer break

- Option 3 is an alternative pattern having 2 weeks in October, 2 weeks at Spring Bank and a four week summer break.

3.8 The alternatives were discussed in meetings with neighbouring authorities to give Local Authorities different options with more equal splits across the year and a shorter summer break.

4 Proposals and Justification

4.1 All options meet the majority of guiding principles, and an exact summary is provided at Annex 1.

5 Consultation

5.1 Consultation has been undertaken, (10th December 2015), with the Professional Associations and Trade Unions on the Consultative Committee for People

5.2 The favoured option of the CCP was Option 2.

5.3 Headteachers of primary and secondary schools were also informed of the proposals at meetings held in January/February 2016.

5.4 Primary headteachers did not voice any strong concerns with the favoured option. Two weeks at Spring Bank was discussed but this would not fit in with secondary school exam timetables etc.

5.5 Secondary headteachers raised the issue of Option 2 having two weeks in October which would mean a loss of one weeks teaching time prior to exams.

6 Risk Management

6.1 The statutory duty for determining term times and holiday dates for community and voluntary controlled schools remains that of the Local Authority and therefore in agreeing this proposal that duty has been met.

6.2 There are often minor variances at voluntary aided schools and academies since it is the responsibility of their respective governing bodies to determine their individual dates.

7 Financial and Employee Implications

7.1 There are no implications arising from this report.

8 List of Appendices

Proposed term times 2017-2018 Option 1

Proposed term times 2017-2018 Option 2

Proposed term times 2017-2018 Option 3

Annex 1 – Guiding Principles Options Summary

Annex 2 – Guiding Principles

	Telephone	Date
Assistant Director: _____	3176	_____
Author: Beverley Sadler _____	3506	_____

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People Directorate

SCHOOL CALENDAR FOR THE 2017-2018 ACADEMIC YEAR For community and voluntary controlled schools

GUIDING PRINCIPLES

Page 79

	Option 1	Option 2	Option 3
Wherever possible, in any academic year, terms should be of equal length and split weeks avoided or kept to a minimum. Where there is an odd number of weeks the second half term should be shorter of the two.	1 split week	1 split week	1 split week
The school year will normally start on the first day of September. During the consultation it was proposed that for Barnsley schools the first day of term should be a Monday in order that staff and children do not start a new school year in a split week.	✓	✓	X
The Autumn half term break will be five days which are the last period Monday to Friday in October. According to the year, October half term can start as early as Monday, 21 October and as late as Monday, 27 October.	X	✓ (2 weeks)	✓ (2 weeks)
The Christmas break will include at least 10 school days, and will normally start at the end of the school day on the Friday which is on, or otherwise immediately prior to, 22 December. It will include the New Year's Day holiday which is outside that period, and the day after New Year's Day, where this is a weekday.	✓	✓	✓
The February half term holiday will be five days Monday to Friday, which divides the term as far as possible into two equal parts. Where there is an odd number of weeks the second half will be the shorter of the two.	✓	✓	✓
Easter Break - The Spring Term will normally end at the close of the afternoon session on the Friday before Good Friday. The holiday will be 10 schools days. Where the LGA recommended patterns would result in a break between the Easter bank holidays and the school Easter holidays, consideration will be given to modifying Easter to incorporate the bank holidays in the school holiday. The Easter bank holidays could be at the start (with the Spring Term ending at the close of the afternoon session on the Thursday before Good Friday), middle, or end of the school Easter break, but never outside the break itself.	✓	✓	✓
The Spring Bank half term will be five days Monday to Friday from the statutory holiday which falls as the last Monday in May.	✓	✓	X (2 weeks)

	Option 1	Option 2	Option 3
End of School Year - Taking into account the above pattern, term will end on the date which achieves 195 school days of which five days shall be declared training days. The term will normally end on the third Friday in July	✓	X	X
The summer break will not be less than five weeks and preferably not less than six weeks.	✓ (5 weeks 4 days)	X (4 weeks 4 days)	X (4 weeks)



DRAFT SCHOOL CALENDAR FOR THE 2017/18 ACADEMIC YEAR

September (20 Days)

M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

October (20 Days)

M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

November (19 Days)

M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

December (16 Days)

M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

January (18 days)

M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February (15 days)

M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

March (17 Days)

M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April (16 Days)

M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

May (18 Days)

M	T	W	T	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June (20 Days)

M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

July (16 Days)

M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August

M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		



Denotes Bank Holidays

195 days – including 5 days to be taken as inset days



Denotes School Holidays

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**DRAFT SCHOOL CALENDAR FOR THE 2017/18
ACADEMIC YEAR**
For community and voluntary controlled schools

September (20 Days)

M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

October (15 Days)

M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

November (19 Days)

M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

December (16 Days)

M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

January (18 days)

M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February (15 days)

M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

March (17 Days)

M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April (16 Days)

M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

May (18 Days)

M	T	W	T	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June (20 Days)

M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

July (21 Days)

M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August

M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

 Denotes Bank Holidays

 Denotes School Holidays

195 days – including 5 days to be taken as professional development days for teaching staff

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DRAFT SCHOOL CALENDAR FOR THE 2017/18 ACADEMIC YEAR

For community and voluntary controlled schools

September (21 Days)

M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

October (15 Days)

M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

November (19 Days)

M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

December (16 Days)

M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

January (18 days)

M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February (15 days)

M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

March (17 Days)

M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April (16 Days)

M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

May (18 Days)

M	T	W	T	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June (15 Days)

M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

July (22 Days)

M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August (3 days)

M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		



Denotes Bank Holidays

195 days – including 5 days to be taken as professional development days for teaching staff



Denotes School Holidays

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GUIDING PRINCIPLES

- 1 The school year will consist of 195 school days. Pupils must attend on 190 of those days.
- 2 The starting point for consideration of each year's holiday pattern will be the pattern recommended by the LGA for that school year modified as per these principles.
- 3 Wherever possible, in any academic year, terms should be of equal length and split weeks avoided or kept to a minimum. Where there is an odd number of weeks the second half term should be shorter of the two.
- 4 **Start of the School Year**
The school year will normally start on the first day of September*
- 5 **Autumn Half Term**
The Autumn half term break will be five days which are the last period Monday to Friday in October. According to the year, October half term can start as early as Monday, 21 October and as late as Monday, 27 October.
- 6 **Christmas Break**
The Christmas break will include at least 10 school days, and will normally start at the end of the school day on the Friday which is on, or otherwise immediately prior to, 22 December. It will include the New Year's Day holiday which is outside that period, and the day after New Year's Day, where this is a weekday.
- 7 **February Half Term**
The February half term holiday will be five days Monday to Friday, which divides the term as far as possible into two equal parts. Where there is an odd number of weeks the second half will be the shorter of the two.
- 8 **Easter Break**
The Spring Term will normally end at the close of the afternoon session on the Friday before Good Friday. The holiday will be 10 schools days.

Where the LGA recommended patterns would result in a break between the Easter bank holidays and the school Easter holidays, consideration will be given to modifying Easter to incorporate the bank holidays in the school holiday. The Easter bank holidays could be at the start (with the Spring Term ending at the close of the afternoon session on the Thursday before Good Friday), middle, or end of the school Easter break, but never outside the break itself.
- 9 **Spring Bank Half Term**
The Spring Bank half term will be five days Monday to Friday from the statutory holiday which falls as the last Monday in May.
- 10 **End of School Year**
Taking into account the above pattern, term will end on the date which achieves 195 school days of which five days shall be declared training days. The term will normally end on the third Friday in July

The summer break will not be less than five weeks and preferably not less than six weeks.

* During the consultation it was proposed that for Barnsley schools the first day of term should be a Monday in order that staff and children do not start a new school year in a split week.

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BARNSELY METROPOLITAN BOROUGH COUNCIL

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

Report of the Executive
Director Place

Enterprising Barnsley: Support for New Start Up Businesses

1. Purpose of report

- 1.1 To seek approval to enter into a funding agreement with the Department of Communities and Local Government (DCLG) to implement a programme of services to support pre-start, start up and early stage businesses. On behalf of Sheffield City Region (SCR), BMBC is leading a consortium with partners from Sheffield, Rotherham, Doncaster, Derbyshire Dales and Bassetlaw Councils, and the Prince's Trust to secure funding from the SCR Combined Authority and DCLG.

2. Recommendations

It is recommended that:

- 2.1 Cabinet agrees that approval is given for the Executive Director Place to authorise the contracts on behalf of the Council.
- 2.2 Cabinet agrees that approval is given for the Director of Finance, Assets and Information Services to amend revenue budgets in accordance with the financial implications and Appendix A of this report.
- 2.3 Cabinet agrees that approval is given for the Executive Director Place in consultation with the Director of Human Resources, Performance and Communications to implement the revised staffing structure as shown at Appendix D.
- 2.4 Cabinet agrees that approval is given for the Executive Director Place in consultation with the Director of Legal and Governance to contract with the programme partners at Sheffield, Rotherham, Doncaster, Derbyshire Dales and Bassetlaw Councils plus the Prince's Trust.
- 2.5 Cabinet agrees that approval is given for The Council to act as Accountable body for the New Start Up business programme.

3. Introduction

- 3.1 Sheffield City Region (SCR) has established a business model 'Growth Hub' for coordinating business support across the City Region. The new arrangements will simplify access to business support from national, local, public and private business providers.
- 3.2 The Growth Hub will provide 'Centres of Excellence', working together to support residents and businesses with new business start up advice, access to finance, export, skills and innovation.
- 3.3 Programme management and delivery of the New Business Start Up centre of excellence is to be led by BMBC and is the subject of this report.
- 3.4 The consortium is bidding for funding to implement a programme to help individuals start a business and improve the survival rates of businesses.
- 3.5 Total value of the proposed programme is £3,990,190 with the Council due to be offered contracts of £350,000 from the SCR Combined Authority and £2,371,778 from DCLG via the European Structural and Investment Funds (ESIF) programme. Balance of funding is to come from the seven partners.
- 3.6 The programme is due to commence in April 2016 for a period of 3 years to provide support to pre-start and early stage businesses.
- 3.7 This report seeks approval for the Executive Director Place to authorise funding agreements on behalf of the Council and to enter into legal agreements with the seven programme partners.

4. Consideration of alternative approaches

- 4.1 The 'Do Nothing' option would likely result in no business start up offer amongst the programme partners across the Sheffield City Region. In this option Barnsley would lose an opportunity to access external funding and to provide a City Region partnership based approach to make progress towards closing the economic deficit of the stock of businesses.
- 4.2 Submission of bids from individual local authorities was not an option as the funding criteria stipulated the need for collaborative working to provide services across all areas of the Sheffield City Region. .

5. Proposal and justification

- 5.1 The recommended option is that BMBC contracts with the SCR Combined Authority and DCLG to deliver this new start-up programme.
- 5.2 This approach would realise an integrated programme of support that offers value for money and the leveraging of external funding. .
- 5.3 A dedicated Barnsley team of eight FTE posts (5 new positions and 3 current positions) will undertake programme management on behalf of the consortium and deliver direct business support in Barnsley.
- 5.4 The Digital Media Centre will be the central base for the delivery of support in Barnsley and the services of expert private sector associates will be commissioned.
- 5.5 The Local Authority partner delivered support will be enhanced by specific support from the Prince's Trust for 18 to 24 year olds.
- 5.6 An integral element of the programme will see Doncaster Metropolitan Borough Council recruit and manage volunteer business mentors to enhance other activities of the programme.
- 5.7 The recommended option will enable BMBC to make progress with growing the local economy and achieve the maximum benefit of service delivery for residents and businesses.
- 5.8 Increasing the stock of businesses is a key ambition of the Barnsley Jobs and Business Plan and this activity will contribute to the achievement of that goal.
- 5.9 Local residents will be helped to create new businesses and be supported through the early stages of business to help increase survival prospects.
- 5.10 The offer will include start up courses delivered at flexible times and a dedicated facility at the Digital Media Centre which individuals can access on an ad hoc basis. Business clinics will be available for individuals to improve their business acumen, and to discuss business challenges and opportunities.
- 5.11 Two FTE Business Start Up Advisors will be available to meet with individuals and early stage businesses, at their convenience, where be-spoke support will be developed. This will be enhanced by on-going associate and mentor support for individuals to tackle specific problems should they arise.
- 5.12 The programme will add value to activity delivered by local intermediaries, such as banks and accountants, enabling interaction with all members of the local business community to play a part in supporting economic growth.

- 5.13 Enterprising Barnsley is a recognised brand within the local business community, primarily with established businesses and inward investors. This programme aims to extend that credibility to business start-up support.
- 5.14 The establishment of relationships at an early stage of the life of a business aims to bond growing businesses to the Borough allowing local people to reap the benefits through increased employment opportunities and local economic development via supply chains and local spending.
- 5.15 In Barnsley it is envisaged that in excess of 1,000 individuals / businesses will receive support with over 400 new businesses being created over 3 years.
- 5.16 BMBC will contract with each partner detailing what financial and output performance is expected. The requirements from DCLG and SCR contained in the main contracts with BMBC will be passed on to each partner.
- 5.17 Partnership governance arrangements will include establishment of a programme management board consisting of funders and partners.
- 5.18 The monitoring, evaluation and auditing of the programme will be led by the Enterprising Barnsley programme management team.

6. Implications for local people / service users

- 6.1 The programme will encourage and support investment and business growth in Barnsley through creation of new businesses, additional jobs and supply chain development, all of which will have a positive impact for local people

7. Financial implications

- 7.1 Consultation on the financial implications to this report has taken place with colleagues in Financial Services on behalf of the Director of Finance, Assets and Information Services.
- 7.2 The financial implications to this report are summarised in the attached Appendix A.
- 7.3 The Apprenticeship placement will cost £0.012M per annum. This expenditure will be financed from the existing base budget for Corporate Apprentices.
- 7.4 Barnsley MBC will act as accountable body for the SCR New Start Up business programme. The total cost of the programme will be £3.990M. This will be financed by ESIF (£2.372M), Sheffield City Region (£0.350M), Princess Trust contribution (£0.232M) and match from partner Authorities (£0.736M).

7.5 The match funding required from the Council will be £0.300M over the 3 year contract period. This is phased as follows:

2016/17 £0.092M
2017/18 £0.096M
2018/19 £0.112M

7.6 The expenditure in 2016/17 is to be financed by existing base budget (£0.042M) and Jobs and Business Plan funding (0.050M) as recently agreed by Cabinet.

7.7 Match funding for the remaining two years of the contract will need to be considered and contained within the overall resource envelope agreed for the Place directorate as part of the 4 year plan to be considered by Members in Autumn 2016.

7.8 The programme will be managed by a team of eight posts employed by the Council. Four of these posts are existing posts which were funded by a combination of Jobs & Business Plan funding and base budget.

8. Employee implications

8.1 The establishing of an additional 4 FTE posts of Business Start Up Manager (10), Business Start Up Adviser x 2 (9) and Project Officer (7) are to be created on fixed term contracts up to a maximum of 3 years.

8.2 The programme management posts of Programme Manager x 1 and the retitled Contract Compliance Officer x 2 (current title EB Monitoring Officer) x 3 (2 FTE) from the Enterprising Barnsley Programme are to be dedicated posts to ensure compliance of the DCLG and the SCR contracts.

8.3 A corporate apprentice placement position is proposed to be created that would include a placement for a period of up to 18 months.

8.4 The line management of the Business Start Up Manager post is to be undertaken by the Business Incubation Manager post. The additional duties and responsibilities have been incorporated into a revised job profile which has been evaluated at Grade (11).

8.5 The Programme Manager post is occupied on a secondment basis from one of the Contract Compliance Officer posts. This secondment is due to end on 31st March 2016 and the permanent filling of this post will now be actioned.

8.6 The backfilling of the vacant Contract Compliance Officer post is due to come to the end of a fixed term contract on 31st March 2016. This fixed term position will be extended for a period up to a maximum of 3 years.

8.7 Implementation of the new structure and recruitment and selection to the new posts will take place in accordance with BMBC HR Policies and Procedures.

9. Communications implications

9.1 Marketing and publicity will be undertaken to promote the benefits of the programme. This will included a series of press releases.

10. Consultations

10.1 Consultation has taken place with representatives from the Director of Finance, Assets and Information Services regarding the financial implications and Risk Management implications.

10.2 Consultation has taken place with the Director of Human Resources and the Trade Unions regarding staffing implications.

10.3 Consultations have taken place with representatives of the Director of Legal and Governance regarding the legal implications of contracting with funders and partners plus any future procurement process.

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

11.1 The proposals in this report are consistent with Council's Corporate Plan 2015-18 and directly contribute towards the aspiration of delivering a thriving and vibrant economy. A specific outcome of this objective is to increase the stock of businesses and jobs.

11.2 The corporate performance framework monitors the vibrancy and health of the Barnsley economy. This programme will contribute towards the number of new business starts and the number of new jobs created.

12. Risk Management issues

12.1 There is a comprehensive risk register for this programme which will be reviewed and updated on a regular basis.

12.2 As at the last review of the risk register, the following risks were noted as being 'red':

Risk	Current Score	Mitigations	Target Score
Governance arrangements for the scheme	Category 2 (Red)	Development of Terms of reference and Memorandum of Understanding for all partners	Category 4 (Amber)
Adherence to legal agreements	Category 2 (Red)	Development of policies and procedures, including escalation route to DoF level	Category 4 (Amber)

- 12.3 Through the robust mitigation of these risks, it is envisaged these will be reduced to more tolerable, or acceptable levels. Remaining significant risk will be reported through the Partnership Board in order to identify and develop further mitigations, in liaison with partnering organisations to further reduce these risks.

13. Promoting equality, diversity, and social inclusion

- 13.1 There will be direct implications in the Social Inclusion Agenda. The creation of new companies will mean jobs and skills across a range of activities. This will assist efforts to reduce social exclusion.
- 13.2 Enterprising Barnsley is a Borough wide programme emphasising equality and inclusiveness.

14. Reduction of crime and disorder

- 14.1 The programme aims to encourage and support creation of new businesses and new jobs in Barnsley that may have benefits in terms of reducing levels of crime and disorder.

15. Glossary

- 15.1 The European Structural and Investment Funds (ESIF) are the EU 's main funding programmes for supporting growth and jobs across the EU. In the UK, the ESIF are made up of the: European Regional Development Fund (ERDF) European Social Fund (ESF) European Agricultural Fund for Rural Development (EAFRD).

16. List of appendices

Appendix A – Financial Implications
Appendix B – Proposed Staffing Changes
Appendix C – Current Staffing Structure
Appendix D – Proposed Staffing Structure

17. Background papers

Files located at Westgate Plaza One.

Officer Contact: Andrew Ainsworth Telephone No: 01226 787644
Date: February 2016

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Report of the Executive Director Place

FINANCIAL IMPLICATIONS

Enterprising Barnsley: Support for New Start Up Businesses

i) <u>Capital Expenditure</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>Total</u>
	£	£	£	£
<i>Not applicable in this instance</i>				
	0	0	0	0
To be financed from:				
ii) <u>Revenue Effects</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>Total</u>
	£	£	£	£
Apprenticeship Placement	12,491	12,491	12,491	37,473
<u>Bid Expenditure</u>				
Employees	304,415	309,965	314,308	928,688
Expenditure incurred by Partners	826,700	963,048	933,447	2,723,195
Other Operating Overheads	87,662	123,995	126,646	338,303
	1,218,777	1,397,008	1,374,401	3,990,186
<u>Income</u>				
ESIF	725,077	830,284	816,417	2,371,778
Princes Trust	70,918	80,031	80,784	231,733
Sheffield City Region Combined Authority	104,149	127,764	118,081	349,994
	900,144	1,038,079	1,015,282	2,953,505
	331,124	371,420	371,610	1,074,154
To be financed from:				
Existing Budget for Corporate Apprentices	12,491	12,491	12,491	37,473
Existing Base Budget for Economic Development	41,670			41,670
Economic Strategy funding approved	50,000			50,000
To be considered and contained as part of the 4 year plan for the Place Directorate		96,037	112,596	208,633
Match Provided by other Local Authority Partners	226,963	262,892	246,523	736,378
	331,124	371,420	371,610	1,074,154

Impact on Medium Term Financial Strategy*Not applicable in this instance*

Agreed by:On behalf of the Director-Finance, Assets & IS

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Appendix B – Proposed Staffing Changes

Post Number (if new position write new position)	Current Directorate and Service Area	Proposed Directorate and Service Area (if applicable)	Current Post Title	Current Grade	Current Hours	Current Reporting Line Manager	Deletion y/n	Proposed Post Title	Proposed Grade	Proposed Hours	Job Profile Number	Proposed Reporting Line Manager
New Position		Place					N	Business Start Up Manager	Grade 10	37	10054 100354	Business Incubation Centres Manager
New Position		Place					N	Business Start Up Adviser	Grade 9	37	100553	Business Start Up Manager
New Position		Place					N	Business Start Up Adviser	Grade 9	37	100553	Business Start Up Manager
New Position		Place					N	Project Officer	Grade 7	37	84425	Business Start Up Manager
New Position		Place					N	Corporate Apprentice	Apprentice	37	N/A	Business Start Up Manager
	Place	Place	Business Incubation Centres Manager	10	37	Enterprising Barnsley Group Leader	N	Business Incubation Centres Manager	Grade 11	37	89159	Enterprising Barnsley Group Leader
	Place	Place	Programme Manager	9	37	Policy & Programmes Manager	N	Programme Manager	Grade 9	37	60083251	Policy & Programmes Manager
	Place	Place	Monitoring Officer	7	30	Policy & Programmes Manager	N	Contract Compliance Officer	Grade 7	30	84425	Policy & Programmes Manager

	Place	Place	Monitoring Officer	7	22.5	Policy & Programmes Manager	N	Contract Compliance Officer	Grade 7	22.5	84425	Policy & Programmes Manager
	Place	Place	Monitoring Officer	7	22.5	Policy & Programmes Manager	N	Contract Compliance Officer	Grade 7	22.5	84425	Policy & Programmes Manager

Authorisation

Certification by Executive Director:

Date:

A. G. [Signature] 9/2/16

Certification of Consultation with Director of Human Resources, Performance and Communications:

Date:

J. [Signature]
17/2/16

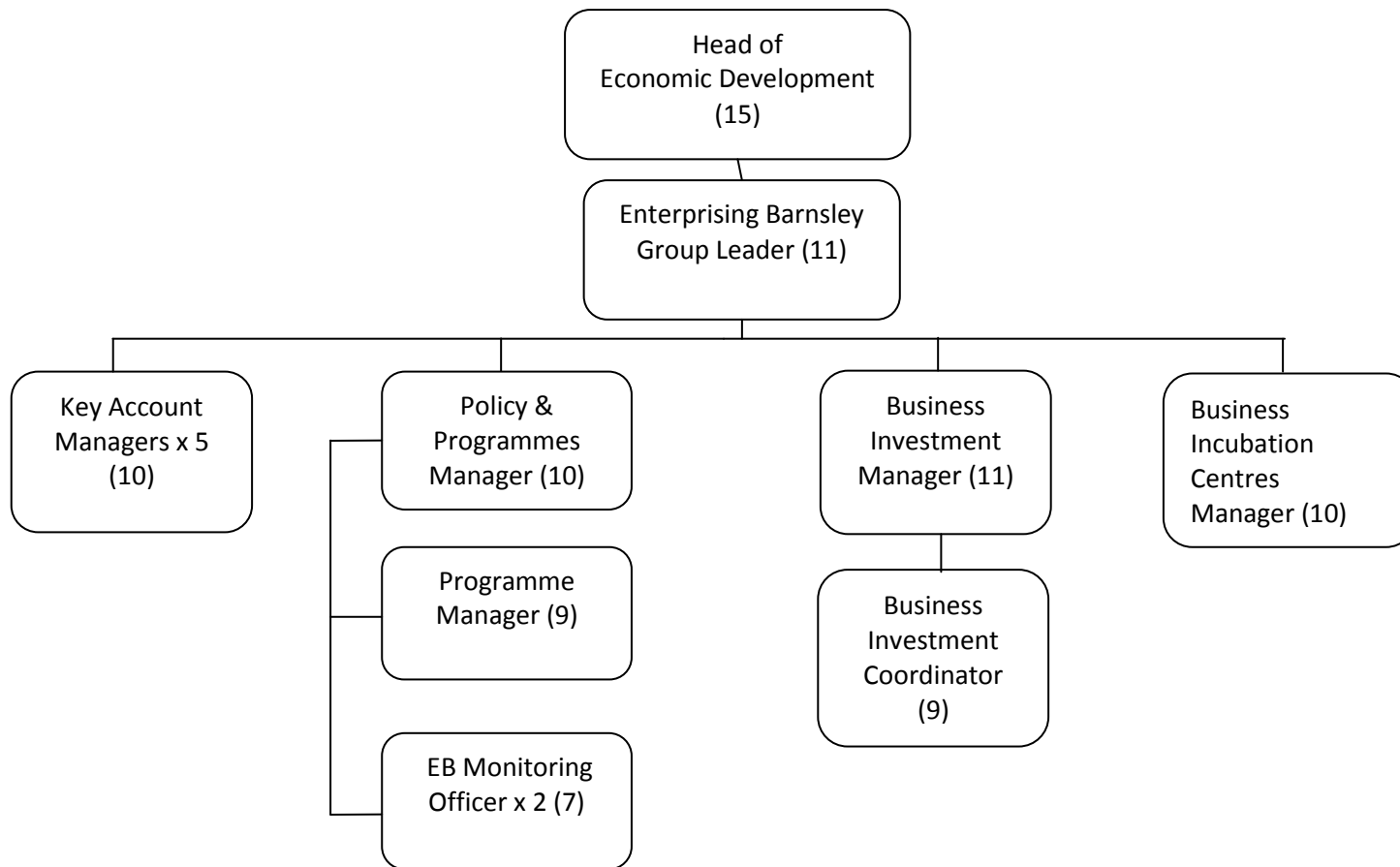
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Date: Grades confirmed

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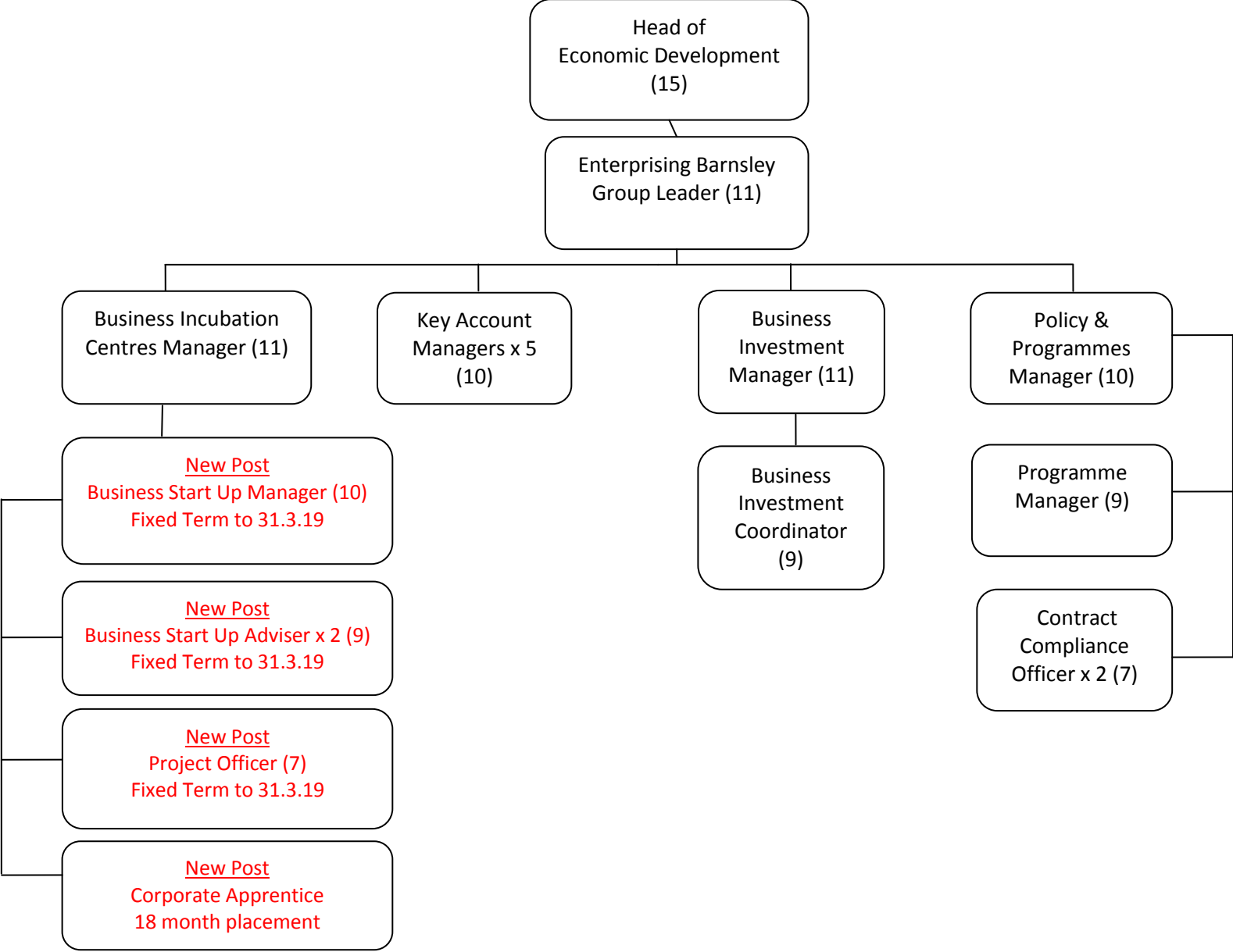
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Appendix D – Proposed Staffing Structure



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BARNSLEY METROPOLITAN BOROUGH COUNCIL

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

**Report of the Executive
Director People**

Older People's Residential and Nursing Care Home Fees

1. Purpose of report

1.1. The purpose of this report is to present the outcome of the fair fee setting exercise undertaken with Residential and Nursing Care Home providers in 2014 along with the overall state of the market in terms of supply and demand, within the context of the current financial position, and to recommend a revised fee rate from 2017 along with proposals for voluntary sector contracts and Personal Assistants.

2. Recommendations

2.1. Note the position regarding the state of the Residential and Nursing care market for Older People across Barnsley;

2.2. Approve an uplift of 6.45% on current fee levels for 16/17 to take account of the Fair fee exercise undertaken in 2014 and the impact of National Living Wage on Older People Residential and Nursing Care Homes in Barnsley;

2.3. Consider the need to further progress to an increased fair fee level in line with work undertaken on behalf of the Council from 17/18;

2.4. Recognise the partnership work with Barnsley CCG in developing a fee setting and uplift agreement for Older People's Residential and Nursing Care Homes;

3. Introduction

3.1. Section 5 of the Care Act establishes a duty on local authorities and Directors of Social Services to ensure a sustainable market of care in their areas. This covers all care sectors and providers of care. The main areas of care provision are care homes and home care with a smaller sector of voluntary sector provision and a growing sector of individual service users using personal budgets to employ Personal Assistants.

3.2. The Council historically aligned its fee rates for residential and nursing care to the indicative rates published annually by the Department of Social Security

(DSS). In 2001 with the creation of the Department for Work and Pensions (DWP) the Council built into its contract arrangements a provision to adjust its fee rates annually in consultation with care home providers but subject to budgetary considerations. This approach has worked well for the Council for over 10 years.

3.3. Compared to other Councils across the region Barnsley is currently one of the lowest in terms of fee rates for residential care as set out in the table below.

	2015/16 Fee Per Week Barnsley £	2015/16 Fee Per Week Regional Average £
Residential	376.78	406.97
Residential (higher dependency)	407.86	432.86
Nursing (based on standard free nursing rate)	488.73	518.97

3.4. The Council resisted a formal challenge in 2013/14 by a national care provider with regards to Barnsley's fee rates, largely as a result of an improved offer on the previous year linked to improvements in quality and the Council committing to commission external consultants to review the Councils current fees with a view to establishing a fair but affordable framework for setting fees in the foreseeable future including a sound commercial methodology for adjusting fees in line with the cost of living.

3.5. Cabinet approved a scheme in October 2013 (Cab 9.10.2013 10.1) to review the current fee rates for residential and nursing care for Older People, resulting from Barnsley being one of the lowest in the Yorkshire and Humber region in terms of fee rates and concern over potential legal challenge from providers, which largely focus on Councils not taking into account the actual cost of providing care in the local area alongside other factors including the state of the overall market when determining the fee levels payable.

3.6. A company called Core Assets were engaged to work with the Council to deliver the following key phases of work:

- Develop a sound methodology for the assessment of the cost of care in the Borough, mindful to mitigate the range of potential current and future financial risks to both care providers and the Council.
- Develop an agreed protocol for agreeing any future adjustments to the fee values.

- Quantify BMBC current provision and future requirements for residential care provision and consider the impact for any fee structure proposals
- Develop a sustainable, long term approach to managing quality and cost in the residential and nursing care market.
- Develop an agreed fee structure for the provision of residential and nursing care for 3-5 years that is aligned to the medium term commissioning intentions and considered against the cost of providing care and the level of overall available funding.
- Develop an agreed quality framework linked to fee values.

3.7. The work was concluded in late 2014 and the timing of the outcome of the work meant it was not able to be built into the Council's medium term financial plan. An inflationary uplift of 2% was applied to Older People's residential and nursing care fees for 15/16 with the acknowledgement of the sector's input into the fair fee work and the assurance that the findings would be taken into account in future years budget setting processes.

3.8. In order to avoid legal challenge, local authorities are expected to take account of the actual cost of providing care when determining fee rates for residential and nursing care. The Care Act 2014 has reiterated and strengthened this expectation with explicit requirements to maintain market sustainability and responsibilities for dealing with provide failure for both assisted and self-funding people.

3.9. Nationally, issues regarding the state of the residential and nursing care sector are being highlighted. Work undertaken by Laing Buisson to better understand the financial and sustainability risks in the market has concluded that in less affluent areas with less self-funders, whose fees can cross subsidise the gap between council rates and the true cost of care, there is a "severe" risk to the sustainability of the market. The profitability of the major companies involved in the sector has been demonstrated to be falling to below sustainable levels.

3.10. In the 2015 autumn statement the Government announced the introduction of the National Living Wage which will increase the National Minimum Wage to £7.20 per hour, from £6.70 (NMW October 2015 increase) for adults over 25. There is a commitment to increase the National Living Wage to £9.00 per hour by 2020.

3.11. The council works in partnership with Barnsley CCG via the Joint Commissioning Teams to achieve good quality value for money services for the people of Barnsley and the public purse. Contracting for Residential and Nursing Care Homes is undertaken on behalf of the authority by the Adult Joint Commissioning Team and the contracts in place also provide

assurance of quality and performance of services where funding is contributed by Barnsley CCG – i.e. Funded Nursing Care and Continuing Health Care.

4. State of the Local Market

4.1. Analysis of the current state of the Older Persons residential and nursing care market (refreshed January 2016) highlighted the following:

- There are currently 1965 beds available across the Borough, a reduction of 115 beds since the Core Assets fair fee work was undertaken and a several homes at risk at present.
- Of these 204 are nursing beds, 1614 are residential beds and 147 could be nursing or residential depending on need
- There is an average occupancy level of 90% however when broken down this equates to 37% nursing bed vacancy factor and 8% residential bed vacancy factor
- The Council purchases around 820 beds (42%)
- Barnsley residents paying for their own care purchase around 351 beds (18%)
- The NHS purchases around 90 beds (5%)
- The remaining 507 beds are purchased by other Local Authorities (25%)
- 43% of Care Homes in Barnsley charge third party top ups ranging from £20 to £300 per week, there is some evidence of a higher percentage of care homes now charging tops in order to meet the cost of care.

4.2. The analysis suggests a level of oversupply of beds compared to the levels required for Barnsley residents. While it is difficult to be accurate, this places the overall market in a vulnerable position and will inevitably bring into question the financial sustainability of some care homes that cannot fill their available beds.

4.3. This pressure on care home providers will be worsened if the current Council strategic direction of travel is realised and more people are supported to remain within their own homes or alternative provision such as Extra Care, reducing demand even further for residential beds.

4.4. A case audit was undertaken of people who were recently admitted to residential care to consider if an alternative could have been offered were those options available. This highlighted that were appropriate alternative options to residential care available up to 50% of the individuals could have been accommodated in services other than residential care.

4.5. The audit also looked at the number of people going directly into residential care without any prior support suggesting that 4 in 10 people admitted to residential care were not receiving Council commissioned services in the 6 weeks prior to admission to care with 1 in 3 people admitted to residential care from hospital.

4.6. This is being considered as part of the wider commissioning opportunities that the findings have highlighted to reduce admissions to residential care beds, meeting people's care needs at lower cost in more community based settings and demonstrates the potential to reduce further the number of residential care beds the Council may require.

4.7. There have been representations from the care home sector concerning fee levels and financial sustainability. In Barnsley over the past two years there has been a steady reduction (115) in beds but this has not as yet created a significant problem due to the overall occupancy levels, however the Adult Joint Commissioning Team have been contacted recently by a provider regarding the potential closure of a large care home unless fees can be increased to meet their profitability gap. Adult Joint Commissioning have also been contacted by a large National Care Provider group (one care home in Barnsley) on a number of occasions during 2015, as part of what appears to be a national campaign to Local Authorities and the Government, with evidence and rationale to support their case for fee uplift to maintain sustainability.

5. Current fee structure

5.1. In 2015/16 a 2% uplift was made to residential care and the NHS applied 1% uplift to Funded Nursing Care. The Barnsley fee level and fee structure is shown in the table below.

Need level	2015/16	Notes
Standard Residential	£376.78	
Higher Dependency Residential	£407.86	
Nursing (standard rate FNC)	£488.78	FNC of £112 plus standard residential rate
Nursing (higher rate FNC)*	£ 530.92	FNC rate of £154.14 plus standard residential rate

* Higher rate Funded Nursing Care is no longer applied to new cases. Of the people in receipt of FNC in Barnsley in 2015/16 5 people were receiving the higher rate and clearly this number will diminish further over time.

5.2. In addition to the above rates, for people with higher levels of health need and who are in receipt of full Continuing Health Care funding from the NHS Barnsley CCG pay:

Need level	2015/16	notes
Nursing	£502.97	No uplift for more than two years
Nursing Higher Dependency	£532.50	No uplift for more than two years

5.3. NHS Barnsley CCG are proposing to uplift their Continuing Health Care fees to support market sustainability as follows:

Need level	2015/16	2016/17
Nursing	£502.97	£535.41
Nursing Higher Dependency	£532.50	£566.85

5.4. This fee structure is consistent with the continuum of need of people requiring residential and nursing care and with the respective responsibilities of Health and Social Care for funding particular aspects of need.

Level	Standard residential	Higher dependency residential	Standard nursing care	Increased nursing care need	Higher Dependency Nursing Care Need
Includes	Personal care Hotel costs	Increased personal care support Hotel costs	Personal care Hotel costs Nursing Care	Increased Personal care Hotel costs Increased nursing care	Personal care Hotel costs Increased nursing care (bespoke need)
Funding stream	LA funded	LA funded	LA + FNC	CHC	CHC
Agreed	LA	LA	CHC	CHC	CHC

via	assessment	assessment	assessment	assessment	assessment
2015/16 costs	376.78	407.86	488.78	502.97	532.50

5.5. This structure reflects the acuity banding model provided by a large National Care provider, on which their service costs are modelled.

5.6. Whilst this report focusses on Barnsley Council funded provision, Barnsley CCG is undertaking parallel work to review their CHC funding levels and to maintain alignment with BMBC funding in order to provide one clear fee structure for the Care Home sector in Barnsley.

6. Quality of Care

6.1. Care Homes in Barnsley are now subject to formal contract and performance monitoring. The quality of care provided in Barnsley Care Homes is variable, although the systems now in place are expected to support more consistent high quality care across all Care Homes. Regular performance monitoring reports are being made to the Safeguarding Adult Board regarding Older People's Care Home provision.

6.2. The Care Quality Commission (CQC) new inspection regime has inspected 21 out of 47 older peoples care homes in Barnsley since April 2015, of those 8 (38%) are 'Good', 10 (47%) 'Require Improvement' and 3 (14%) are 'inadequate'. The Council, through the Adult Joint Commissioning Team, work with the CQC and the Care Homes to put in place measures to improve poorly performing Care Homes and to mitigate the risks to the individuals who reside in them.

6.3. Fee levels may be a factor that impacts on Care Home quality in respect of maintenance of the physical environment and fixtures and fittings of a setting. Most importantly fee levels impact on the ability to recruit and retain a good quality workforce and then retain the workforce through appropriate supervision and training and adequate staffing levels.

6.4. Setting both Adult Social Care and Health funded fees consistently and fairly will enable further joint work to be undertaken to locally agree assumptions regarding staff skill mix inputs into care in nursing and residential homes as a basis for supporting a shared understanding of care quality and cost and to support matching of individual needs to the right type of support.

7. Proposal and justification

7.1. Current rates plus uplift towards fair fee and a NLW element

Using the current fee rates for residential and nursing care (basic residential rate £376.78) to offer an uplift of 6.45%, taking the basic rate to £401 per week that takes account of the cost pressures to providers including the national living wage.

This option is likely to have an adverse effect on those homes that are heavily reliant on Local Authority placed individuals rather than self-funders.

This option would still place Barnsley below the 15/16 regional average of £406.97 in 16/17.

7.2. Given the state of the market and the need to reflect the cost of care, a move further towards a fair fee rate is proposed and this is phased in from 16/17.

7.3. Based on the generous uplift being offered in 16/17, higher occupancy levels and factoring in an element of fair fee, it is hoped that the Older People's Residential and Nursing Care Sector will continue to work positively with the Council. It is envisaged that long term sustainable and good quality provision will be maintained.

8. Implications for local people / service users

8.1. Service users will be safer and enjoy a better quality of life in care homes if the fee rates being paid are sufficient for providers to be able to deliver an effective service which meets all the expected quality requirements.

8.2. The continued linking of care home fees to quality expectations across all care homes in Barnsley will also maintain the choices available in Barnsley to local people (and their relatives) thereby avoiding the necessity of such people having to look outside the Borough for a quality care home.

9. Financial implications

9.1 Barnsley currently spends £17m (Net) on residential and nursing care on Older people who are largely accommodated in homes within Barnsley.

9.2 One of the main drivers or considerations in determining the revised residential and nursing fees is, from April 2016 a new mandatory National Living Wage for workers aged 25 and above will come to effect at £7.20. This is expected to rise to £9.00 by 2020. The impact of this on provider hourly fee and therefore on the likely cost to the council will need to be considered.

9.3 It is imperative that the revised weekly fee rate should be affordable to the council and within available resources (and financial constraints). The duty under the Care Act relating to market sustainability mean that regards would need to be given as part of the fee setting process to preventing provider failure, the quality of care they can offer and the circumstances of their workforce.

9.4 A number of costing options have been considered in terms of setting residential and nursing fee rates, taking into account the project work undertaken by Valuing Care Financial Management (VCFM) and the introduction of the National Living Wage. The following table summarises the annual budgetary impact (FYE) for the recommended option.

	2016-17 £m	2017-18 £m	2018-19 £m	3 years £m
Option 1 – Fair Fee & NLW contribution	952	555	556	2,064

Current rates plus uplift for a fair fee element & NLW

9.5 A standard average 6.45% uplift for inflation plus an element of fair fee would be applied to the existing residential weekly rate from April 2016.

9.6 This would increase the weekly residential long term fee by £24.30 and the Residential Long Term with EMI by £26.31 in 2016/17. The proposed revised weekly fees as well as the financial implications are outlined in the table below:

	2015/16	2016/17	2017/18	2018/19
Residential Long Term	£376	£401	£417	£432
Residential Long Term with EMI	£407	£434	£451	£468
Residential Long Term with Free Nursing Care of £112	£488	£513	£529	£544
Annual Increase	-	£0.9m	£0.5m	£0.5m
Total Annual Cost	£16.9m	£17.9m	£18.4m	£19.0m

9.7 The proposed uplifts would equate to a full year net cost of £0.952m (including the effect of increase in pension credit / income) for 2016/17. The estimated cost over the 3 years to 2018/19 is £2.064m.

Affordability assessment

- 9.8** The ongoing pressure from providers to increase weekly fees to a level that reflects cost of care is growing and is further exacerbated by the introduction of the national living wage. However, any move to increase the weekly fee would need to be balanced / considered against the backdrop of the Council's resource constraints.
- 9.9** Whilst the flexibility to increase the Council Tax precept by 2% could potentially yield additional resources (estimated at £1.5m) in 2016/17, it should be noted that this is insufficient to mitigate identified cost pressures within Adult Social Care – currently projected in the region of £3.9m (such as NLW / voluntary sector contract fees, domiciliary hourly rates and demographic growth pressures, etc.).
- 9.10** To this end it is proposed that the current weekly fee rate is uplifted to reflect the NLW increase with an element of a fair fee in 2016/17. This would go some way in ensuring that providers can manage this additional cost pressure. The impact is an additional cost of £0.9m in 2016/17 rising to £2.1m in 2018/19 and can be funded from the additional precept funding.
- 9.11** Given the need to constrain overall cost pressures within available resources any further increase for the reflection of fair fee would be unaffordable in 2016/17. However, the proposal is to progress further to a fair fee basis. Affordability concerns could be addressed by a gradual phasing of any such increases over the medium term.

The Financial implications are summarised in the attached Appendix A.

10. Employee implications

There are no implications for council employees associated with this report. The intended impact will be to improve the pay and conditions for those employed in the independent sector market.

11. Communications implications

Residential and Nursing Care Home providers are expecting communication from the Council regarding fee setting for 16/17 and beyond by the beginning of March 2016.

12. Consultations

Care home providers and home care agencies have been engaged with the Commissioning Team over fee levels and correspondence received from providers.

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

The capacity in the market directly impacts on the ability of the council to make placements for vulnerable people in home providing good quality care. Admissions to care homes are an indicator in the corporate performance requirements for adult social care.

14. Tackling health inequalities

A fee level that is based on the actual cost of providing a quality level of care should help ensure that all providers are able to deliver a consistent level of care.

15. Climate Change & Sustainable Energy Act 2006

None applicable

16. Risk management issues

There are a number of risks in not paying 'fair fees' for the range of provision that the council commissions.

- Judicial review challenge in not having considered a fair fee for care, the associated legal costs, and reputational damage for having fees that are not representative of the actual cost of providing care.
- This would also prevent home closures that would result in frail and vulnerable people having to find an alternative place to live.
- There is a risk of providers leaving the care market and of provider failure and some evidence of this in the region and elsewhere.
- Should fee levels impact negatively on capacity then the council may not be able to fulfil its duties under the Care Act in maintaining a sustainable market to offer meet the care needs of the Barnsley population.
- Potential challenge from providers in other sectors of the care and support market where the Council has not uplifted fees and payments.

It is important to note that if legally challenged it is likely to be on the basis that we have not given the actual costs of providing care due consideration.

17. Health, safety, and emergency resilience issues

Sustainability and appropriate occupancy levels in the Residential and Nursing Care Home sector are monitored to ensure the council can fulfil its statutory duties to meet the needs of frail elderly people who require this level of care and support. The Council is responsible for dealing with provider failure and ensuring continuity of care.

18. Compatibility with the European Convention on Human Rights

Not applicable

19. Promoting equality, diversity, and social inclusion

Sustainable good quality Residential and Nursing Care provision should be available to all residents of Barnsley that need it, irrespective of individual financial circumstances.

20. Reduction of crime and disorder

Not applicable

21. Conservation of biodiversity

Not applicable

22. List of appendices

Appendix A – Financial Implications

23. Background papers

VCFM Fair Fee Report

Officer Contact: Jane Wood & Joshua Amahwe
772285 Date: February 2016]

Telephone No: 01226

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

Prepared on Behalf of the Director of Finance

FINANCIAL IMPLICATIONS

OLDER PEOPLE RESIDENTIAL AND NURSING CARE HOME FEES

i) <u>Capital Expenditure</u>	<u>2015/16</u> (£)	<u>2016/17</u> (£)	<u>2017/18</u> (£)	<u>2018/19</u> (£)	<u>Total</u> (£)
<hr/>					
<hr/>					
ii) <u>Revenue Effects</u>	<u>2015/16</u> (£,000)	<u>2016/17</u> (£,000)	<u>2017/18</u> (£,000)	<u>2018/19</u> (£,000)	<u>Later</u> <u>Years</u> (£,000)
<u>Residential & Nursing care costs:</u>					
current baseline costs	16,946	16,946	16,946	16,946	
Proposed forecast costs	16,946	18,039	18,735	19,431	
Additional Client contribution	-	(140)	(280)	(420)	
	<u>16,946</u>	<u>17,899</u>	<u>18,455</u>	<u>19,011</u>	<u>0</u>
 Net Cost	 <u>0</u>	 <u>(953)</u>	 <u>(1,509)</u>	 <u>(2,065)</u>	 <u>0</u>
 Annual Funding requirement	 <u>0</u>	 <u>(953)</u>	 <u>(556)</u>	 <u>(556)</u>	

To be financed from:

2016/17 Medium Term Financial Strategy (council tax 2% precept funding)

iii) Impact on Medium Term Financial Strategy:

The above cost will be a call on the proposed increase in Council tax precept (2%) for 2016/17

Agreed by:  On behalf of the Director of Finance
9/3/16

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BARNSELY METROPOLITAN BOROUGH COUNCIL

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

Report of the Executive Director
(People) to the Cabinet
(date)

Domiciliary Care Procurement (Support To Live at Home)

1. Purpose of the Report

- 1.1 To seek approval to procure a Domiciliary Care Service for Barnsley that focuses on promoting and enabling people's independence. This will also include provision for an urgent response service for end of life care.
- 1.2 To agree timescales for procurement and resource issues.

2. Recommendations

- 2.1 Cabinet approve a domiciliary care (both standard and urgent) service for the borough through a competitive tender process; to assure both quality and a best value price. The contract period is for 3 years with an option to extend for up to 2 further years.
- 2.2 The proposed service model is geographic – based on the area council structure - with Prime Provider in each area; with a number of assured Providers having the ability to undertake work (having successfully been through an assurance process) should service users wish to exercise their right to choice through the utilisation of a direct payment.
- 2.3 An Interim uplift of 2% on current fee levels will be offered to cover the period between April 2016 and the completion of new contracts.
- 2.4 Officers are authorised to negotiate on a case by case basis with providers who can demonstrate they are unable to absorb cost pressures within the 2% uplift.

3. Background to the Report

Background

- 3.1 Currently, standard and end of life domiciliary services are within the same contract. Contract prices were determined by Providers bidding within a set range of £11-14 per hour in 2010. The current contract commenced April 2010 and ends March 2016 and new arrangements need to be put into place - there is an option to put in place interim contracts for a period of 6 months with current providers to allow for a period of transition to the new arrangements. It is estimated that the new contracts will be awarded in September 2016. This provides Barnsley Council with an opportunity to commission domiciliary services that meet the

requirements of the Care Act and are supportive of the promoting independence, reablement and outcome focus ambitions of the Authority.

- 3.2 Activity analysis has shown that approximately 646,150 hours of domiciliary care were purchased directly by BMBC in 2014/15 from 21 Providers (on the current framework and assessed list) with costs ranging from £10 - £13.50 an hour, base line cost of £8,400,000. In total approximately 735 vulnerable adults (mainly older people) are supported - an average of each person receiving 2.4 hours a day.

Current Capacity Problems

- 3.3 During the life of the contract there hasn't been a formal uplift of rates and coming into the final year of the contract some framework providers have increased costs (in-line with the original tender cost thresholds). These have applied only to new packages as they have been awarded – this means that packages originally awarded in 2010 are still paid for at the 2010 prices and have not been uplifted. A number of providers have raised cost of care issues with Commissioners; this puts at risk the sustainability of the current provision. Through a transparent open book process a number of providers have demonstrated that the current prices are not meeting the cost of care.
- 3.4 The current arrangements are time and tasks focused and, notably more recently, have struggled to meet the demands placed upon it. Framework providers report that they receive little or no work through the mini-tender process and the majority of the new packages are awarded through phone contact with Assessment and Care Management staff. This has had an adverse affect on provider sustainability, carer employment and ultimately service quality. New packages of support are largely spot purchased from a wide range of providers from the wider assessed list. Brokers report that they can struggle to get responses from providers and services in some areas of the borough - this has led to the use of providers who do not operate in Barnsley and have not previously been commissioned by Barnsley Council. Brokers have struggled to find providers who have capacity and flexibility to meet urgent end of life care for service users; including supporting hospital discharge.
- 3.5 Barnsley has a clear policy direction to support people to have Direct Payments and the proposals contained within this report support the continuation of the policy direction. The current local target is that 40% of people will access Social Care support through a direct payment currently performance is in the region of 35%. This policy direction of travel is projected to continue, although the Council may choose to review it. It is therefore essential that Commissioners are able to support providers to propose pricing models for people that have a direct payment that reflect the pricing models of Council contracted services. This is currently enabled by the Resource Allocation System which is based upon the average price of domiciliary care.
- 3.6 The majority of people still continue to receive their support through Council contracted services. The new service model recommended in this report balances and supports both the direct payment policy direction and the need to ensure that all residents have access to safe and affordable services.

3.7 The commissioning aims of the procurement are to achieve:

- Range of sustainable service options that are of good quality, safe and effective
- The best possible value for the public purse - both the cost and quality of services, which are fairly funded.
- A focus on achieving better outcomes for Service Users
- Secure flexible options that deliver a high level of customer satisfaction that support more Service Users to live at home
- Provision that supports and complements (any) other elements of a Service User/Carer pathway
- Recognition and reward to providers for the achievement of recovery/ progression
- Arrangements that are clear and easy to understand and implement for all
- Meeting the Authorities duty in section 5 of the Care Act to ensure a sustainable market
- Services that are commissioned in line with contract and procurement regulations
- Service Users who have Direct Payments are able to access Council quality assured services at the agreed Council rate.

4. **Proposed Service Model**

Standard Support

4.1 The proposed service model has a number of advantages compared to the current model, including:

- Focus on promoting peoples independence, reablement and reducing demand for social care services
- Moves away from traditional approach which may have promoted increased dependency
- Category management approach – working with fewer providers to develop better relationships and increased added value
- Potential to develop incentives for additional outcomes from year 2 (building on the 2015 John Bolton paper¹)
- Outcomes linked to priorities of service users and carers and personalised to maximise individuals potential
- Service delivery secured for the whole borough, that supports the neighbourhood and community approach direction of the Council
- Geographically based providers will support staff to promote local and sustainable social inclusion and closer links to statutory and other third sector services
- Clearer and evidence based contract monitoring
- Supports providers to plan recruitment and retention of staff

¹ John Bolton Emerging Practice in outcome based commissioning for social Care Act April 2015

- Encouraging a move away from zero hours contracts for care staff
- Increased Council and provider front-line staff satisfaction.

End of Life Care

4.2 When compared to the current provision the proposed service model offers the following advantages:

- Clear and swift pathway into service
- Continuity of care
- Staff able to meet the needs of people who need end of life care
- Service delivery secured across the whole borough.

Complex Care Needs

4.3 Demographic trends not only affect the numbers of potential service users, but also the complexity of their need. The Care Quality Commission has commented² that it is finding that the increasing complexity of conditions and greater co-morbidities experienced by people are impacting on the ability of care providers to deliver person-centred care that meets individual need. It also reports increasing pressures on staff, both in terms of skills required to care for people with more complex conditions and in terms of staff numbers.

4.4 Through the procurement process Commissioners will ask providers to demonstrate where they have the additional abilities to meet complex care needs. Commissioners will work with Continuing Health Care colleagues to identify the standards and types of interventions required to meet local need. These requirements will be explicit within the contract and Commissioners will implement robust contract management arrangements with providers to ensure these requirements are met. The new arrangements will help to manage this complexity of need.
This approach will support continuity of care as Service Users who require complex care interventions are also likely to need standard care.

4.5 Barnsley Council is keen to ensure that people's well-being is promoted, that they are re-abled (whenever possible) and have enough support to maintain their independence in their own communities. This is a move away from the traditional maintenance approach of domiciliary care, to one that is focused upon supporting people and promoting their independence to be able to manage as much as they care for themselves. This is reflective of the "compelling logic" within the Bolton paper "the challenges that face the domiciliary care market might be met by a more outcome-based approach... especially if this included helping the person in a positive way so that they needed less long-term care ..."

4.6 Providers will be required to utilise Electronic Call Monitoring by the end of the first year of the contract – if not sooner. This will provide Commissioners and Providers with a richness of data to support the development of the service model and a robust understanding of service usage. This will include a clearer

² The State of health and Social Care Act 2014 -15

evidence base of actual service delivery in peoples homes and will ensure the Authority pays for actual and evidenced (as opposed to planned) service delivered to people. Electronic Call Monitoring will also support Commissioners to understand the impact of time for travel and entry to service users homes will have on service capacity planning and hourly rates and support providers and Commissioners to move towards outcome based commissioning in future commissioning cycles.

4.7 A future requirement of providers is that all contracted Domiciliary Services will actively promote the independence and rehabilitation/ recovery of the Service Users they support. This will mean that whilst the initial demand for service from new service users is likely to continue to increase (in line with demography³ - very large increases in the number of people over 65 years in Barnsley); the increased focus on quality and promoting independence for individuals will result in a reduced service inputs overtime – or at a minimum individual requirements should not continue to increase at the same pace. Modelling assumptions from other authorities across Yorkshire and Humber suggest that renewed focus upon independence and rehabilitation may lead (over time) to a 2% decrease in packages for clients support; this will help to off-set the (inevitable) rise in the price of care. In addition, it is anticipated that the introduction of Electronic Call Monitoring will (in part) off-set any increases in hourly rates, increased demand and the impact of travel/ entry time.

4.8 The key drivers for both the (draft) Adult Joint Commissioning Pricing and Value for Money Strategy and the National Audit Office (contained in appendix 1)⁴ centre on value for money (not necessarily the cheapest), the Council acting as a good Commissioner, contracting with providers who are good employers and a commitment to fair fees to support this. The approach outlined in this report reflects these - together they combine to support sustainable and high quality services.

4.9 The Care Act⁵ gives Local Authorities a general duty to:

- Promote an individual's well-being; choice and control.
- Intervene in the case of provider failure.
- Have market oversight; support a sustainable market.

4.10 The Market Shaping and Commissioning duty (section 5 of the Care Act 2014 and section 4 of the statutory guidance - contained in appendix 2). In summary, the principles that should underpin market-shaping and commissioning activity are sustainable, quality services that are co-produced. This means contracting

³ <https://www2.barnsley.gov.uk/media/3253723/population.pdf>

⁴ Successful Commissioning Guide <https://www.nao.org.uk/successful-commissioning/>

⁵

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/366104/43380_23902777_Care_Actre_Act_Book.pdf

with good employers who recruit and maintain a quality workforce who focus upon reablement, better outcomes and wellbeing for individuals. These principles are reflected in the commissioning approach recommended as well as the service model and financial modelling that support delivery of outcomes.

- 4.11 UNISON is calling for councils to commit to becoming Ethical Care Councils by commissioning home care services which adhere to the Ethical Care Charter⁶. This is broadly compatible with the requirements of the Care Act with the exception being the call for councils to support providers to pay 'living wage' (as opposed to the new national living wage). The over-riding objective behind the Charter is to establish a minimum baseline for the safety, quality and dignity of care by ensuring employment conditions. In 2014 Adult Joint Commissioning undertook a benchmarking survey of providers (appendix 3) against these requirements. This found that many of the Providers of domiciliary care in Barnsley are not compliant with either the Ethical Care Charter or Care Act in the majority of areas, notably travel time and mileage expenses.
- 4.12 For services to be compliant it will require the Council to commission services in which the cost of a care hour is built up to contain all the requirements; notably in relation staffing.

5 Financial and Service Model Considerations

- 5.1 Regional benchmarking has found that the average cost per hour is £13.91, ranging from £12.10 (North East Lincs⁷) to £16.33 (Leeds⁸). The 2013 national average cost of home care was £16.80⁹. A number of neighbouring areas have recently, or are currently procuring domiciliary services. Service models vary, including single provider across the authority area (North East Lincs.) and geographical Prime provider (Leeds and North Yorkshire). Some Authorities have determined the price they will pay for a care hour, whilst others have let the market determine price.
- 5.2 A geographically based service model allows for variation across the areas of the borough that have differing travel distance requirements, density of service demand and contain areas where it has been difficult to recruit and deploy care staff. This approach supports transparent and robust fee setting and allows for differing economies of scale to be reflected – as opposed to a one-fee fits all approach. Commissioners have recently and are continuing to engage with the provider market on the operational detail of this model - to ensure that the geographic model is sustainable and minimises risk to both the Authority and providers.
- 5.3 The pricing model is key to providers in terms of their sustainability, the quality of care they can offer and the circumstance of their workforce. However the pricing

⁶ <https://www.unison.org.uk/content/uploads/2013/11/On-line-Care-Actatalogue220142.pdf>

⁷ Recently procured

⁸ Range of hourly rates established by Authority based on UKHCA Pricing model assumptions. Procurement based on quality

⁹ PSS December 2013

model is also significant for the Council, in term of overall affordability in the prevailing financial circumstances.

The United Kingdom Home Care Association costing model designed to assist providers in the calculation of a fair price for domiciliary care, provides an indication of the rate to be charged and is not indicative of a definitive value. Council finance colleagues have used variations of the model as a basis from which to look at the impact different assumptions may have on the hourly rate and the impact this will have on BMBC budgets and this can be found at Section 11 of this report.

- 5.4 Commissioners are keen to use the model to determine a competitive, fair but affordable fee structure. The procurement process will include a robust analysis of the detailed financial information submitted by providers to ensure sustainability as well as value for money. To ensure the maximum financial advantage from the market is gained by the Council, Commissioners are not recommending that a price is set prior to the procurement. Rather that the Council and providers will have an open discussion regarding the financial context for Barnsley and the necessity of a fair but affordable price for care.

6 Procurement Model

- 6.1 All providers will be required to compete competitively in the new contract arrangements and will be subject to an evaluation of quality and price. Commissioners are looking at procurement processes that permit an additional 'best and final offer' element of competition with negotiation into the procurement process. There will be a parallel but separate procurement process for each of the geographic areas of the borough for domiciliary care service. This would allow the Council to maximise value for money opportunities, whilst balancing provider need for sustainability. It would also provide additional assurance to the Council that the price paid reflects the local circumstances of each geographic area. The integration of standard and urgent (end of life) services will ensure continuity of support, as well as ensure that most effective use of resources is made.
- 6.2 This will ensure that the Council has the assurances primarily of quality whilst maximising financial resources. This balance of quality and price will help prevent the downward spiral of service quality that some authorities have experienced and indeed that has contributed to Barnsley's current difficulties in provision and continuity of services currently. A robust analysis of provider pricing structures will provide assurance against compromises in employment, quality of care and provider sustainability.

7. Timescales

7.1 Pre- Procurement Period – May 16

Further market engagement
Further Service user/ Carer engagement
Back office processes aligned– service user records and payments
Activity modelling
Tender documentation

Prior Information Notice publication

7.2 Procurement Period – May - September 16

PQQ and evaluation

ITT and evaluation

Notification to providers

Contract award

Awareness raising and development for Service Users/ Carers (as necessary)

7.3 Implementation Period September - December 16

Detailed system implementation - service user records and payments

Contract Management

TUPE implications

Communications - Service User/ Carer/ A&CM staff/elected members

Sensitively manage (any) necessary transfers of provision or provider.

7.4 This remains a very challenging timescale to meet. The full impact will only become clearer when the number of providers who express an interest and progress to the next stage is known. In addition, the complexity of implementation can only be fully appreciated once the successful providers are notified and the full market effect is understood. This has been logged and managed as a risk.

8 Implementation

8.1 Following procurement an implementation team will develop a detailed and phased implementation plan to ensure seamless and sensitive implementation. Key elements will include:

Communication Plan

8.2 There will need to be further and sensitive communication with individual service users (and their families) regarding (any) implications for them and the support they receive. This will include the options available to them and support (if necessary) to make these. Following procurement only providers that Barnsley Council contracts with will be able to provide publically funded domiciliary care in Barnsley. This may mean some existing packages are required to transfer to another provider; although this may not require a change in front-line care staff for individuals as TUPE may apply to sections of the workforce.

Providers

8.3 The Authorities commissioning and contracting staff will also be a need to work closely with (any) incoming and outgoing providers – to ensure stability and continuity (as far as possible) of support and staffing. There are likely to be some TUPE implications for the provider workforce and it may be necessary to communicate directly with certain staff groups.

BMBC Staff

- 8.4 Clear information regarding the new arrangements will need to be shared with a range of BMBC staff; this will include front line care management, Customer Access Team, business support and finance.

Other Stakeholders

- 8.5 Clear information regarding the new arrangements will need to be shared with a range of stakeholders, including Healthwatch, advocacy providers, Elected Members and Area Councils.

9 Consideration of Alternative Approaches

Service Model Options

- 9.1 An options appraisal has been undertaken by Commissioners to support the development of the recommended service model. This has been informed by stakeholders and the experiences of other Councils in the region.

Single Prime Provider

- 9.2 A single Prime Provider covering the whole borough – increased risk if the provider fails. Lack of choice for service users. Maximum economies of scale; although these are likely to be offset by the requirement to provide coverage across the whole borough.

Multiple Providers

- 9.3 Multiple providers for the borough – this is essentially the current mechanism. Difficulties around coverage for the whole borough and the process for providers accepting packages. Multiple unit costs can cause difficulties for back office functions. Maximum choice for people. Very limited economies of scale. Limited assurances of quality. Difficult to manage market and engage with providers. May result in unintended consequence of driving down price below sustainable levels.

Small Number of Prime Providers

- 9.4 Covering the whole borough – manages risk if a single Prime fails. Some efficiency of Council back office functions and some economies of scale. Supports provider sustainability and market engagement/ development.

Financial Envelope Options

Reverse Auction

- 9.5 Following quality thresholds being met a reverse auction could be held for each geographic area. This would drive down providers principle (staffing) costs and reduce profit margins. The Bolton paper does not support the use of reverse auctions and there has been adverse media coverage. It could also have an adverse effect on service quality, spending locally and the reputation of the Council.

Tender at a fixed price determined by the Council

- 9.6 This would afford the Council absolute certainty regarding the financial envelope and would ensure that it was affordable to the Authority. The price may not attract bidders if it is set too low and if demonstrated it is unsustainable maybe challenged legally. Conversely, if set too high the Council would not achieve best value for scarce resources. If the price is too low it may adversely affect quality of provision - call cutting, poor recruitment retention and training and supervision. Barnsley is already a low payer for domiciliary care (by comparison) and has an insecure set of providers. Sustainability of service provision may be assured (assuming the fee level is correct).

Tender for a fixed price determined collaboratively with the market

- 9.7 This would afford the Council absolute certainty regarding the financial envelope and would ensure that it was affordable to the Authority. A negotiated price may be able to be reached at an acceptable level for majority of providers. It would require significant time to undertake negotiations, which may not achieve consensus for all providers and the Council (as the current market has variable prices within a range depending on individual business models/scale etc.). This option may cost the Council more than necessary as it will not be able to use the competitiveness of the market to achieve best combination of quality and price. Sustainability of service provision is assured and the risk of legal challenge to the council is minimised. This option could support effective business relationships with Providers and joint working to develop approaches, including a focus on outcomes.

Open tender

- 9.8 This gives the Council the opportunity to test the market for quality and price and select the best option to deliver. In addition there is the potential to negotiate on price as part of the procurement process. Sustainability of service provision is assured (fewer providers with larger volumes of work and economies of scale) the risk of legal challenge to the council is minimised. This option could support effective business relationships with providers and joint working to develop approaches, including a focus on outcomes. The price and total cost to the council is known following the conclusion of the tender process.

10. Proposal and Justification

- 10.1 Barnsley Council secures domiciliary care services (both standard and urgent) for the borough through a competitive tender process; to assure quality and price.
- 10.2 The service model is geographic – based on the area council structure - with Prime Providers in each area; with a number of assured providers having the ability to undertake work (having successfully been through an assurance process) should service users wish to exercise their right to choice through the utilisation of a direct payment.

10.3 An Interim uplift of 2% on current fee levels will be offered to cover the period between April 2016 and the completion of new contracts.

10.4

Officers are authorised to negotiate on a case by case basis with providers who can demonstrate they are unable to absorb cost pressures within the 2% uplift.

11. Implications for Local People and Service Users

11.1 The implementation of the new service model will secure sustainable, quality domiciliary care services for vulnerable adults across the borough. This will support people to improve (where possible) and maintain their own independence in their homes and communities as long as possible. For people requiring end of life care it will enable service users at the end of life to be cared for and die in the place of their choice.

11.2 The geographic service model with a Prime Providers may require some current packages of care will need to transfer to a different provider. The full impact this may have cannot be assessed until the outcome of the procurement process is known. There may be some current or future service users who do not wish to transfer to a new provider or receive support from the Prime Provider. In this situation the Brokerage or Customer Access Teams would need to offer additional information and support to enable the individual to purchase their own care using a Direct Payment or Individual Service Fund from an assured alternative provider. Self funders will have access to the information regarding service availability and hourly rates to enable them to make their choices.

12. Financial Implications

12.1 There are 21 different providers (on current framework and assessed list) delivering the current baseline standard (Tier 1) domiciliary care hours of 646,150 across all client groups. This does not include Tier 2 and 3 specialist provision. The current baseline cost of domiciliary care is £8.4m per annum, with an average hourly rate of £13.00 (although current provider rates range between £11 to £14 per hour). Comparative information (source: ADASS Y&H regional finance officers survey) indicates that Barnsley's hourly rate is lower than the regional Y&H authorities average rate of £13.91 and South Yorkshire authorities average of £13.56 – see table below.

12.2 The current contract for domiciliary care ends March 2015, with new contracts expected to be in place within the 2016/17 financial year (with anticipated implementation date likely to be from September 2016). An extension of existing contract with agreed financial uplift in rates may have to be considered and put in place as an interim measure during the transition period leading to the new procurement contract coming on board in September 2016.

Key considerations for determining an affordable provider rate

12.3 The following are the main drivers or considerations in terms of determining the baseline cost of an hour of domiciliary care under the proposed procurement contract:

- From April 2016 a new mandatory National Living Wage for workers aged 25 and above will come to effect at £7.20. This is expected to rise to £9.00 by 2020. The impact of this on provider hourly fee and therefore on the likely contract cost to the Council will need to be considered;
- The trade union (Unison) is calling for Councils to commit to becoming Ethical Care Councils by commissioning homecare services which adhere to the Ethical Care Charter. Therefore, the extent to which the Council wishes to embrace the principles within the published Unison’s Ethical Care Charter and to incentivise compliance by Providers through the procurement contract would have a significant impact on the hourly cost of care. The Unison Ethical Care Charter seeks to ensure the safety, quality and dignity of care by ensuring that homecare workers: are paid for their travel time / cost; will be regularly trained; and will be paid at least the living wage. These requirements are now also embodied in the Care Act and compliance is being enforced by HMRC.
- The development of an affordable financial model would need to give consideration to the Home Care Association (HCA) costing model – aimed at assisting providers / Councils in determining the fair price for Domiciliary Care. The issued template is designed to highlight financial factors to be considered and incorporated in establishing an hour cost of care. It should be noted that the HCA calculated rate based on its model is by no way indicative of best value nor are Councils under any legal obligation to adopt such rate or use the model. The HCA modelled template has been used as a framework under 2 of the options put forward for consideration. Commissioners are keen to use the model to determine a fair but affordable fee structure.
- It is imperative that the baseline cost of an hour of care as determined should be affordable to the Council and within available resources (and financial constraints). The duty under the Care Act relating to market sustainability mean that regards would need to be given as part of the fee setting process to preventing provider failure, the quality of care they can offer and the circumstance of their workforce.

Calculating ‘cost of an hour’ care

12.4 A number of costing options have been undertaken to determine the baseline hourly rate that is affordable and at the same time allows service providers to meet anticipated inflationary cost pressures, e.g. wage increases. Table 1 builds on the analysis at 3.18 of this report and summarises the annual budgetary impact (FYE) for the options Finance colleagues have modelled (Appendix 5).

Table 1 Annual Budgetary Impact

	2016-17	2017-18	2018-19	3 year
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	£m	£m	£m	£m
Option 1 – national living wage uplift	0.452	0.290	0.291	1.033
Option 2 – NLW uplift plus fair fee (1)	0.715	0.771	0.592	2.079
Option 3 – NLW uplift plus fair fee (2)	1.230	1.194	0.648	3.073

12.5 The following assumptions underpin the above annual costs:

- It is based on a baseline gross spend of £8.4m and an assumed total annual hours of domiciliary care provision of 646,150 (it is likely that actual commissioned hours might be different to reflect demographics / needs);
- Specialist domiciliary care provision (e.g. learning disabilities supported living) that are provided at a higher average hourly rate are excluded from the costings – not part of the standard procurement contract;

An effective commencement date of Sept 2015 was assumed under all the options. As the procurement process is anticipated to take until August to complete, it is envisaged that the existing contract would be extended for 5 months. Therefore, an interim uplift (of 2%) for all providers is recommended. For providers who are able to demonstrate they are unable to absorb cost pressures commissioners are authorised to negotiate an additional uplift. The new rates (would apply from April to August 2016, with the new hourly rate coming into effect from Sept).

Option 1: national living wage uplift

12.6 Under this option a standard average 5.4% inflationary uplift would be applied to existing domiciliary care hourly rates from April 2016. The 5.4% increase represents the effect of an increase by the NLW of the staff cost element within the existing hourly rate.

	Hourly rate	Cost increase (£m)	Annual cost (£m)
2015-16 (baseline)	£13.00		8.400
2016-17	£13.70	0.452	8.852
2017-18	£14.14	0.290	9.142
2018-19	£14.59	0.291	9.433
		1.033	

12.7 This would have the impact of increasing the average hourly rate from £13 to £13.70, with a full year cost of £0.452m for 2016/17. The estimated total cost over the 3 years to 2018/19 is £1.0m.

12.8 There is the risk that the uplifted rate may not be perceived as reflecting the ‘true’ cost of care as it has not been derived using the UK HCA modelled template. There is also the risk of legal challenge / judicial review if the hourly rate is perceived as low and unsustainable by Providers.

Option 2: National living wage uplift plus fair fee (1)

12.9 The UK HCA modelled template has been used to determine the hourly cost of domiciliary care by reflecting and making assumptions on an array of costs faced by Providers such as staffing, travelling, pension, training, holiday pay, management overheads and profitability margin. Under this option the following assumptions have been incorporated within the template:

- National living wage increase on staffing costs
- Pension increase relating to workplace pension enrolment
- Travel time / travelling costs (as recommended in the Ethical Charter)
- Management overheads - 16% (NB level recommended by UK HCA is 27%)
- Profit margin – 3% (NB level recommended by UK HCA 3 – 5%)

	Hourly rate	Cost increase (£m)	Annual cost (£m)
2015-16 (baseline)	£13.00		8.400
2016-17	£14.40	0.715	9.115
2017-18	£15.30	0.771	9.887
2018-19	£16.22	0.592	10.479
		2.079	

12.10 Option 2 reflects a management overhead of 16% and a Provider profitability margin of 3% within the template. Under this option an increase in costs of £715k (full year effect) in 2016/17 – including the uplift for the interim 5 months period. The estimated total cost over 3 years to 2018/19 is £1.0m. The average hourly rate is expected to increase from £13 to £14.40 in 2016/17.

12.11 This option balances the risks identified in option 1 and provides an increase in fee over and above the NLW increase. This should result in a better quality provision as T&Cs for workers will be improved along with training and supervision which in turn will attract and retaining better staff. Retaining a good core domiciliary care workforce will help to achieve sustainable services that provide good outcome focussed support.

Option 3: National living wage uplift plus fair fee (2)

12.12 This is a variation of option 2 above and is based on the use of the HCA modelled template, but with a slight change to the cost assumptions built into the model. Under this option, allowance is made for NLW increase as well as other costs such as pension, travelling, training, etc. However, the recommended 27% management overhead rate has been assumed plus a profit margin of 3% (the lower end of the recommended guide)

	Hourly rate	Cost increase (£m)	Annual cost (£m)
2015-16 (baseline)	£13.00		8.400
2016-17	£15.76	1.230	9.630
2017-18	£16.75	1.194	9.887

2018-19	£17.76	0.648	10.479
		3.073	

12.13 Option C will result in an increase in expected costs of £1.230M in 2016/17 with the newly contracted hourly rate of £15.76. The estimated total cost over 3 years to 2018/19 is £3.073M.

This option is the most expensive and is unaffordable to the Council. Commissioners' views are that tenders are expected to be returned that are competitively priced and possibly be below these hourly rates.

13. Affordability assessment

13.1 The level of fee increase must be considered in the context of the Council's resource constraints. Whilst the flexibility to increase Council Tax precept by 2% mean that there is some additional resources available (estimate = £1.6m) in 2016/17, it should be noted that this is insufficient to mitigate all known cost pressures within Adult Social Care – currently projected in the region of £4m (such as NLW / contract fee, demographic growth pressures, etc.).

13.2 There is no doubt that the introduction of the national living wage comes with an expectation by Providers that such cost pressure is reflected in the fee level. To this end it is proposed that the current domiciliary care fee is uplifted to reflect the full NLW increase in 2016/17. This would go some way in ensuring that Providers can manage this additional cost pressure. The impact is an additional cost of £452k in 2016/17 rising to £1.0m in 2018/19 (see option 1) and can be funded from the additional precept funding.

13.3 Given the need to constrain overall cost pressures within available resources any further increase to reflect fair fee would be unaffordable. In such event a number of options would need to be explored, mostly through the contract procurement / negotiation process, to ensure that the agreed hourly rate is within the affordable envelope. There is the risk that in the event that this is not possible there would likely be an overspend against budgets in 2016/17. This risk may be partially mitigated by improved outcomes leading to 2% reduction in activity from year 2 of the contract.

14. Employee Implications

14.1 None directly for Barnsley Council staff.

14.2 There maybe implications for unsuccessful provider employees in that their employers may not longer operate in the borough or they may continue in a more limited manner.

14.3 However, Service Users will continue to receive the support they need and on this basis it is anticipated that TUPE will apply and they will be offered the opportunity to transfer to the successful provider organisation on at least the same terms and conditions. TUPE is a provider to provider responsibility, although Commissioners would facilitate the process in a planned way. Some

employees may choose not to TUPE to a new employer.

- 14.4 The full impact of any possible implications for provider employees cannot be understood until contracts have been awarded and current Service Users have made their choices regarding their preferred support provider.

15. Communications Implications

- 15.1 None at this stage

16. Consultations

- 16.1 Consultation has taken place with providers, Assessment and Care Management Staff and Service Users. The findings can be found at Appendix 4.

- 16.2 In summary, providers have told us about the things they would like to see improved/changed in the next contracting round. These are mainly to meet the requirements of the Care Act, notably around employee terms and conditions. They are also supportive of a focus on outcomes, geographical model and electronic call monitoring.

- 16.3 Assessment and Care Management staff feedback mainly focused on the need to be able to secure service across the borough and improving the ease of back office functions. They also wanted to see improvements in the arrangements for fast track packages.

- 16.4 Barnsley Service Users and Carers have previously identified the following key messages in relation to domiciliary care:

- The importance of having the same workers with continuity.
- The importance of staff been training to meet the service user's individual needs.
- The need for improved communication between provider and service user and/or carer
- The need for service users to not feel hurried or rushed when care is been provided
- The importance of flexibility and the changes in needs of the service user i.e., it is not always possible that the service user wants to have a bath at the same time each day, week etc.
- To arrive on time or if not possible to be told its not and contacted with a time when they can call.
- To be polite and listened to and not be patronized by talking loud or in a child like manner.
- To be consulted at all times to do with their care needs and any changes required.

These messages are consistent with national themes and recent informal feedback.

- 16.5 Further engagement is planned with service users and carers and providers.

This will be centred on the key quality characteristics for service users as well as how best they can be involved in the procurement process and developing further operational detail of the service model with providers. Assessment and Care Management staff are involved within the project board and subgroup of this work stream.

16.6 The Commissioner expectation is that Service Users, Carers and local community members will be engaged in the procurement process and support has been arranged to enable this.

17. Key Policy Considerations

17.1 Barnsley Health and Well Being Strategy

18. Tackling Health Inequalities

18.1 The procurement of a sustainable new service that has clear outcomes and contract monitoring arrangements which is accessible to Service Users across the borough will support the reduction of inequalities in health.

18.2 The Equality Impact Assessment is contained at Appendix 5.

19. Climate Change and Sustainable Energy Act (2006)

19.1 None direct

20. Consideration of Risks

20.1 The assessed list of non-prime providers reduces the risk to the Council of having fewer providers. This will also enable direct payment /individual service fund holders a choice of provider as well as supporting options for self-funders.

20.2 The national living wage (implemented from 1st April 2016) presents a risk to both service delivery and also a financial risk to the Council. From April 2016, the national living wage will be £7.20 an hour for workers aged 25 and older. The minimum wage will still apply for workers aged 24 and under. Currently the minimum wage is £6.70; this is an increase of 7%.

20.3 The risk to providers of the current services is that current hourly rates do not reflect the wage increases that are required to meet the living wage. The risks to the Council centre around sustainability of service delivery and the financial uplift to providers required to meet the living wage.

20.4 There are additional risks to the Council linked to the financial implications of the uplift on current arrangements.

20.5 The procurement and implementation timetable is challenging to achieve and will be subject to review and possibly increasing. Unknown variables at this point are the number of providers who will apply for the procurement. The full impact of the new service model cannot be known until successful providers are notified. Managing (any) TUPE implications may require up to 90 days.

20.6 Across the Yorkshire and Humber region a number of authorities are or have recently tendered for domiciliary services. There have been a number of successful legal challenges to the process and a neighbouring authority has withdrawn the tender and is currently reviewing its approach.

20.7 Should significant numbers of Service Users opt to take a Direct Payment and stay with their existing provider this may have an impact on the volumes of work and the viability of the new contract arrangements and providers.

20.7 A project risk log has been developed and risks are identified, recorded and managed and mitigating actions identified.

21. Health and Safety Implications

21.1 None direct

22. Compatibility with the European Convention on Human Rights

22.1 The requires local authorities to take into account their 'positive obligations' to actively promote and protect the rights of people as described in the Convention and therefore maintains that all providers of publically funded home care should consider themselves bound by the HRA. Organisations should consider their call schedules to ensure they do not conflict with public service values of dignity, choice, fairness and equality.

23. Promoting Equality, Diversity and Inclusion

24. Reduction of Crime and Disorder

24.1 None direct

25. Conservation of Biodiversity

25.1 None direct

26. Glossary of Terms and Abbreviations

27. List of Appendices

27.1 Appendix 1 – Adult Joint Commissioning Pricing and Value for Money Strategy (draft)

27.2 Appendix 2 – Care Act 2014 – market shaping and commissioning duty

27.3 Appendix 3 - Barnsley Ethical Care Charter Analysis

27.4 Appendix 4 – Consultation Feedback

27.5 Appendix 5 – Equality Impact Assessment

28. Details of Background Papers (including contact details of officer holding them and who, if

necessary, Can arrange for inspection)

Officer Contact: (Name of Alison Rumbol, Senior Commissioner)

Tel. No. (775607)

Date: (February 2016)

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

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Prepared on Behalf of the Director of Finance

FINANCIAL IMPLICATIONS

Domiciliary Care Procurement

i) <u>Capital Expenditure</u>	<u>2015/16</u> (£)	<u>2016/17</u> (£)	<u>2017/18</u> (£)	<u>2018/19</u> (£)	<u>Total</u> (£)
<hr/>					
<hr/>					
ii) <u>Revenue Effects</u>	<u>2015/16</u> (£,000)	<u>2016/17</u> (£,000)	<u>2017/18</u> (£,000)	<u>2018/19</u> (£,000)	<u>Later</u> <u>Years</u> (£,000)
Current Domiciliary Care Costs	8,400	8,400	8,400	8,400	8,400
Proposed Domiciliary Care Costs (Option 1)	8,400	8,854	9,142	9,433	9,433
Net Cost	0	454	742	1,033	1,033

To be financed from:

2016/17 Medium Term Financial Strategy/budget planning process

iii) Impact on Medium Term Financial Strategy:

The above cost will be a call on the proposed increase in Council tax precept (2%) for 2016/17

Agreed by:  On behalf of the Director of Finance

18/1/16

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Adult Joint Commissioning Pricing and Value for Money Strategy and the National Audit Office

The key drivers for both the (draft) Adult Joint Commissioning Pricing and Value for Money Strategy and the National Audit Office¹ centre around value for money (not necessarily the cheapest), the Council as a good commissioner, promotion of good employer practice and a commitment to fair fees. The approach outlined in this report reflects all of these - together they combine to support sustainable and high quality services.

- Assurance that social care and health services represent good value for money.
- Authorities are good commissioners that local providers are happy to do business with.
- The price paid for services will be transparent and fair to both the funder and the provider.
- Supporting high quality, sustainable services.
- Assurance from providers that pricing structures allows them to meet their obligations as good employers
- Promotes personalisation and the use of Direct Payments. The Joint Commissioning Team will wish to ensure that providers charge Direct Payment holders prices comparable to BMBC contracted rates for comparable services.
- A commitment to fair fees that cover the cost of care comes with an expectation of high standards and delivery of outcomes.

¹ Successful Commissioning Guide <https://www.nao.org.uk/successful-commissioning/>

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Market Shaping and Commissioning in the Care Act 2014

Market Shaping and Commissioning is section 5 of the Care Act 2014 and section 4 of the statutory guidance. In summary the principles which should underpin market-shaping and commissioning activity are a sustainable, quality services that are co-produced. This means a quality workforce that focus on reablement, better outcomes and wellbeing for people.

The principles that underpin market shaping and commissioning activity are:

- focusing on reablement, better outcomes and wellbeing;
- promoting quality services, including through workforce development and
- remuneration and ensuring appropriately resourced care and support;
- supporting sustainability;
- ensuring choice;
- co-production with partners.

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Adult Joint Commissioning Ethical Care Charter Survey

In 2014 Adult Joint Commissioning undertook a benchmarking survey of Providers (16 responses) against these requirements of the care act and Unison Ethical Charter. The key findings were:

- task and time 'commissioning' the norm
- increase in 15 minute calls
- 94% of providers do not pay travel time
- 31% of providers do not pay mileage expenses
- £6.38 - £7.50 hourly rates for workers
- 87% Providers use zero hours contracts
- All Providers pay statutory sick pay

Overall, this research suggests that the currently Barnsley providers of domiciliary care are not compliant with either the Ethical Care Charter or Care Act.

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Consultation

Providers

In summary Providers have told us they would the things they would like to see improved/changed in the next contracting round are mainly to meet the requirements of the Care Act, notably around employee terms and conditions. They are also supportive of a focus on outcomes, geographical model and electronic call monitoring.

Specific feedback was:

- Separating geographic areas
- Paid travel time
- Living wage
- Opportunities for smaller organisations
- Varied rates for services
- Outcome based
- Increased use of email
- Improved access through call centre
- Central point of invoicing
- Greater engagement with commissioners

Assessment and Care Management Staff

Assessment and care management staff feedback mainly focused on the need to be able to secure service across the borough and improving the ease of back office functions. They also wanted to see improvements in the arrangements for Fast track packages.

- Ability to pick up packages from providers is vital- currently issues in arranging Fast Track packages
- Many providers now no longer have faxes: sharing of urgent data more protracted
- Provider flexibility in terms of service users with variable needs
- Need to consider total hours of care given per week and charge accordingly
- Improved IT to make it easier to give Rota's/ information to carer's and would allow for more accurate billing
- Coverage across whole borough – recently extreme difficulty getting service in some areas

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Equality Impact Assessment

Changes to Services – Community Impact

To identify whether a service change will impact on all sections of the local community equally and agree what action can be taken to better understand the impact and to reduce any inequalities.

About the Service

Name of Service	Support To Live at Home
Purpose of Service	<p>The purpose of this Equality Impact assessment (EIA) is to identify and highlight the possible affects for all service users who receive support to live at home. It will outline the potential impacts the new contract model may have on all service users who directly receive support, service users/individuals or indirectly, carers/families. Where impacts are identified this EIA will propose ways of mitigating them.</p> <p>Support to live at home services is available to enable individuals with health and social care needs to continue to live independently in their own homes. The services are for all vulnerable adults including older people, people with a learning disability, people with sensory or physical disability and also mental health. Service can include personal care and non-personal care.</p> <p>Providing support to live at home services to vulnerable adults in Barnsley is a statutory obligation of the Council and due to the value and complexity of the service delivered by external home based care providers these are strategic and critical services.</p> <p>The current Contract will expire 31st March 2016. Adults Joint Commissioning identified a need to replace existing contractual agreement and replace with a new service delivery model.</p>
Type of Activity	<p>Service change / review</p> <p><input type="checkbox"/> New strategy / strategy review</p> <p><input type="checkbox"/> Project</p>

Other:

Activity period (start/end)	May 2015-March 2016
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If review / change . . .	
Summary of previous EIA for same or related service area?	N/A
What have stakeholders told you about equality impact of the service area?	N/A
What evidence is available about equality impact of the service area and what does it tell you?	N/A

Service Outcomes

What outcomes will the activity deliver?	<p>In preparations for the re-tender of support to live at home services consultation is ongoing with service users' providers and staff from health and social care. The future service delivery aim is to ensure that the services provided are able to meet the needs of service users and contractual arrangements identify how the independent sector providers and the Council aimed to achieve this.</p> <p>The re-tender for Support to live at home seeks to achieve the following outcomes:</p> <ul style="list-style-type: none"> • To provide service users and their families with a wider range of support that can flex to meet their needs without having to change providers • To build more resilience in to the health and social care system – targeting resources where they are most needed and up skilling the workforce • To provide better value for money by optimising the use of brokerage • To encourage innovation, working with providers and service users to find solutions to existing and future challenges.
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How will these outcomes be monitored?	<p>Contract monitoring</p> <p>Questionnaires</p> <p>Service user reviews</p> <p>Data from performance activity</p> <p>Complaints and Complements</p> <p>CQC inspections</p>
How will these outcomes be equality monitored?	<p>Contract monitoring</p> <p>Safeguarding referrals/alerts</p> <p>Questionnaires</p> <p>Service user reviews</p> <p>Data from performance activity</p> <p>Complaints and Complements</p>

How will the activity help the Council achieve its equality and diversity priorities?
<p><input type="checkbox"/> Equality Priority 1 - An Accessible and Inclusive Town Centre We want a Barnsley which is welcoming to all – shoppers, visitors, workers. For an inclusive, friendly and welcoming town centre, where everyone can visit, free from any barriers.</p> <p><input type="checkbox"/> Equality Priority 2 - Minimising the Impact of Welfare Reform To help local people most affected by welfare reform (disabled people, older people, children and families) to ensure their income is maximised and their rights protected.</p> <p><input checked="" type="checkbox"/> Equality Priority 3 - Increasing job opportunities To make sure our efforts to improve job opportunities, business start ups and the skills of local people reach all sections of the local community.</p> <p><input type="checkbox"/> Equality Priority 4 - Accessible Housing Information To provide information about accessible housing options available in all sectors including private home-owning and private rented to give disabled people and families greater choice.</p> <p><input checked="" type="checkbox"/> Equality Priority 5 - Resilient and supportive communities To support the development of more resilient and supportive communities through effective community development, cohesion and social inclusion.</p> <p><input type="checkbox"/> Equality Priority 6 - Establish Equality Forums and Councils To develop Equality Councils to actively support the local community to have a voice on equality issues and influence decision-making.</p> <p><input checked="" type="checkbox"/> Equality Priority 7 - Accessible Services for Disabled people To improve access to mainstream services for Disabled people with communication needs.</p> <p><input type="checkbox"/> Equality Priority 8 - Challenging Harassment and Hate Crimes To challenge targeted harassment and hate crimes with particular emphasis on disability and homophobic hate crime as well as hate crime against Gypsies and Travellers.</p> <p><input type="checkbox"/> Equality Priority 9 - Workforce Diversity To improve the Council's workforce diversity (to "Close the Gap") by employing more</p>

disabled people and BME people, and more men and women in non-stereotypical occupations.

Equality Priority 10 - Understanding our Changing Communities
 Improve our understanding of changing inequality and diversity in Barnsley and the implications this has for our services.

Equality Priority 11 - Reducing Health Inequalities
 To improve the health of those sections of the local community who face the greatest health inequalities

Equality Priority 12 - Educational Attainment
 To narrow any gaps in achievement between children from minority and underprivileged groups and their peers.

Details:

Equality Impact

Will the service **be used / applied for equally** (ie used in proportion to the need for / relevance of the service) by the following groups? * = potential inequality

<input checked="" type="checkbox"/> Male	<input checked="" type="checkbox"/> Female	<input type="checkbox"/> Disabled	<input type="checkbox"/> BME	<input checked="" type="checkbox"/> LGB	<input checked="" type="checkbox"/> Trans	<input checked="" type="checkbox"/> >55 yrs	<input checked="" type="checkbox"/> <25 yrs
<input checked="" type="checkbox"/> Carers	<input checked="" type="checkbox"/> P/T	<input checked="" type="checkbox"/> Faith	<input type="checkbox"/> Other:				

Details:

- This service specification covers all vulnerable adults so as an equal opportunity for service users and carers to access services that it will deliver.
- The specification and tender process will evidence the provider’s ability to meet a wide range of needs.
- Specification and tender processes needs to ensure that it has consideration for service users and carers who present themselves with needs and who are Lesbian, gay or bi-sexual.
- The values and standards that the specification demand of the provider is to ensure that people who have sought gender re-assignment have a personalised and compassionate level of support delivered that reflects their needs and preferences.
- The provide will have to provide policies and procedures in terms of equal opportunities and equality and diversity for staff and service users, carers and families.
- In the case of Part time workers this would have a positive impact in recommending that employers offer part-time work on contract. (Typically zero hour contracts are the norm for support to live at home services– with the introduction of the Unison Ethnic Care

Charter and the Councils comment to undertake these recommendations in giving employees contracted hours this will change).

Will the service have **equal outcomes** (ie fair decision-making, implementation, etc) for the following groups? * = **potential inequality**

<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Male	Female	Disabled	BME	LGB	Trans	>55 yrs	<25 yrs
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Carers	P/T	Faith	Other:				

Details:	<ul style="list-style-type: none"> Many of the people currently in receipt of home care services provided by the current arrangements are older people. The Council acknowledges that in some circumstances older people will have greater difficulties coping with a change of service provider. The standards in the service specification seek to improve the level of individual choice and an outcome focused approach. The values and standards that the specification sets out ensures that the provider considers peoples gender within the support planning the provider completes with the service user and that is conducted in a personalised way that reflects their need and preferences.
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Will the service be **accessible** (as easy to find out about, understand and apply for) for the following groups? * = **potential inequality**

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Male	Female	Disabled	BME	LGB	Trans	>55 yrs	<25 yrs
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Carers	P/T	Faith	Other:				

Details:	<p>The change in the way assessments and services are accessed within the Council have a positive impact on prevention. However any individual deemed eligible by the National Eligibility Criteria will continue to receive care and support funded services.</p> <p>The enhanced service specification will have a greater emphasis on providing accessible personalised information and what support will be provided to and for the individual.</p> <p>The way services have been reconfigured will have a positive impact on the accessibility of social care services and the information provided.</p>
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Equality Impact (continued)

For each of the following groups what is the degree of equality impact likely to be.				
	High	Medium	Low	None
Male	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Female	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BME	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
LGB	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Trans	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
>55 yrs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<25 yrs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Part-time	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Faith	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Summary of equality impact (to be included in cabinet report):	
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Next Steps

To improve our knowledge about the equality impact we HAVE:

Action	Lead Officer	Completion date
Consulted with service users and carers	Susan Sumpner	30/10/15
Consulted with colleges from Health and Social Care	Louise Clarke	
Consultation with current providers		
Gathered evidence from the Strategic needs assessment	Alison Rumbol Kate Anderson-Bratt	15/10/15
Set standard requirements that are outlined in service specification and terms and conditions.	Alison Rumbol Kate Anderson-Bratt	15/10/15
National Minimum standards for Support to live at home services (Domiciliary Care)	Kate Anderson-Bratt	30/10/2015

To improve our knowledge about the equality impact we WILL:

Action	Lead Officer	Completion date
Continue to consult with service users, carers, colleagues and providers throughout the life span of the contract.	Alison Rumbol Kate Anderson-Bratt	Ongoing - lifespan of contract
Undertake a evaluation of the service	Kate Anderson-Bratt	April 2017
Contract compliance meetings which will include data requirements of providers to record ethnicity, religion etc. Stipulate Quality standards that are described in the service specification of what we would expect providers to adhere to.	Kate Anderson -Bratt	June 2016 – ongoing throughout lifespan of contract

To improve or mitigate the equality impact we HAVE:

Action	Lead Officer	Completion date
We have undertaken changes to Contractual arrangements and changes in contract monitoring that have aimed to prevent an adverse impact or discrimination	Kate Anderson-Bratt	October 2015

of all service users when in receipt of support to live at home services.		
Developed and Implemented a Consultation plan	Sue Sumpner Louise Clarke	October 2015

To improve or mitigate the equality impact we WILL:

Action	Lead Officer	Completion date
Ensure we review the service and include any actions that need to be implemented to improve any inequalities that have been identified	Kate Anderson-Bratt	Ongoing – Lifespan of contract
Obtain feedback from service users and/or carers		
Implement provider Performance monitoring forms		
Investigate any complaints		
Through external inspection reports from CQC		

To publish and report on the outcomes of the impact assessment we WILL

Action	Lead Officer	Completion date
Summarise equality impact and next steps in cabinet report, and reference EIA as background paper.	Alison Rumbol	November 2015

Summary of next steps (to be included in cabinet report):	
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of the Local Government Act 1972.

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