

MEETING:	Cabinet
DATE:	Wednesday, 6 September 2017
TIME:	10.00 am
VENUE:	Reception Room, Barnsley Town Hall

AGENDA

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

Minutes

3. Minutes of the previous meeting held on 26th July, 2017 (Cab.6.9.2017/3)
(Pages 3 - 6)

Items for Noting

4. Decisions of Cabinet Spokespersons (Cab.6.9.2017/4) (Pages 7 - 10)

Petitions

5. Petitions received under Standing Order 44 (Cab.6.9.2017/5)

Items for Decision/Recommendation to Council

Leader

6. Arrangements for Discharging the Statutory Role of Director of Children's Services - Test of Assurance (Cab.6.9.2017/6) (Pages 11 - 30)

Core Services Spokesperson

7. Corporate Performance Report - Quarter 1 Ending 30th June, 2017
(Cab.6.9.2017/7) (Pages 31 - 68)
8. Corporate Finance Performance, Quarter 1 ending 30th June, 2017
(Cab.6.9.2017/8) (Pages 69 - 108)
9. Capital Programme Performance, Quarter 1 ending 30th June, 2017
(Cab.6.9.2017/9) (Pages 109 - 148)
10. Treasury Management Activities, Quarter 1 ending 30th June, 2017
(Cab.6.9.2017/10) (Pages 149 - 160)
11. Equality Scheme 2015-18 Annual Update (August 2017) (Cab.6.9.2017/11)
(Pages 161 - 188)
12. Health, Safety and Emergency Resilience Report 2016/2017 (Cab.6.9.2017/12)
(Pages 189 - 246)
13. Community Asset Transfer; Milton Hall, Fitzwilliam Street, Elsecar
(Cab.6.9.2017/13) (Pages 247 - 256)

People (Safeguarding) Spokesperson

14. Annual Report of the Placement and Sufficiency Board for Children in Care 2016/17 (Cab.6.9.2017/14) *(Pages 257 - 290)*

People (Achieving Potential) Spokesperson

15. School Place Planning: Expansion of Penistone Grammar School (Cab.6.9.2017/15) *(Pages 291 - 304)*
16. Early Education: Review of Nursery Admissions Policy (Cab.6.9.2017/16) *(Pages 305 - 312)*

Place Spokesperson

17. Glassworks - Further Investment in Town Centre (Cab.6.9.2017/17) *(Pages 313 - 378)*
18. Review of the Lettings Policy in response to changes in Universal Credit affecting the 18 to under 22 age group (Cab.6.9.2017/18) *(Pages 379 - 408)*
19. Visitor Economy Strategy (Cab.6.9.2017/19) *(Pages 409 - 436)*

To: Chair and Members of Cabinet:-

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

Cabinet Support Members:

Councillors Franklin, Frost, David Griffin, Lamb, Pourali and Saunders

Chair of Overview and Scrutiny Committee

Chair of Audit Committee

Diana Terris, Chief Executive

Rachel Dickinson, Executive Director People

Matt Gladstone, Executive Director Place

Wendy Lowder, Executive Director Communities

Julia Burrows, Director Public Health

Andrew Frostdick, Executive Director Core Services

Alison Brown, Service Director Human Resources

Neil Copley, Service Director Finance

Katie Rogers, Communications and Marketing Business Partner

Anna Marshall, Scrutiny Officer

Ian Turner, Service Director, Council Governance

Corporate Communications and Marketing

Labour Group Room – 1 copy

Please contact Ian Turner on 01226 773421 or email governance@barnsley.gov.uk

Tuesday, 29 August 2017



MEETING:	Cabinet
DATE:	Wednesday, 26 July 2017
TIME:	10.00 am
VENUE:	Reception Room, Barnsley Town Hall

MINUTES

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

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

48. Declaration of pecuniary and non-pecuniary interests

Cllr Gardiner declared a non-pecuniary interest in minute 51 in relation to the sale of land to NPS Barnsley Ltd in his capacity as an NPS Barnsley Ltd Board Member.

Cllr Pourali declared a non-pecuniary interest in minute 54 in relation to the management of properties at Longcar by Berneslai Homes in her capacity as a Berneslai Homes Board Member.

49. Leader - Call-in of Cabinet decisions

The Leader reported that no decisions from the previous meeting held on 12th July, 2017 had been called in.

50. Minutes of the previous meeting held on 12th July, 2017 (Cab.26.7.2017/3)

The minutes of the meeting held on 12th July, 2017 were taken as read and signed by the Chair as a correct record.

51. Decisions of Cabinet Spokespersons (Cab.26.7.2017/4)

The Record of Decisions taken by Cabinet Spokespersons under delegated powers during the week ending 7th July, 2017 were noted.

52. Petitions received under Standing Order 44 (Cab.26.7.2017/5)

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

Leader

53. Think Yorkshire (Cab.26.7.2017/6)

RESOLVED:-

- (i) that the Council become a founding supporter of Think Yorkshire and agree to pay the annual fee of £500 for membership;

- (ii) that the Leader of the Council or their nominee be authorised to represent the Council at the Think Yorkshire General Assembly or any similar body, if established, and to cast the Council's vote for membership of the Board; and
- (iii) that the relevant officers of the Council be authorised to contribute to the work programme of the Think Yorkshire, as appropriate.

Place Spokesperson

54. BMBC Housing Development - Longcar PDC (Cab.26.7.2017/7)

RESOLVED:-

- (i) that the revised scheme costs for the Longcar PDC Housing Development totalling £4,373,000 to be financed from a combination of capital resources earmarked as part of the 2020 Capital New Starts programme, monies earmarked within the Housing Revenue Account Capital Reserve and revenue resources held within the Strategic Housing Function, as detailed in the report now submitted, be approved;
- (ii) that approval be given for the Council to enter into a build contract with Saul Construction in the sum of £3,838,500 included within the above;
- (iii) that the appropriation of the four affordable units associated with the development into the Housing Revenue Account to be managed by Berneslai Homes be approved; and
- (iv) that the potential Return on Investment from the development of up to £0.7m be noted and a further update on this following the sale of all the properties be received.

55. Establishing a Local Integration Board (LIB) to Coordinate National, Regional and Local Work and Health Programmes Across Barnsley (Cab.26.7.2017/8)

RESOLVED:-

- (i) that the Council pledge support to progress the implementation of a Local Integration Board (LIB) to coordinate national, regional and local work and health programmes, as detailed in the report now submitted;
- (ii) that the Council pledges support to the Sheffield City Region (SCR) work and health programmes and identifies the appropriate governance and reporting arrangements to ensure the Local Integration Board is integrated into existing structures; and
- (iii) that key people from the Authority be identified and nominated to ensure the Local Implementation Board is effective and the programme delivers the desired local impact. This includes the nomination of:-
 - The Cabinet Spokespersons for Place and Communities to share the Lead Member role to champion and support this work across the Council and its strategic partners;

- The Executive Director for Communities to be the Strategic Responsible Officer; and
- Operational Officers, working alongside the Combined Authority Executive to mobilise the Board and programme.

People (Safeguarding) Spokesperson

56. Proposed Changes to the Financial Contributions Policy for Adult Social Care Services: Stakeholder Consultation (Cab.26.7.2017/9)

RECOMMENDED TO FULL COUNCIL ON 28TH SEPTEMBER, 2017:-

- (i) that the changes outlined in the proposed Financial Contributions Policy for Adult Social Care Services, as set out in Appendix 1 of the report now submitted, be approved for adoption; and
- (ii) that the proposed changes be implemented with effect from 2nd October, 2017.

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Chair

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BARNSELY METROPOLITAN BOROUGH COUNCIL

CABINET SPOKESPERSONS' DECISIONS

Schedule of Decisions taken for week ending 21st July, 2017

<u>Cabinet Spokesperson</u>	<u>Item</u>	<u>Decisions</u>	<u>Contact Officer</u>
1. Place	New Barnsley Archives and Local Studies Policies	(i) that the five new policies, as listed below, are approved:- <ul style="list-style-type: none">• Barnsley Archives and Local Studies Access Policy• Collecting Policy• Collections, Care and Conservation Policy• Collections Development Policy• Collections Information Policy; and (ii) that the application of Barnsley Archives and Local Studies to achieve accredited status be progressed.	M. Gladstone Tel. 772001
2. Place	National Portfolio Organisation Status and Revenue Support for Barnsley Museums	that the grant of £1.8m worth of revenue funding from the Arts Council England for Barnsley Museums, and its award of National Portfolio Organisation Status for the period 2018 – 2022, be accepted in principle subject to terms and conditions of the funding agreement being acceptable to the Council's Section 151 Officer.	M. Gladstone Tel. 772001

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BARNSELY METROPOLITAN BOROUGH COUNCIL

CABINET SPOKESPERSONS' DECISIONS

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

<u>Cabinet Spokesperson</u>	<u>Item</u>	<u>Decisions</u>	<u>Contact Officer</u>
1. Place	Section 106 Project – Green Moor Cricket Club Groundworks	that £5,000 of Section 106 monies be allocated as a contribution to groundworks needed at Green Moor Cricket Club to re-level the site.	L. Billingham Tel. 772446
2. Place	Section 106 Project – Locksley Gardens Affordable Housing	that £36,000 of Section 106 monies be allocated to enable the Council (via Berneslai Homes) to support the purchase of 18 affordable houses at the Locksley Gardens (Jaguar and Wortley Developments Ltd) development in the Rockingham Ward.	S. Cartwright Tel. 787942
3. Place	Section 106 Project – Millhouse Green Bowling Club	that £3,000 of Section 106 monies be allocated as a contribution to the improvement of the Millhouse Green Bowling Club sports facility.	L. Billingham Tel. 772446

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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 Chief Executive
to Cabinet

6 September 2017

ARRANGEMENTS FOR DISCHARGING THE STATUTORY ROLE OF DIRECTOR OF CHILDREN'S SERVICES: LOCAL TEST OF ASSURANCE

1.0 Purpose of the Report

- 1.1 To inform Cabinet of the outcomes of a peer led test of assurance, concerning the Borough's arrangements for complying with the statutory guidance on the roles and responsibilities of the Director of Children's Services (DCS).

2.0 Recommendations

- 2.1 Cabinet is recommended to note the findings and recommendations, emerging through the Test of Assurance, as summarised within Paragraphs 4.2 and 5.2 of the report.**

3.0 Introduction

- 3.1 In April 2013, updated statutory guidance on the roles and responsibilities of the DCS and LMCS, as defined under Sections 18 (7) and 19 (2) respectively of the Children Act (2004) was published.
- 3.2 Two years later, through the Authority's "*Future Council*" Programme, the senior management posts of Executive Director (Adults and Communities) and Executive Director (Children, Young People and Families) were combined into the single post of Executive Director (People) and the former Executive Director (Children, Young People and Families) was appointed to the new post.
- 3.3 Within "*Future Council*" the Executive Director (People) has assumed responsibility for the statutory roles of Director of Adult Social Services and DCS.
- 3.4 In view of this and, mindful, that the above, statutory guidance encourages local authorities to review their organisational arrangements as part of ensuring they best accord with the continuing role and responsibilities of the DCS, without any diminution, a local test of assurance was recently undertaken.
- 3.5 The peer conducting the test of assurance was the Corporate Director of Children and Young People's Services, at North Yorkshire County Council. This Service is one of eight which has been accredited by the DfE as a 'Partner in Practice' and is, therefore, funded to provide sector led improvement to other children's services

authorities. In addition, the Service was judged by Ofsted as 'Good' in its most recent inspection, in 2014.

3.6 Scope And Methodology Of The Local Test Of Assurance

3.7 The Test of Assurance focused upon the following factors, concerning the discharging of the range of services for children and young people, in Barnsley:

- Leadership, governance and accountability
- Management capacity and workforce development
- Performance management and quality assurance
- Stakeholder and service user engagement
- Multi agency and partnership arrangements
- Child protection arrangements

3.8 The Test was based on the following elements of assessment:

- Interviews, including with the Leader and Chief Executive of the Council; Cabinet Spokespersons (People) and co-LMCS; the Chairs of the Barnsley Local Safeguarding Children Board (LSCB) and Overview and Scrutiny Committee; Chief Superintendent (South Yorkshire Police); Accountable Officer (Barnsley CCG) together with a focus group comprising of social work practitioners and team managers.
- A review of documentary evidence, including key policies, plans and strategies; performance data; schemes of delegation and the minutes of meetings.

3.9 The findings and recommendations of the Test are detailed in the Appendix to this report.

4.0 Summary Of Outcomes

4.1 Findings

4.2 The Test of Assurance has yielded the following findings:

Leadership, Governance And Accountability

- High levels of confidence in the leadership and ability of the Executive Director (People) to support continuing improvement in the range of outcomes for children and young people in Barnsley.
- Strong commitment by the Leader and Chief Executive of the Council, together with Lead Members and the Chair of the LSCB, to children's services.
- Good evidence of Lead Members and senior management, listening to the front line.
- High quality overview and scrutiny of services for children and young people.
- An impressive and coherent children's services improvement framework and (action) plan.

Management Capacity And Workforce Development

- A very lean senior leadership structure in children's services but which, nonetheless, contains experienced and talented senior leaders with strong lines of support, particularly from quality Heads of Service and performance management.
- Good management oversight and supervision, particularly from senior leaders in children's services.

Performance Management And Quality Assurance

- Clear evidence of leadership and management awareness of the performance of services against indicators and targets, including listening to the front line, and of action being instigated to improve or maintain performance both within the Council and at multi agency level, particularly via the challenge provided to partners.
- The Council's Scheme of Delegations of Authority facilitates better and speedier decision making.

Engaging Stakeholders And Service Users

- Extensive evidence of good practice in listening and acting upon feedback, including through current bodies and initiatives as well as the DCS's willingness to be directly involved in key local discussions, concerning children's services and to instigate evidence based best practice, through sector led, peer improvement.

Multi Agency And Partnership Arrangements

- The DCS has played an important part in the effectiveness of local partnership working. Partners are challenged and at the same time, nurtured into making a consistent and valuable contribution to improving outcomes for children both within core partnership bodies and individually. This has led to good practice in area based working and in the delegation and sharing of resources.

Child Protection Arrangements

- Arrangements continue to be improved and good practice embedded, based upon excellent leadership, leadership capacity and collaborative partnership working.
- Strategic alignment of the early help offer to adults, children and young people, with the local, stronger communities agenda, appears to work.
- Good evidence of multi agency, front line 'buy-in' and understanding of local thresholds for intervention, which has been enhanced through the integration and co-location of services.
- One result of these ongoing improvements in provision is a reduction in the number of children requiring a child protection plan.

5.0 Proposal And Justification

- 5.1 The local Test of Assurance has concluded that the statutory duties and responsibilities of the DCS, together with local arrangements concerning (i) accountability and (ii) effective partnership and inter agency working, are all being effectively met in Barnsley.
- 5.2 Two, non binding, recommendations are highlighted in the Test of Assurance Report. These are:
- Barnsley MBC needs to ensure that moving forward, its generic scrutiny arrangements do not develop targeted work plans which reduce the focus and quality in the scrutiny of children and young people services.
 - A recognition that structural arrangements for the leadership and management of children's services, in Barnsley, are currently dependent on high calibre individuals fulfilling key roles and that the lean or streamlined structure needs to ensure excellent succession planning and, whenever, necessary, strong recruitment arrangements.
- 5.3 The second of these recommendations will be incorporated within the Organisational Development and Workforce element of the Borough Children's Services Improvement Framework and Action Plan.

6.0 Consideration of Alternative Approaches

- 6.1 In this instance, such consideration is not applicable as the purpose of the report has been to inform Cabinet of the outcome of the local Test of Assurance.

7.0 Implications for Local People and Service Users

- 7.1 There are no direct implications for local people or service users, emerging through consideration of this report. The outcomes of the Test provide assurance to local communities and other stakeholders, that the statutory role and responsibilities of the DCS, as defined in the Children Act (2004) and subsequent statutory guidance, is being effectively met.

8.0 Financial Implications

- 8.1 There are no financial implications directly arising through the Test of Assurance. Its costs have been met through the DfE's 'Partner in Practice' programme.

9.0 Employee Implications

- 9.1 Cabinet's attention is drawn to one of the two recommendations highlighted in the Test of Assurance which is set out in Paragraphs 5.2 (bullet point 2) and 5.3 of this report.

10.0 Communications Implications

- 10.1 There are no communications implications directly arising through consideration of the report and Test.

11.0 Consultations

11.1 In conducting the local Test of Assurance, an important element of the methodology and evaluation of compliance, were the direct interviews which took place with a number of stakeholders, as summarised in Paragraph 3.8.

12.0 The Corporate Plan and the Council's Performance Management Framework

12.1 The outcomes of the Test provide assurance over the effectiveness of local arrangements aimed at ensuring the following priorities in the Corporate Plan:

- Every child attends a good school and is successful in learning and work.
- Children (and adults) are safe from harm,

together with the Vision and Strategic Priorities of the Barnsley Children and Young People's Plan (2016-19) and one of the Strategic Priorities of the Barnsley Health and Wellbeing Strategy (2016-20) namely 'Children starting life being healthy and staying healthy'.

13.0 Promoting Equality, Diversity and Inclusion

13.1 The scope and methodology of the Test of Assurance focuses upon the quality and effectiveness of both universal and targeted provision, including meeting specific needs. In terms of ensuring equality, the final report makes no recommendation or comment, including with reference to the Council's Equality Priority of improving the educational attainment of children for whom English is not the primary language, upon which good progress continues to be made.

14.0 Tackling the Impact of Poverty

14.1 The Test of Assurance comments favourably on the quality of the early help 'offer' to children, young people and families. Support which enables children and young people to get off to a good start or to receive the help and protection needed to achieve their potential, will give them a better chance to acquire the skills needed to access employment and financial inclusion.

15.0 Tackling Health Inequalities

15.1 Whilst no specific reference is made, the Test explicitly reflects the high levels of confidence in the ability of the DCS to continue improvements in the range of outcomes, including health, together with the good level of understanding among front line practitioners of multi agency procedures, which has benefited through the integration and co-location of services.

16.0 Reduction of Crime and Disorder

16.1 As with Paragraph 15.1.

17.0 Risk Management Issues

17.1 There are no risks associated with consideration of this report or in the outcomes of the Test of Assurance.

18.0 Health, Safety and Emergency Resilience Issues

18.1 There are no implications for health, safety and emergency resilience, in the report.

19.0 Compatibility with the European Convention on Human Rights

19.1 No implications, concerning the Articles and Protocols of the Convention, have arisen through the Test of Assurance.

20.0 Conservation of Biodiversity

20.1 There are no implications for the local environment or the conservation of biodiversity, in the report.

21.0 Glossary of Terms and Abbreviations

21.1 None, applicable.

22.0 List of Appendices

22.1 Appendix: Barnsley MBC, Test of Assurance – Arrangements for Discharging Director of Children’s Services Functions (July 2017)

23.0 Details of Background Papers

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

Officer Contact: Diana Terris (Chief Executive, Barnsley MBC)

Tel. No. (01226 773301 or e-mail dianaterris@barnsley.gov.uk)

Date: 2nd August 2017

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

Barnsley Metropolitan Borough Council
Test of Assurance - Arrangements for Discharging Director of Children's Services
Functions

July 2017

1. Background

- 1.1 The "Statutory guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services" was issued by the Department of Education in April 2013. The document provides statutory guidance for local authorities issued under sections 18(7) (Director of Children's Services) and 19(2) (Lead Member for Children's Services) of the Children Act 2004.) and states that

"It is legally permissible for the DCS and LMCS roles to be combined with other operational and political functions of the local authority. However, given the breadth and importance of children's services functions that the DCS and LMCS cover, local authorities should give due consideration to protecting the discrete roles and responsibilities of the DCS and LMCS before allocating any additional functions to individuals performing these roles.

In particular, local authorities should undertake a local test of assurance so that the focus on outcomes for children and young people will not be weakened or diluted as a result of adding such other responsibilities."

- 1.2 The guidance also states that "Local Authorities will, as a matter of course, want to ensure their structures and organisational arrangements enable them to:
- fulfil their statutory duties effectively (including ensuring that children, young people and families receive effective help and benefit from high educational standards locally);
 - be transparent about responsibilities and accountabilities,
 - support effective interagency and partnership working.

2. Scope and Methodology

The test of assurance covered the areas required by statutory guidance namely:

- Leadership, governance and accountability
- Management capacity and workforce development
- Performance Management and quality assurance
- Stakeholder and service user views
- Multi-agency and partnership arrangements
- Child protection arrangements

In doing so the following elements of the statutory guidance were tested to provide assurance that effective arrangements are in place:

- clarity about how senior management arrangements ensure that the safety and the educational, social and emotional needs of children and young people are given due priority and how they enable staff to help the local authority discharge its statutory duties in an integrated and coherent way;
- clarity about how the local authority intends to discharge its children's services functions and be held accountable for them from political, professional, legal and corporate perspectives (including where, for example, services are commissioned from external providers or mutualised in an arm's length body);
- the seniority of and breadth of responsibilities allocated to individual post holders and how this impacts on their ability to undertake those responsibilities (especially where a local authority is considering allocating any additional functions to the DCS and LMCS posts);
- the involvement and experiences of children and young people in relation to local services;
- clarity about child protection systems, ensuring that professional leadership and practice is robust and can be challenged on a regular basis, including an appropriate focus on offering early help and working with other agencies in doing so; and
- the adequacy and effectiveness of local partnership arrangements (e.g. the local authority's relationship with schools, the courts, Children's Trust co-operation arrangements, Community Safety Partnerships, health and wellbeing boards, Youth Offending Team partnerships, police, probation, Multi-Agency Public Protection Arrangements and Multi-Agency Risk Assessment Conferences) and their respective accountabilities.

3. The Test of Assurance

3.1 The test of assurance was conducted by Peter Dwyer, Corporate Director of Children and Young People's Service, North Yorkshire County Council. North Yorkshire Children's Services are one of eight Local Authorities nationally designated by Department for Education as a Partner in Practice and, as such, are funded to provide sector-led improvement to other Local Authorities across the country.

3.2 The test of assurance was based on

- a site visit to interview key officers, elected members and stakeholders:
 - Chief Executive;
 - the Leader of the Council;
 - the Cabinet Member for People - Children's Services & Safeguarding and Cabinet Member for People – Achieving Potential ;
 - the chair of the Overview and Scrutiny Committee and Scrutiny Support Officer;
 - the Executive Director - People;
 - Service Directors directly reporting to the Director with responsibility for children's social care & safeguarding and for education, early help & prevention services;
 - Heads of Service for children's social care, children in care, Barnsley School Alliance, commissioning, governance & partnerships and early start, prevention & sufficiency

- a focus group of social work staff and team managers;
 - lead officer for children's voice, influence and participation
 - chair of the Local Safeguarding Children Board and key strategic partners from the Police and CCG
- a review of documentary evidence submitted by the Council and a review of the Council's web-site including:
 - a self-assessment;
 - structure charts;
 - schemes of delegation;
 - the forward plan;
 - job descriptions and person specifications;
 - portfolio holder remits;
 - terms of references for key boards/committees and attendance records;
 - the Director's diary for the preceding three months;
 - performance information and monitoring reports; and reporting guidance
 - key policies, strategies
 - agenda papers and minutes from decision making bodies.

3.3 Set out on following pages is a summary of findings.

Evidence and assurance: Leadership, governance and accountability

Elements:

- clarity about how senior management arrangements ensure that the safety and the educational, social and emotional needs of children and young people are given due priority and how they enable staff to help the local authority discharge its statutory duties in an integrated and coherent way;
- clarity about how the local authority intends to discharge its children's services functions and be held accountable for them from political, professional, legal and corporate perspectives (including where, for example, services are commissioned from external providers or mutualised in an arm's length body);

Criteria:

Assurance in leadership and accountability arrangements is founded on the following:

- Clarity of senior roles and responsibilities
- Clear and unbroken lines of accountability for areas of service (particularly areas of statutory responsibility)
- Sufficient focus of the Director on outcomes for children and young people
- Strong visible leadership to drive improvement
- Confidence of the Director, and in the Director, to carry out all the areas of responsibility across adults and children's services.

Documentary evidence considered:

- Council constitution and Scheme of delegation
- Job descriptions and person specifications for Director, Management Team and Heads of Service
- Organisation charts showing Council, Directorate and Children's Social Care structures
- Reporting guidance (what information needs to be brought to the Director's attention)
- Director's diary for the preceding three months
- Terms of reference, agenda and reports, including attendance, for Cabinet/Executive, Overview & Scrutiny Committee and partnership meetings
- Evidence of keep in touch meeting between Chief Executive, Chair of LSCB and DCS
- 365 Children and Young People's Plan
- Budget outturn report 2016/17 and any financial/budget strategy

Feedback from interviews:

Through the test of assurance we heard and read consistently of high levels of confidence in current leadership and governance arrangements. Highlighted throughout was a rich powerful respect for the ability and skilled contribution of the Executive Director – People (DCS). Clear expressions of confidence and evidence that current arrangements are certainly supporting improvements to children and young people's services in Barnsley. Post inspection improvement plans began that improvement journey and there is certainly no sense that the pace of this improvement has been lessened by the joint portfolio. Staff at all levels and across partners share that confidence with an apparent ease of communication up and down the organisation.

There was considerable assurance that a culture existed that if there was a concern it would be escalated, listened to and effectively responded to. Confirmation was received that line management arrangements between Chief Executive, DCS and Chair of LSCB were in place. Innovative systems also exist to ensure DCS and Executive Member jointly have contact with frontline practitioners and undertake joint visits. Scrutiny arrangements have changed considerably and the Overview and Scrutiny committee is viewed as creating higher quality challenge from a wider cohort of Members, systems are in place to ensure the children and young people's agenda is prioritised within those arrangements.

Assurance was received that the Children's Trust has re-established its role if not fully its profile as the overarching improvement body.

All of the above is provided within an impressive and coherent Children's Service Improvement Framework.

Recommendation:

Care needed by the LA that overtime generic scrutiny arrangements do not develop targeted workplans which reduce the focus and quality of scrutiny of children and young people's issues.

Evidence and assurance: Management capacity and workforce development

Element:

- the seniority of and breadth of responsibilities allocated to individual post holders and how this impacts on their ability to undertake those responsibilities (especially where a local authority is considering allocating any additional functions to the DCS and LMCS posts);

Criteria:

Assurance in management capacity is founded on:

- Sufficient skill mix and experience in the senior management team
- Sufficient resilience in the senior management team
- Sufficient capacity in the senior management team to discharge their responsibilities
- Designated Heads of Service with responsibility for and time to deal with safeguarding adults and children.

Documentary evidence considered:

- Organisation charts showing Council, Directorate and Children's Social Care structures
- Council constitution and Scheme of delegation
- Job descriptions and person specifications for Director, Management Team and Heads of Service
- Director's diary for the preceding three months
- Performance Appraisal and workforce development policy and practice

Feedback from interviews:

This is clearly a very lean senior leadership structure covering very broad and complex areas of strategic and operational responsibilities. The service carries significant financial and reputational risks in addition to considerable responsibilities and opportunities surrounding vulnerable children and adults. The structure was not driven for financial purposes but reflects a positive recognition of opportunities which exist within a People's directorate. The quality of the existing DCS may also have been highly influential in that decision.

A considerable sense that experienced and talented senior leaders of the children's agenda are in place and the leadership culture affords them space to lead but with strong lines of support and performance management. Senior leadership capacity also benefits from high quality capacity at Heads of Service level. The "leanness" of senior leadership capacity is fully recognised and at one level creates an assurance that further change or vacancy management is not an option worthy of exploration. Interestingly one Member openly expressed doubts about a People's directorate model providing further assurance that attention at Member level is being paid to potential risks.

Post inspection resulted in considerable workforce change with some turnover of established staff and increased use of agency staff and managers to fulfil key roles and enhance core capacity. Over time the impression given is one of a return to a more stable workforce, less agency staff albeit considerable newly qualified cohort.

Consistent reports of good access to supervision and high levels of support by senior leaders to key events whenever occurring. Strong sense of a one Council, the Barnsley Leadership Team.

Recommendation:

We consistently heard highly positive comments on the leadership provided by the current DCS and her direct reports on the children's agenda. All appear to recognise that structural arrangements are dependent upon the individuals fulfilling key roles. The streamlined structure at Barnsley needs to ensure excellent succession planning and whenever necessary, strong recruitment arrangements.

Evidence and assurance: Performance Management and quality assurance

Elements:

- clarity about how senior management arrangements ensure that the safety and the educational, social and emotional needs of children and young people are given due priority and how they enable staff to help the local authority discharge its statutory duties in an integrated and coherent way;
- clarity about how the local authority intends to discharge its children's services functions and be held accountable for them from political, professional, legal and corporate perspectives (including where, for example, services are commissioned from external providers or mutualised in an arm's length body);

Criteria:

Assurance in performance management arrangements is founded on:

- Clear service strategies and policies in place for areas of service weakness or challenge
- Robust arrangements for agreeing performance measures and targets
- Regular monitoring of service performance
- Evidence of performance is drawn from a range of sources
- Performance data is interrogated
- Clarity about performance reporting arrangements.

Documentary evidence considered:

- Council Plan and service plans for Directorate and service groups
- Performance framework and reports for Quarter 3 and Quarter 4 2016/17
- Quality assurance frameworks and monitoring reports evidencing implementation
- Records of senior management meetings (corporate and directorate)
- Supervision policy and practice

Feedback from interviews:

Assurance in this area requires achieving levels of confidence concerning the existence of key strategies and policies, robust performance management arrangements including regular reporting and action planning and wider quality assurance arrangements. Significant evidence was presented to the review team to provide assurance in this area.

We saw clear evidence of regular reporting of performance into service area and strategic partnerships. These reports were not only clearly presented but also demonstrated clear recording of analysis and recording of actions arising. We have referred earlier to innovative quality assurance arrangements involving senior staff in meeting with frontline staff and service users. We also had sight of the recording of such visits and clear actions arising. Frontline staff talked positively about not just being heard but something being done as a result. Whilst evidence existed of reporting into the Health and Wellbeing Board by the LSCB we were somewhat surprised to see the passive language of "receiving the annual report of the LSCB". Evidence exists of the LA challenging appropriately on a partnership agenda. Health colleagues described attendance at Scrutiny and the delivery of appropriate informed challenge in those sessions.

The scheme of delegation in the LA is highly pertinent to the expectations of senior leadership. We again gained assurance that the scheme of delegation had been appropriately amended not as a consequence of any limits to leadership capacity but to facilitate better, speedier, decision making.

Evidence and assurance: Stakeholder and service user views

Elements: the involvement and experiences of children and young people in relation to local services

Criteria:

Assurance in the area of engagement with stakeholders is founded on:

- Service and procedures that drive engagement with children and young people
- Feedback from children, young people, families and frontline staff is encouraged and taken into account
- These views drive service development and improvement.

Documentary evidence considered:

- Annual complaints reports for the preceding two years
- Annual safeguarding board reports for the preceding two years
- Corporate Parenting Forum Annual Report
- 365 Children and Young People's Plan and action plan
- Cabinet/Executive reports
- Children in Care Council/Young People's Council minutes and reports
- Voice, influence and participation strategy and reporting arrangements

Feedback from interviews:

The test of assurance heard considerable evidence of where service users' views had been heard and positively listened to. These included

- celebration events
- young people member place on the LSCB
- very active engagement in Takeover Day
- young people's voices at corporate parenting panel etc

We read evidence of a strong Care4Us Statement of Purpose and a forward plan for that body evidencing DCS capacity to engage positively.

Whilst focussed around specialist groups there was also evidence available showing engagement in wider, more universal, Children's Trust work eg student councils. As described elsewhere assurance was provided of enhancements in collaborative improvement and partnership working in the Borough. In addition evidence was also supplied to assure that the DCS has capacity to maintain visibility and engagement in key education debates, attendance at Headteacher Forums and targeted commissioning of external peer challenge processes on for example, attendance and exclusion. Importantly we read evidence of user voice being not just heard but acted upon eg examples of transport issues raised by young people getting onto the agenda of the Children's Trust.

Evidence and assurance: Multi-agency and partnership arrangements

Element: the adequacy and effectiveness of local partnership arrangements (e.g. the local authority's relationship with schools, the courts, Children's Trust co-operation arrangements, Community Safety Partnerships, health and wellbeing boards, Youth Offending Team partnerships, police, probation, Multi-Agency Public Protection Arrangements and Multi-Agency Risk Assessment Conferences) and their respective accountabilities.

Criteria:

Assurance in multi-agency and partnership arrangements is founded on:

- Clarity for partners and partnership boards on who represents the Council
- Local authority led by the Director supports and plays an active role in partnerships
- Council representative on key boards has authority to speak for the organisation
- Clear links and direct reporting mechanisms between and from the Safeguarding Board and lead members and clarity about how a challenge can be made
- Clear links and reporting mechanisms between key Boards.

Documentary evidence considered:

- Terms of reference and minutes of key partnership boards (LSCB, Children's Trust, Health and Well Being Board) for the preceding six months
- Minutes of meetings with the Safeguarding Board Chair(s)
- Governance arrangements for key boards including links and reporting mechanisms between boards

Feedback from interviews:

As described elsewhere, a cultural change in partnership working was described to the test of assurance team. The strength of relationship with the Police is well established. Wider partnerships were described consistently well with the contributions of partners respected and valued. This appears to extend beyond traditional partners to a wider "network of contributors" with area based work and delegated resources given as examples. "Trying to create a culture where we help people help themselves".

The DCS's capacity, culture and style have played an important part in these improvements. "Quick to praise, quick to ask/challenge, but seeking of a solution and making people feel they can make a contribution". Cultural change of this nature provided assurance that as improvement work is increasingly mainstreamed into core partnership bodies (Trust/LSCB) that the pace of improvement will be at least maintained.

Evidence and assurance: Child protection arrangements

Element: clarity about child protection systems, ensuring that professional leadership and practice is robust and can be challenged on a regular basis, including an appropriate focus on offering early help and working with other agencies in doing so

- Assurance in child protection arrangements is founded on:
- Clarity about child protection systems
- Arrangements to ensure that professional leadership and practice is robust
- The Director meets regularly with the Safeguarding Adults and Children's Board Chair(s) and there is an open channel of communication to the Chief Executive
- Practice can be challenged by the public and partners and an escalation procedure is in place
- The Director working with partners ensures a strong focus on early help.

Documentary evidence considered:

- Structure diagrams
- Performance framework and practice
- Quality Assurance framework and practice
- Complaints and compliments annual report
- Early help strategy and action plan

Feedback from interviews:

Faced with the double challenge of embedding improvement at times of financial austerity the LA appears to have taken significant opportunities to radically reshape and deliver both improvement and efficiency. Change and improvements of this nature require excellent leadership and leadership capacity. They also require collaborative partnerships. We gained assurance that both were in place in Barnsley.

The service has enhanced its front door on a partnership basis, reshaped its early help/0-19 prevention service, remodelled children's centres into a wider family centre programme, and also assumed not just commissioning but operational responsibilities for the 0-19 Healthy Child Programme.

Creating confident, less siloed, services creates efficiency and potential for service improvement but also ensures leadership capacity can be naturally focussed rather than dispersed across fragmented delivery arrangements. As part of the improvement work it is impressive that decisions were made to revisit intervention thresholds and enhance capacity accordingly. Such change requires strategic and operational leadership capacity. Strategic oversight of the early help offer is somewhat complex but once understood the benefits of strategic alignment alongside a stronger communities agenda, with operational accountability within children's specialist provision, appears to work. Staff describe positive impact of a 0-19/25 provision, more positive experience of step up and step down, and positive understanding of "stronger families" programme. A disappointing tender for delivery of Healthy Child Programme led to the service being brought in-house with specialist line management. This can only enhance opportunities for greater colocation and integration of early help support. A similar approach could be considered for aspects of the Youth Offending service.

Combined the improvements in delivery arrangements are now seeing looked after children and child protection plan numbers starting to fall. In essence we saw evidence of leadership

capacity on a partnership basis being effectively used to enhance delivery arrangements and improve outcomes for children and young people.

4. Key Findings/ Recommendations

This test of assurance was undertaken externally and with full open access to all forms of potential evidence. We were met with engaged partners and LA staff at all levels positively committed both to the process and to improving outcomes for children and young people.

This test of assurance for Barnsley concludes that effective arrangements are in place within the Council to discharge the statutory role and responsibilities of the Director of Children's services in the areas of leadership and accountability; management capacity; engagement with stakeholders; performance management; multi-agency and partnership arrangements; child protection arrangements. As a result we can conclude that the arrangements which are in place pass in our assessment the national expectations of a test of assurance. In doing so we have highlighted in the body of the report two recommendations which we would highlight again here:

- Care needed by the LA that overtime generic scrutiny arrangements do not develop targeted work plans which reduce the focus and quality of scrutiny of children and young people's issues
- All recognise that structural arrangements are dependent upon the individuals fulfilling key roles. The streamlined structure at Barnsley needs to ensure excellent succession planning and whenever necessary, strong recruitment arrangements.

LOCAL TEST OF ASSURANCE - SUMMARY	
Statutory Duties	Met
Accountabilities and Responsibilities	Met
Effective partnership and inter-agency working	Met

Peter Dwyer
Corporate Director – Children and Young People's Service
North Yorkshire County Council

July 2017

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 DIRECTOR OF CORE SERVICES TO CABINET ON 6th September 2017

CORPORATE PLAN PERFORMANCE REPORT QUARTER 1 APRIL - JUNE 2017

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present and provide an overview of the council's latest Corporate Plan Performance Report, drawing upon information available for Quarter 1, and illustrating progress achieved in delivering the priorities and outcomes of the Corporate Plan 2017-2020.

2. RECOMMENDATIONS

It is recommended that:

- 2.1 **Cabinet review, challenge and scrutinise the contents of the report in relation to the delivery of the Corporate Plan priorities and outcomes.**

- 2.2 **Cabinet receives follow up reports arising from the Quarter 1 report on:**

Areas for Improvement:

- Berneslai Homes voids
- Assistive Living Technology

Areas of Achievement

- Better Homes Barnsley

- 2.3 **This report is shared with the Overview and Scrutiny Committee to inform and support their ongoing work programme.**

3. INTRODUCTION/BACKGROUND

- 3.1 The Corporate Plan contains three priorities, supported by 12 outcomes. These are reflected in the 2020 Outcomes Framework and outline what the council has committed to undertake in order to deliver the priorities. It is also recognised that the council is not solely accountable for delivering these outcomes, as it works in partnership with other organisations.

- 3.2 The framework identifies what the council is seeking to achieve for the people of Barnsley over the next three years, as defined in our key strategies and plans, and a series of objectives which focus on specific areas of service delivery and support for the borough and its residents. Progress against the 2020 Outcomes Framework will be managed and communicated through the Corporate Performance Report indicators and narrative.

- 3.3 This report provides an overview of performance trends, activities and achievements under each priority.

- 3.4 The scorecard at section four provides a summary of the RAG (Red/Amber/Green) position for each outcome, based on the performance indicators and also activities described in the narrative report.
- 3.5 At the end of Q1, there are no outcomes rated Red, with 6 rated Amber and 6 rated Green. An outcome is rated Amber where performance is mixed and the combination of individual performance indicator RAG ratings gives no clear overall rating. Section 5 of this report contains more detail about headline performance trends under each priority.
- 3.6 Direction of travel arrows have not been included in this report, however reference is made throughout the narrative which provides a comparison with previous years or quarters where it is possible.

4. Corporate Plan Scorecard



1. Create more and better jobs and good business growth	6. Every child attends a good school and is successful in learning and work	10. People volunteering and contributing towards stronger communities
2. Increase skills to get more people working	7. Reducing demand through improving access to early help	11. Protecting the borough for future generations
3. Develop a vibrant town centre	8. Children and adults are safe from harm	12. Customers can contact us easily and use more services online
4. Strengthen our visitor economy	9. People are healthier, happier, independent and active	
5. Create more and better housing		

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Key – The ratings are based upon the performance indicators that relate to each Corporate Plan outcome and 2020 Outcome Framework achievement to provide a rounded picture of performance, including financial performance.

- R** Performance against majority of indicators is below target for this point of the year
- A** Performance is mixed, some indicators will be on track to achieve targets and others will require improvement to achieve targets
- G** Performance against majority of indicators is in line with targets for this point of the year

5. Progress against Priorities and Performance Measures

5.1 This section provides a headline overview of the year end position for each priority area, based on the data and narrative provided in the performance report.

Priority: Thriving and Vibrant Economy

5.2 We have developed a long-term plan to grow the economy for the borough. Working with the private sector, supporting them to create better conditions and infrastructure, helping to safeguard existing jobs and businesses and stimulate the growth of more and better jobs and homes. We want to make sure there are more job opportunities for Barnsley residents to help the local economy, provide positive role models for young people, and reduce the extent of worklessness and poverty across the borough.

5.3 Examples of performance trends and achievements

- We supported 80 companies to expand meaning 44% of the annual target has already been achieved.
- We supported the creation of 736 private sector jobs, achieving 60% of our annual target.
- 15 businesses relocated to Barnsley in Q1 against an annual target of 20.
- 341,285 people visited our museums in Q1, contributing an estimated £7.35 Million to the local economy.
- Occupancy level of town centre retail units was 95.6% in Q1, which is higher than our 90% target.
- Apprenticeship take up in the borough for 16 – 18 year old is 11.8%, which above our 10.5% target.
- 58 affordable homes delivered in Q1, 39% of our annual target of 150
- Berneslai Homes achieved 98% rental collection rate in Q1, above our annual target of 96%.
- Q1 saw 96 dispersals in the town centre PSPO area, 9.6% of which were repeat dispersals

Areas for further improvement

- Occupancy level at the town centre markets is at 88.2%, which is lower than our target of 95%.
- The average property void time was 25.5 days in Q1, our target of 22.5 days was not achieved.
- Improving employment opportunities for those who are most vulnerable remains an area for significant improvement as only 36.8% of care leavers aged 18 to 21 are engaged in education, employment and training, a reduction from Q4 and below our annual target of 52%.

Priority: People Achieving Their Potential

5.4 It is important for the future of the borough that we help children, young people and families to achieve their potential and have the right skills and qualifications to access better education, employment or training. We also want to encourage young people to make a positive contribution in their communities. We have a crucial role in protecting and safeguarding the most vulnerable and at risk of harm. We will continue to challenge and raise our standards whilst looking at how we can manage and reduce demand for our services more effectively. For people to achieve their

potential we need to create a healthier, happier, independent and more active population.

5.5 **Examples of performance trends and achievements**

- 96% of early years and childcare settings were rated good or outstanding by Ofsted, against a target of 94/95%. This places Barnsley above national and regional comparators.
- 75% of eligible two year olds took up their entitlement to free early education and care in Q1, in line with our annual target of 75%. This is an improvement from 68% in January.
- 68.5% of children achieved a good level of development at Foundation Stage, narrowing the gap to the national average.
- 99% of children's social care assessments were completed within timescales, against our annual target of 90%. This is a significant improvement on recent performance.
- 91.3% of Adult Safeguarding Section 42 decisions were made within 72 hours, against our annual target of 85%.

Areas for further improvement

- 106 people over the age of 65 were permanently admitted to residential or nursing care in Q1, which is over a third of our annual target of 315.
- 70.3% of Barnsley pupils attended schools rated either 'Good' or 'Outstanding' by Ofsted in Q1. This is an improvement on Q4, but below our target for the year of 76.3%.
- 369 per 100,000 young people aged 0-17 entered the youth justice system between January and December 2016, widening the gap to our target for this year of 321 per 100,000.
- The number of homelessness cases increased to 14 from 10 in the previous quarter.
- Over 200 installations of assistive living technologies for new service users were completed in Q1. Unfortunately, there was a higher number of de-installations at the same time, therefore the net figure was minus 37.
- 805 people achieved their health goals with support from Be Well Barnsley, against a target of 1000 for the quarter.

Priority: Strong and Resilient Communities

5.6 We need to ensure better use of the physical assets, skills and knowledge that are in every community in Barnsley so that we can utilise these resources more efficiently. Working together with the community, customers and partners becomes more important as we try to reduce the dependency on council services by creating stronger communities and designing innovative and different services.

5.7 **Examples of performance trends and achievements**

- 1,752 people volunteered in communities (cashable value £68,258) which is above our quarterly target of 1,500.
- 10 new community groups were created
- 317 volunteering opportunities were created by the council well above the target of 250.
- 91% of complaints were responded to within timescales, above the target of 90%.

- We created enough fuel from waste to power 2,570 homes with electricity for a year.
- 40 private homes benefited from increased energy efficiency under the Better Homes Barnsley programme, representing 42% of the annual target already achieved.
- There were fewer flytipping incidents in Q1 than any quarter in the previous year.
- 53% of our spending was with local companies in Q1, almost in line with our target for the year of 54%.

Areas for further improvement

- 92.4% of household waste was diverted from landfill, falling below our target of 96.5%
- Insurance claim repudiation rates fell to 71.3% against the 83% target.
- The cashable value of volunteering was £68,258 in Q1, below our expected level of £93,500. The number of people volunteering is in line with our target, but they are spending less time volunteering than expected.
- The number of new volunteers fell below target; there were 211 against a quarterly target of 275.
- 4% of our energy came from biomass sources in Q1, this is just above the same period last year but well short of our target for the year of 17%.
- Our employer supported volunteering scheme was below target, 37 days were used against a quarterly target of 50.

6. Implications for Local People / Service Users

- 6.1 The report includes a number of performance issues and implications for local people and service users across the three priorities set out in the Corporate Plan. In addition, the Strong and Resilient Communities section of the report includes specific indicators measuring levels of complaints and our responsiveness to them, and trends in how customers contact the council.

7. Financial Implications

- 7.1 There are no direct financial implications arising from this report, however there are likely to be resource implications arising from any required improvement activity. The content of the performance report makes reference to the links between performance and the financial context of this performance, highlighting those areas where there is significant over or under spend compared to the budget, and the reason for these. More in depth information can be found in the Finance cabinet report being presented alongside this report.

8. Employee Implications

- 8.1 All employees are key enablers in the delivery of the council's priorities and outcomes and contribute to this success through their daily activities.

9. Communications Implications

- 9.1 The report has a number of potential communication implications both externally and internally.
- 9.2 The quarterly and year end narrative report documents are made available on the council's website, in line with transparency requirements for publication of information about the council's performance, along with a press release highlighting some headline points from the report.
- 9.3 To further enhance awareness of the work of the council, we promote a link to the Corporate Plan Performance Report on social media at various intervals via our Communications and Marketing team. Short animations which reflect our performance are being posted on social media.
- 9.4 The corporate hashtags are being used in order to streamline messages posted on social media to better communicate how the council is achieving the priorities. It will also enable us to monitor coverage by priority. Communications and Marketing will add these hashtags to any social media communications that relates to a priority outcome.
- 9.5 To ensure our employees are aware of our performance and how they contribute to it, a link to the Corporate Plan Performance Report will be included in our Straight Talk employee engagement communication.

10. Consultations

- 10.1 Consultations have taken place with a number of officers from all Directorates within the council who have contributed to the report and its content.
- 10.2 Consultation has also taken place with all members of the Senior Management Team who have collectively reviewed the report.

11. Risk Management Issues

- 11.1 The report identifies a number of performance issues and risks as an underlying consideration throughout the report under each of the outcomes.

Officer Contact: Malachi Rangepcroft **Telephone No:** x2726 **Date:** 23/08/2017

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◀ OUR VISION ▶

WORKING TOGETHER FOR

A BRIGHTER FUTURE

A BETTER BARNESLEY

Corporate Plan Performance Report Q1 2017/18



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

Our Corporate Plan Performance Report

This report tells you about our achievements against our priorities and outcomes for quarter 1 (Q1), and what we need to improve upon. We structure our report around the four quarters of the financial year, as follows:

- Q1 – 1 April to 30 June
- Q2 – 1 July to 30 September
- Q3 – 1 October to 31 December
- Q4 – 1 January to 31 March

We recommend that this report is viewed in colour. We allocate a RAG (red, amber or green) rating to all our indicators to highlight performance against targets. We also apply a RAG rating to our financial performance and performance overall against our corporate plan outcomes.

The information included in this report is the latest available and is based on our performance in Q1 2017/18 (unless there is a time delay for data being published for the indicator). Where a target is included, this is for the full year, e.g. from 1st April 2017 to 31st March 2018.

We have included a summary of our revenue budgets (every day spend) and capital programmes (one off expenditure) and their performance for Q1. A more detailed report on the finance information in this report can be found within the relevant cabinet reports.

Key



1. Create more and better jobs and good business growth	6. Every child attends a good school and is successful in learning and work	10. People volunteering and contributing towards stronger communities
2. Increase skills to get more people working	7. Reducing demand through improving access to early help	11. Protecting the borough for future generations
3. Develop a vibrant town centre	8. Children and adults are safe from harm	12. Customers can contact us easily and use more services online
4. Strengthen our visitor economy	9. People are healthier, happier, independent and active	
5. Create more and better housing		

Performance indicator RAG	Outcome RAG	Direction of travel (DoT)
Meeting or exceeding target	Majority of indicators in the Outcome met the target	↑ Improving performance
Within 10% of target	Some indicators in the Outcome achieved targets, others did not	→ Performance static
10% or more below target	Majority of indicators in the Outcome did not meet the target	↓ Declining performance

Contents

THRIVING & VIBRANT ECONOMY

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2. Increase skills to get more people working 7
3. Develop a vibrant town centre 10
4. Strengthen our visitor economy 13
5. Create more and better housing 15

PEOPLE ACHIEVING THEIR POTENTIAL

6. Every child attends a good school and is successful in learning and work 17
7. Reducing demand through improving access to early help 19
8. Children and adults are safe from harm 20
9. People are healthier, happier, independent and active 23

STRONG & RESILIENT COMMUNITIES

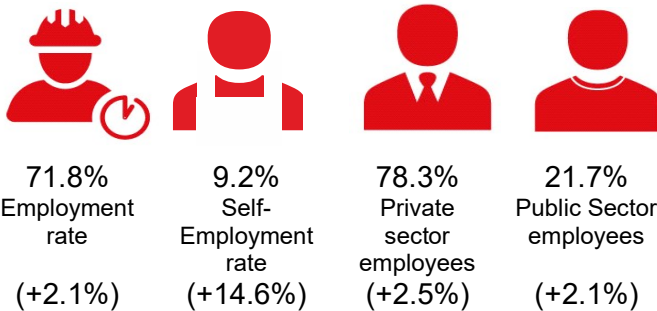
10. People volunteering and contributing towards stronger communities 25
11. Protecting the borough for future generations 27
12. Customers can contact us easily and use more services online 29

THRIVING & VIBRANT ECONOMY

1. Create more and better jobs and good business growth

Economic Growth

Latest data from the Office for National Statistics Annual Population Survey (April 2016–March 2017) the actual number of residents in employment is at its highest, and Barnsley’s employment rate has increased for the first time in six months. The increase in the employment rate locally of 2.1% is greater than the 1.1% national increase and 0.9% regional increase.



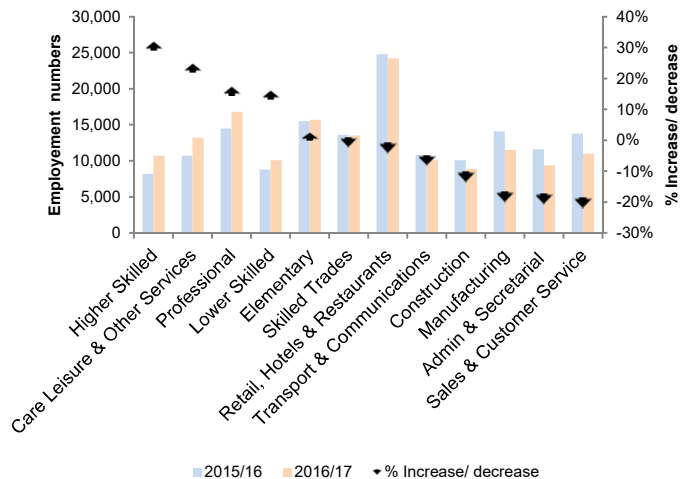
The main reason for the increase is the 0.7% growth in the number of residents employed by companies, which is above the 0.5% increase nationally, but slightly lower than the 1.0% increase regionally. This suggests that local businesses are continuing to grow and expand, creating employment opportunities.

The local self-employment rate has increased by 14.6% which is at a greater pace than the national and regional rates which are 4.8% and 2.1% respectively. Despite this rapid increase, the 9.2% self-employment rate in Barnsley is below both the 10.6% national rate and 9.3% regional rates. Both private and public sector employment levels have also started to increase.

Occupation trends

The number of residents employed in occupations such as managers, directors, senior officials and professional vocations is increasing. We have also seen an increase in the number of residents employed in occupations in the process, plant, care and leisure sectors.

There has been a continued fall in employment levels in sectors such as construction, retail, hotels and restaurants, manufacturing, transport and communications. The number of residents employed in skilled trades, administrative and secretarial and sales and customer services roles has also fallen.

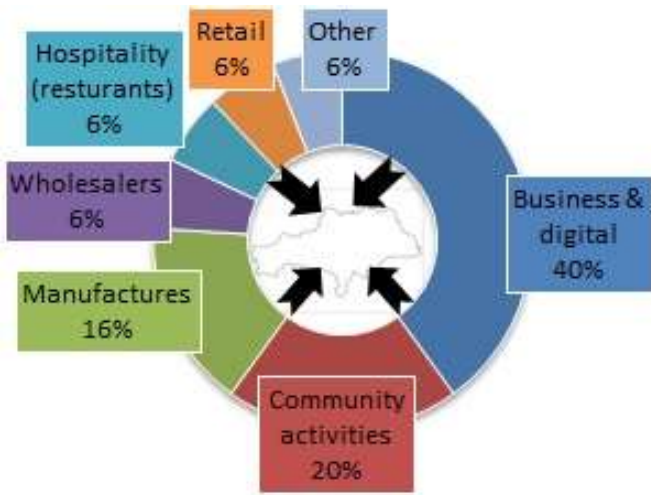


The 8.8% increase in levels of full time employment in Barnsley is above the 1.3% national and 1.9% regional levels. There has also been a rapid 13.7% decline in part time employment.

We need to continue to work with our partners to increase the skills of the local labour supply to give residents the skills they need to gain and secure employment. For example, we enable companies to access the Sheffield City Region (SCR) Skills Bank Programme and recently introduced L&P Springs to Sheffield Hallam University. This led to two existing staff members being upskilled and three new recruits being attracted via a Chartered Manager Degree Apprenticeship.

Inward Investment

The diagram below shows the types of companies relocating to Barnsley during Q1.



The Ernst and Young UK's Attractiveness survey, published in April, named Barnsley as the top location for Foreign Direct Investment in the Yorkshire and Humber Region. 15 businesses relocated to Barnsley in Q1, achieving 75% of our annual target. These investors occupied over 36,800 square foot of floorspace, created over 100 new jobs and secured £2.6 million of private sector investment into Barnsley.

Despite this positive performance, enquiries for commercial space are 12% lower than Q1 last year. This is likely to relate to a decreasing supply of commercial industrial premises, which is at a nine year low. We are unable to identify suitable premises for 25% of enquiries, which continues to limit economic growth. We are working with developers to address this and apply for funding. We are also launching the second Property Investment Fund in July 2017. This will accelerate inward investment and growth of Barnsley based companies.

Private Sector Jobs

We supported the creation of 736 private sector jobs in Q1, achieving 60% of our annual target. 68% of these jobs are linked to the continued growth of Barnsley's large companies, 32% from inward investors and 4% via business start up support. We are forecasting further employment growth this year, linked to existing Barnsley based companies and potential inward investors. However, two prominent employers closed down their operations in Q1. Others are beginning to show signs of financial distress, linked to a reduction in consumer spending or the construction sector no longer needing as many of their products.

Business Starts

We supported 31 new businesses to start trading in Q1, achieving 22% of our annual target. The diagram below shows the types of new businesses we have supported during Q1.



Business Growth

Contracted support via SCRs European Structural Investment Fund (ESIF) Small Medium Enterprise (SME) project and Enterprising Barnsley continues to increase the number of businesses supported to expand. We supported the expansion of 80 companies in Q1, achieving 44% of our annual target for this indicator.

Road Tankers Northern (RTN) – Thanks to Enterprising Barnsley

Initially based in Sheffield and then relocating to Barnsley, RTN is the UK's largest supplier of petroleum and liquid petroleum gas road tankers. Their Barrowfield Road site comprises fabrication, fitting, painting, service and inspection workshops. Don, the Operations Manager at RTN asked for a photo of their new paint plant to be sent to us 'to show how Enterprising Barnsley support has helped our business'. Steve Hawkins, from Enterprising Barnsley, identified interventions for RTN, including strategic planning, lean manufacturing, use of Sage software to improve stock control, overtime costs and stock shortages. Over the past five years, RTN's turnover has increased from £9 million to £17 million and 122 jobs were created. RTN has plans for further investment in Barnsley.



In Q1, we helped businesses access over £290,000 of Regional Growth Funding (RGF). Three Barnsley companies were awarded funding, generating £5.2 million of private sector investment and creating 41 new jobs. A further £1.1 million in RGF grants is being considered, we expect more private sector investment and employment opportunities this year.

Connected Manufacturing Event



The Digital Media Centre hosted a Connected Manufacturing event in Q1. This was the first in a series across Yorkshire, designed to show how digital technology can improve efficiency and productivity in manufacturing. Attendees heard from manufacturing and digital businesses, including: Coca-Cola European Partners, Siemens Digital Factory, Naylor Industries, Stainless Plating, Target Information Systems and Valuechain. Speaker topics included data gathering, monitoring, analytics, as well as information management and reporting, connected devices, smart software solutions and the Internet of Things.

Major Planning Applications

Our performance for processing major planning applications continues to exceed our 80% target. Major schemes approved in Q1 include a large industrial unit at Capitol Park, the refurbishment and extension of the Metropolitan Centre, the second phase of the Royston High School redevelopment and the approval of major residential schemes at Cudworth, Hoyland, Pilley and the Longcar Centre. We expect these approvals will allow us to increase the number of new build homes starts and completions this year.

ESCO make R-evolution @ Gateway 36 their new home

ESCO with former Mayor Cllr Linda Burgess, Cllr Robert Frost and the Enterprising Barnsley Team



R-evolution @ Gateway 36 is a 65,000 square foot high quality mixed use development supported by our Property Investment Fund. We created the fund in 2014 to encourage new speculative commercial developments to accommodate expanding local businesses and inward investing companies. ESCO is a leading manufacturer of equipment for the laboratory, medical and healthcare markets. The company has a global footprint spanning the US, Europe and Asia. They are the second company to move into the development after completing a long-term lease of a 13,000 square foot unit.

Performance Indicator	2016/17	2017/18 Q1	Annual Target
Business growth - number of businesses supported to expand (by the Council)	196	80	180
Planning - speed of processing planning applications - Major	94.6%	83.3%	80.0%
Number of business starts	130	31	140
Number of private sector jobs created following council support	1,375	736	1,225
Inward investment - number of businesses relocating to Barnsley	43	15	20
Business Rates collection rate	97.3%	97.8%	97.4%

Funding for this Outcome

Revenue – Planning fees are expected to be higher than originally forecast

Capital – A net variance of £371,000 in 2017/18 relates mainly to the re-phasing of the M1 junction 36 scheme. This was necessary due to changes in the delivery of developer work packages. The physical works on site are dependent upon the adoption of the Local Plan and subsequent planning approvals.

(£000s)		
Revenue Budget (Net)	Out-turn	Variance
1,681	1,626	-55

(£000s)		
Capital Budget (Net)	Out-turn	Variance
7,733	8,104	371

2. Increase skills to get more people working

Not in Employment Education or Training (NEET) or Not Known at 16 and 17

The proportion of 16-17 year olds who are NEET or where it is not known if they are in employment, education or training is 6.5%. This is an improvement on Q1 last year and 0.3% better than our target. However, the most recently published data for April and May show that we are not performing as well as the 6% England and 5.8% Yorkshire and Humber rates.

There are more 17 year olds where we do not know if they are in education, employment of training. We have identified ways to address this in our updated Raising Participation Strategy, due for implementation this September.

NEET at 18

5.3% of 18 year olds are NEET, which is an improvement on last year's Q1 figure of 5.8%. Due to the changes in how the Department for Education reports this data, there is no comparable data available at this time.

Apprenticeships

Apprenticeship take up in Barnsley for 16 – 18 year olds is at 11.8% and above our target. Regional and national comparator data for this age group is no longer available. However, Barnsley continues to perform well with 9.2% of 16 and 17

year olds engaged in apprenticeships, 2.6% above the national average.

National apprenticeship reforms came into force this April. This saw the introduction of the apprentice levy and public sector target. We were unable to finalise preparations for this new process in Q1 and make progress towards our target of 2.3%.

More and Better Jobs

In Q1, 2.4% (3,550) of the working age population in Barnsley claimed out of work benefits. Young people aged 18 – 21 continue to be almost twice as likely to be unemployed (4.6%).

The More and Better Jobs Task Force identified ten core competencies local employers require. These competencies will form the basis of resources to support young people and adults into employment. In Q2, we will develop and test a website to support employers, before a full launch in early 2018. This will cover all three More and Better Job priorities which are: Getting Ready for Work, Getting into Work and Getting on in Work.

Supported through SCR and Leeds City Region (LCR) funding, Barnsley businesses continue to invest in their workforce helping them to upskill staff and increase productivity. To date, 26

Barnsley employers have had 30 approved Skills Deals through the SCR Skills Bank to the value of £206,000 with 346 employees benefiting. Overall Barnsley has 11% of the SCR Skills Bank deals approved in line with 11% of the SCR business base. In addition, 78 Barnsley companies invested £354,000 in skills via the LCR Skills Service. Programmes have included Leadership & Management training, process improvement techniques including Lean and 6 Sigma, and a variety of IT courses.

Helping Vulnerable Groups into Employment

In April 2017, NOMIS reported that the number of people who are economically inactive due to long term sickness in Barnsley was 11,700 which is less than April 2016 (13,200), but more than April 2015 (11,600). Currently in Barnsley, only 2.8% of supported adults with a learning disability are in paid employment. This is low in comparison to our comparator councils and regional and national levels.

To address this, we are developing new programmes and creating referral pathways aimed at supporting vulnerable groups. These should be available from autumn and will target people with some of the highest levels of need, including young people and adults with multiple challenges including: low/no skills, mental health issues, long term health conditions and learning difficulties. We have also reviewed the services which we commission and are working on a proposal to pilot a supported employment Intermediate Labour Market (ILM) programme.

Adult Social Care and Health Service

Our Adult Social Care and Health service currently holds a contract with a voluntary sector provider to support individuals with a learning disability into employment. This service is currently being reviewed in order to identify whether we could improve performance with an alternative model.

Way 2 Work Service

Our Way 2 Work service assists people with a learning disability by providing:

- Pre-employment support e.g. CV preparation, job searches, interview preparation and support, work place agreements
- Support for work related training
- Support to attend benefit related appointments, job centre plus, work capability assessments, complete forms, write letters
- Job coaching, e.g. on the job support that requires specific training for support staff

- In work support, e.g. checking wage slips, checking shifts, work support which is not job coach related
- Support and monitoring visits and review of volunteer placements for employers and employees
- Support and arrangement of taster sessions with volunteer and work placements
- Direction to Universal Advice and Support when issues arise

Way 2 Work

Steve was referred to our Way 2 Work Service after being made redundant. The service supported him to develop a CV. After being turned down for Employment and Support Allowance, he opted to apply for Job Seekers benefits and look for full time employment. He was seeking warehouse work and needed our help with applications and interview preparation. We also supported him to search for jobs, including helping him to consider a wider range of jobs. Steve needed a lot of support with interviews as he struggled with the formal process. He received offers of work, but turned them down as he was unable to make early shifts due to lack of public transport. He was finally successful and secured a job with McDonalds, working as a warehouse crew member. He currently works 25 hours per week on nights. Steve has needed ongoing support with training and problem solving since starting his job but now works largely independently.

Supported Internship Programme

We have created more routes into employment for young people with special educational needs and disability (SEND) through the growth of our Supported Internship Programme. This offers 27 opportunities, through nine local employers and our own supported apprenticeship schemes.

Pathways into these opportunities are also supported by Enterprise Advisers in both Greenacre and Springwell schools who have links with the nine employers. This is enabling the provision of relevant work experience and increased employer engagement for SEND learners in these settings. Further promotion of these and suitable training courses have taken place through the Diversity Jobs and Skills Fairs delivered earlier this year.

Nurse Supported Internship Placement



Quality Save Supported Internship Placement



We also offer a wide range of leisure based courses that develop skills in learning to read, using computers, craft and cookery, along with our very popular English, maths and IT Clubs. During the academic year 2016/17, 40 learners accessed our English clubs and 30 learners accessed our maths clubs, with the majority of these learners re-enrolling each term to continue their learning. Many learners undertake more than one course to enhance their skills and job prospects, promote independent living skills and maintain their life skills.

Our ASCL service achieved the MATRIX standard in Q1. This is a requirement of the Education Funding Agency and is a unique quality framework for organisations to access and measure their information advice and/or guidance services. Our service is offered through one to one support for targeted individuals. It is also an embedded element of all courses so that participants are supported to achieve their potential and progress in, into or towards employment thereby improving their economic prosperity.

Care leavers

In Q1, 36.8% of care leavers aged 19 to 21 were engaged in education, training or employment (ETE). This is a decline from Q4 and widens the gap to our annual target of 52%. The Q1 figure is based on a snapshot of the care leavers we support, which is in line with how we report our performance nationally each year. In 2015/16, we reported that 41% of care leavers were engaged in ETE. Our closest statistical neighbours reported performance of 52.9% in this same time period.

Our virtual school plays a key role in supporting children in care to engage in post 16 education. We use termly personal education plans to support care leavers to achieve positive outcomes. Where young people are not engaged in ETE, we try to find out why and develop plans to help them access appropriate support. Our personal advisers offer targeted information, advice and guidance to encourage engagement in ETE.

Adult Skills and Community Learning Service

Our Adult Skills and Community Learning service (ASCL) delivers courses for learners with learning difficulties and/or disabilities. These aim to develop skills for independent living, gain an understanding of working life or learn a new subject. To help learners move into employment, we offer Functional English, Maths and Computer Skills courses. Our Independent Living Skills courses include Shop, Cook and Eat and citizenship courses, which aim to help learners with learning difficulties and/or disabilities improve and develop their independent life skills and prepare for work.



ASCL Improvement Plan

Following the OFSTED inspection of ASCL service in December 2016 an improvement plan has been put in place. Progress against the plan is being monitored by the newly formed Improvement and Governing Board. Members of the board have taken on specific areas of responsibility relating to the Common Assessment Framework which OFSTED use as a basis to make judgments about the service. The framework covers the areas of effectiveness of leadership and management, personal development, behaviour and welfare of learners and outcomes for learners. Activities to challenge and validate reported progress in each of these areas are planned for autumn.

Performance Indicator	2016/17	2017/18 Q1	Annual Target
Proportion of young people not in employment, education or training (NEETs) - aged 16-17	New	6.5%	6.8%
Percentage of young people not in employment, education or training (NEETs) – aged 18	New	5.3%	5.0%
Apprenticeship take-up	11.4%	11.8%	10.5%
Improving employment opportunities for those who are most vulnerable - adults with learning disabilities	2.2%	2.8%	3.2%
Improving employment opportunities for those who are most vulnerable – care leavers aged 19, 20, 21	42.0%	36.8%	52.0%

Funding for this Outcome

Revenue – there are no significant variances to report at the end of this quarter

Capital – no capital budget

Revenue Budget (Net)	(£000s) Out-turn	Variance
1,442	1,442	-1

Capital Budget (Net)	(£000s) Out-turn	Variance
0	0	0

3. Develop a vibrant town centre

B Magazine

We launched the summer edition of our B Magazine in Q1, which features our independent and market traders. The new look magazine contains the full summer events programme for the town centre.



Best of Barnsley Retail Awards

We organised this event in partnership with the Barnsley Civic Trust and the Barnsley Chronicle. We received entries from 160 Barnsley based businesses. We invited finalists in each of the 14 categories to an awards presentation at the Holiday Inn.

Radio presenter Steve White hosted the awards, which were opened by Barnsley MP, Dan Jarvis. He told the 200 guests that Barnsley was still open for business, and that the variety and calibre of nominations received for the awards ensured the town's retail and leisure businesses had a bright future. Cannon Hall won the tourist award over Experience Barnsley and Elsecar Heritage Centre.

Best of Barnsley Retail Awards



Market Occupancy

The occupancy levels of the markets at 88.2% is below our target of 95% and relates to the turnover of tenants and the time that it takes to re-let vacant units. There is a waiting list in place for stalls on the market so occupancy rates should see an improvement.

Best Markets in Yorkshire Award

Website Culture Trip named Barnsley as one of the best markets in Yorkshire. This media coverage will help to attract new customers.

<https://theculturetrip.com/europe/united-kingdom/england/articles/the-best-markets-in-yorkshire-england/>

Redevelopment of the Metropolitan Centre

Following the removal of all fixtures, fittings, walls, escalators and lifts within the Metropolitan Centre, the concrete panels, which have defined the look of the building for so long, will be removed by crane and broken up on site. The first phase of the refurbishment, including the new Meat and Fish Market, will then start. This phase is due for completion in spring 2018.

The Metropolitan Centre



Stall Allocations for the Meat and Fish Market

We have consulted existing traders on the type and size of units that will be available, and the level of service they will receive, as part of their rental package. We have now finalised plans and invited traders to put forward their business cases to secure a unit.

Coach Visits to Barnsley Market

The new temporary markets have proved a great attraction to coach operators from around the UK. In Q1, 17 coaches brought 511 passengers to the markets. Traders have offered special discounts to visitors and provided promotional material for each coach visitor, as a souvenir of their trip. Promotional bags have been spotted as far away as Barcelona, proving their value.

Traders report increased business on days when coaches visit the markets. We are developing a varied package of attractions for coach operators to keep visitors interested and increase spend in Barnsley and its surrounding attractions. Coach companies have already approached us for information for their 2018 brochures.

Love Your Local Markets (LYLM)

We have again supported the national Love Your Local Market #LYLM2017 campaign this year,

alongside over 1,200 markets across the UK. The campaign ran in Q1 and encouraged young entrepreneurs aged between 13 and 30 to try running their own businesses by offering them free stalls.

This year, we hosted five events across the town centre and district markets, recognising the importance our markets play in the heart of our communities.

NABMA, the National Association of British Markets Authority, was impressed with the quality of the events and initiatives that took place. They awarded Barnsley Markets special recognitions under the themes of youth, trader, operator and partnership working.

As part of the campaign, we nominated three young entrepreneur traders to attend the [National Youth Market](#) event in September. The overall winner from the event will receive £500 and a stall at the Manchester Christmas Market.

The positive effect of these events has continued far beyond LYLM. One of the young traders, Rose Dyson, found an outlet for her lip balms at Essential Soaps in the Victorian Arcade and has been featured by the Barnsley Chronicle.

Rose Dyson's lip care range



To further support young traders, we have dedicated a stall in May Day Green for a different young trader to sell their goods every week over the summer. The offer was fully booked within 48 hours of it being advertised.

Town Centre Footfall

In Q1 footfall was 1.7 million, which is higher than the same period last year (1.5 million). This puts us on track to achieve our target of 7 million for this year. We expect to see higher footfall in the summer months of Q2, however, this may be affected by the redevelopment of the town centre.

A live music festival was held in various venues around the town centre, which contributed to the increase in town centre footfall levels.

The Live in Barnsley music festival



Town Centre Anti-Social Behaviour (ASB)

The Town Centre Safety and Security Group are overseeing a plan to address concerns about ASB and identify solutions. Activity has been focused in town centre locations, where poor perceptions of behaviour exist or where the largest numbers of problems have been reported. We have introduced a number of measures, for example the Public Spaces Protection Order (PSPO), and there is a dedicated town centre police team. Initial high numbers of dispersal instructions is a sign of good proactive work, however, over time the numbers should decrease as a reflection of the ongoing effectiveness of the measures.

Sustaining improvements will be a challenge because: Some people refuse to engage with us and do not want to change their behaviour. Problems are moving to less visible locations in the town centre, such as County Way car park, Peel Parade car park, York Street, Holden House and Sparrow Park and some incidents create high levels of media interest, skewing reality and making improving perceptions difficult

Successes include:

- Significant reductions in incidents in and around Barnsley Interchange, due to cross agency working
- Robust enforcement against a small number of persistent and repeat offenders
- Reductions in street drinking and drug taking in the town centre
- The use of Community Protection Notices to tackle environmental blighting
- Contacts being made with businesses and market traders
- Closure order secured for the Peel Parade car park to prevent drug taking in this location
- The distribution of a picture board, which identifies individuals linked to repeat incidents of ASB and retail crime
- Promoting positive media stories about successes in addressing town centre ASB and improving perceptions of safety in the town centre

Performance Indicator	2016/17	2017/18 Q1	Annual Target
Footfall in Barnsley town centre	7.2M	1.7M	7.0M
Occupancy levels of retail units in the town centre	90.9%	95.6%	90.0%
Occupancy level of town centre markets	80.8%	88.2%	95.0%
Number of dispersal instructions in town centre PSPO area	New	96	345
Proportion of dispersal instructions in town centre PSPO area that are repeats	New	9.6%	10.0%

Funding for this outcome

Revenue – there are no significant variances to report at the end of this quarter

Capital – there are no significant variances to report at the end of this quarter

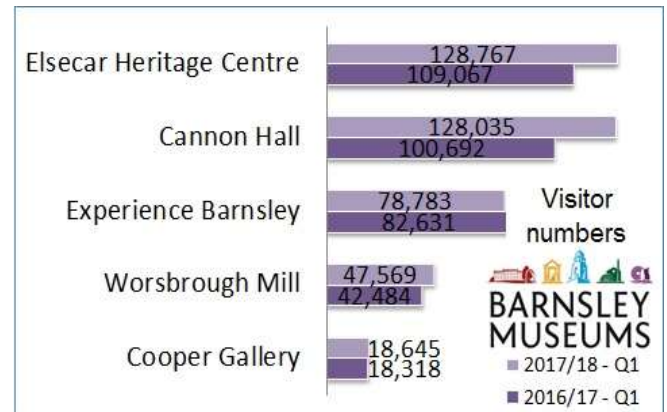
Revenue Budget (Net)	£000 Out-turn	Variance	Capital Budget (Net)	£000 Outturn	Variance
238	238	0	26,804	26,804	0

4. Strengthen our visitor economy

Barnsley Museums

It was announced in Q1 that Barnsley Museums had been successful in securing Arts Council National Portfolio Organisation Status for 2018-22. This includes an award of £1.8 million over the period. As well as being recognition of excellence, the award will allow our Museum service to undertake a programme of work that uses cultural activities to improve health, education and increase volunteering.

Q1 saw a 19% increase in visitors (55,000) to Barnsley Museums, compared with the same period last year. This will relate to the Easter break in April, as well as a sustained period of good weather and popular exhibitions such as Tales of the Wedding Dress at Cannon Hall.



Additional highlights at Elsecar in Q1 included our first group visit from Singapore and over 100 heritage experts from around the world attending a three day conference at the Ironworks.

Group visit from Singapore



Elsecar has been showcased on multiple episodes of BBC TV's Bargain Hunt which will have a likely audience of five million viewers

Bargain Hunt at Elsecar by the sea



Georgiana as worn by Kiera Knightley in the film The Duchess



Victoria as worn by Jenna Coleman in the TV series Victoria

Elsecar Heritage Centre

There were continued high visitor numbers at Elsecar in Q1. All the commercial units are now let, with over 30 businesses based on site. These include shops, studios and craft workshops.

Q1 saw the start-up of the new Heritage Action Zone at Elsecar. It is one of only ten sites in England identified for the significance of its heritage and potential for growth and future economic impact. Many local people and schools are already getting involved alongside experts from Historic England. We are currently working on the findings from our first geophysical survey, which is a technique used for archaeological imaging. This is extremely exciting and underlines the potential for an extended visitor experience in the future. We will reveal the findings later this year.

Tour De Yorkshire

Barnsley hosted the final day of the Tour de Yorkshire on 28 April. The event was successful and the visitor survey demonstrated approval ratings of 8/10 or higher by 90% of respondents regarding event management and visitor experience. The event attracted approximately 25,000 spectators with an estimated visitor spend of £540,000. Over £100,000 worth of Advertising Value Equivalent (AVE) was generated by the event in Barnsley.

Tour de Yorkshire in Penistone



Due to a grant from the Arts Council, a cultural engagement programme which involved schools and local communities led to a high profile land art project and related artworks that featured in media coverage of the Tour de Yorkshire. The media coverage, including international TV coverage, contributed to raising awareness and enhancing perceptions of Barnsley by showcasing our stunning landscapes.

Tour de Yorkshire Land Art



Performance Indicator	2016/17	2017/18 Q1	Annual Target
Visitor numbers at museums	1.2M	341,285	1.2M
Visitors' estimated contribution to economy	£25.4M	£7.3M	£25.8M

Funding for this Outcome

Revenue – there are no significant variances to report at the end of this quarter

Capital – there are no significant variances to report at the end of this quarter

Revenue Budget (Net)	£000 Out-turn	Variance	Capital Budget (Net)	£000 Out-turn	Variance
1,824	1,823	-1	1,002	1,001	-1

5. Create more and better housing

New Build Homes

Developers completed work on 216 new homes in Q1. Three planning applications of significant and strategic importance to Barnsley were also approved this quarter.

1. The Barratt Homes scheme at Carrs Lane, Cudworth which will enable 278 new homes to be built.

2. The H16 site at Hoyland. This is a strategic growth site within the Hoyland-Wombwell Housing Zone. We are working with the landowner and their developer to accelerate construction on this site and to access funding to solve highway issues. This site could provide 750 homes. The new housing provision will complement investment in the new road infrastructure at J36 of the M1, employment and retail provision along the Dearne Valley Parkway and our investment in speculative commercial use developments.

3. Our own housing development on Longcar Lane. This will be delivered by Met Homes Barnsley and will create 32 new homes, 28 for sale, 4 for rent via Berneslai Homes. Work will start on site this October. The scheme will contribute to new build housing provision in Barnsley, generating revenue income from additional homes, for example through increased council tax revenues and new homes bonus. This will allow any profits to be put back into the provision of new affordable homes.

Our five year Housing Investment Programme has committed over £32 million to support the development of new homes. The Residential Investment Fund sits within this programme. We are supporting developers to accelerate house building on a range of sites by offering deferred land payments, development finance loans, funding/investment advice and land package deals. We are also bidding for national and Sheffield City Region (SCR) funding to invest in infrastructure and address site viability issues.

Affordable Homes

In Q1, developers completed 58 affordable homes, representing 39% of our annual target. This is made up of homes delivered as part of the Council House Build Programme, property acquisitions and homes delivered via the Homes and Communities Agency's (HCA) affordable housing programme.

There are currently 151 new homes being delivered via the Affordable Homes Programme. Most of these units will complete between Q3 and Q4 this year. There are currently two additional schemes due to start on site this year. Subject to planning approvals, these sites at Mapplewell and Athersley South will deliver an additional 81 affordable units within Barnsley. These will be a mix of affordable rented, shared ownership and market rent products. A combination of other funding streams will support the purchase of 76 new build homes this year on seven sites across Barnsley. These homes will be managed by Berneslai Homes and let at an affordable rent.

Empty Homes Returned to Use

We have made a good start to the delivery of our two empty homes schemes this year. Under the HCA supported scheme, six homes were returned to use as council housing in Q1. Under the Goldthorpe Clusters scheme, grant assistance to property owners enabled three long-term empty homes to be brought back into use. Both schemes have a healthy pipeline of properties and we are confident of achieving our target of 30 properties.

Refurbishments at 34 Albert Street



We supported the refurbishment and return to use of this property with a grant of £17,500 to Barnsley Community Build. This helped to turn a property that previously blighted the area into an affordable, good quality home. Working with Barnsley Community Build helped us to provide an opportunity to support the works and skills agenda including:

- Helping nine people to secure full time employment
- Enabling 75 on site NVQ assessments
- Providing 382 apprenticeship training and skills development days on site

- Helping support two full time construction supervisors jobs
- Helping to support five full time construction apprenticeship salaries.
- Providing 14 work experience places for traineeship learners

This is an example of the added value of empty homes work. We continue to work with Barnsley Community Build in returning long-term empty homes into use and currently have a further five properties in the pipeline for completion by the end of 2017/18.

Berneslai Homes Voids

The turnaround time for void properties has increased and as a result our target has not been achieved this quarter. This is due to 17 homes being let that had each been vacant for over ten weeks and three properties that were within our older persons schemes which had taken on average 248 calendar days to re-let.

There are a number of reasons why a property may be vacant for a longer period, for example, where property types are in low demand or are in a lower demand area, so it can take a while to find a new tenant. Also, a property may need repairs after being vacated or need Decent Homes works to meet required standard, before it can be re-let.

Performance Indicator	2016/17	2017/18 Q1	Annual Target
Number of new build homes completions	865	216	880
Number of affordable homes delivered	160	58	150
Empty homes returned to use	17	9	30
Berneslai Homes - % of housing stock meeting Barnsley Decent Homes Standard	97.3%	96.0%	96.0%
Berneslai Homes average property void time (in days)	22.6	25.5	22.5
Berneslai Homes rental collection rates	98.5%	98.0%	96.0%
Council Tax collection rate	95.8%	95.9%	96.4%

Funding for this Outcome

Revenue – The minor underspend is due to a forecast increase in the level of building control applications which we expect to receive during the year.

Capital – A net variance of just over £9 million is made up of various schemes across the Housing Revenue Account, Communities and Place Directorates. One of the larger variances relates to the Disabled Facilities Grant (DFG) scheme, which is showing a slippage of just over £2.3 million. The DFG Service has revised its operating procedures to meet the needs of disabled people in a more effective and flexible way, unfortunately the full impact of this will not be seen until later in the financial year and into 2018/19.

Revenue Budget (Net)	(£000s)	
	Out-turn	Variance
1,101	1,043	-58

Capital Budget (Net)	(£000s)	
	Out-turn	Variance
37,340	28,334	-9,006

PEOPLE ACHIEVING THEIR POTENTIAL

6. Every child attends a good school and is successful in learning and work

Key Stage 2 results

The proportion of Barnsley children achieving the expected standard in reading, writing and mathematics has increased in 2017. 59% of children achieved the standard, compared with 52.8% last year. Our performance last year was in line with the national average; our target this year was to maintain that position. The national average is currently 61%, but may be subject to change once results are validated.

Early Years

Barnsley childcare providers are rated amongst the best by Ofsted. High quality childcare is essential if children are to have the best possible start in school. We have seen further improvement again in Q1 this year, with Ofsted now rating 96% of providers as either good or outstanding, our best ever performance. This is above the national average of 93% and regional average of 94%.

We have included a new indicator this year on the take up of our two year old childcare / education offer. More than half of Barnsley's two year olds are eligible for up to 15 hours a week free early education in a Family Centre, day nursery, pre-school or with a childminder. Research shows that high quality early education at two brings benefits to children's development and helps children prepare for school. In Q1, 75% of eligible two year olds accessed the offer, in line with our target for the year and an improvement from 68% in January. Our Q1 performance is also above the latest national average of 71%, but below our statistical neighbour average of 83%.

We know that children in Barnsley tend to perform less well at foundation stage, when compared to the national average. We have therefore included a target in this report, which focusses in the proportion of children achieving a good level of development. Results for 2017 show that 68.5% of Barnsley children achieved a good level of development, which is an increase from 65.6% last year. The national average is currently 70.7%. If this does not change once results are

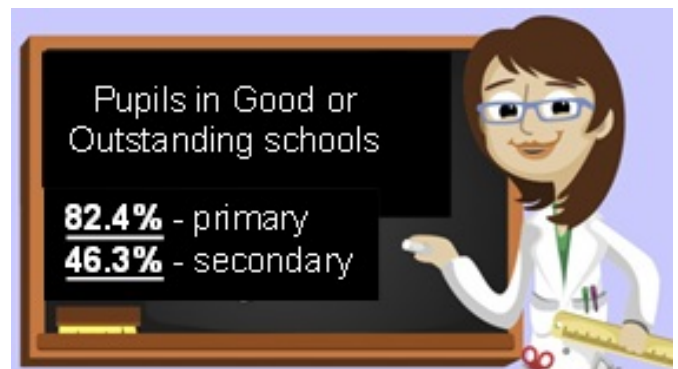
verified, we will have achieved our target to narrow the gap to the national average.

Quality of Schools

We have updated how we report on the quality of schools in Barnsley. This report focusses on the proportion of pupils in schools rated either 'Good' or 'Outstanding' by Ofsted. Previously, we reported on the number of schools, which did not accurately reflect quality, given that some schools are much larger than others.

In Q1, 70.3% of all pupils attended schools rated 'Good' or 'Outstanding'; which is 23,591 of the 33,580 pupils attending Barnsley schools. 82.4% of primary pupils are in the best rated schools. This is an improvement on our baseline, thanks to a recent inspection at Queens Road Academy, which changed from 'Requires Improvement' to 'Good'.

46.3% of secondary school pupils attended the best rated schools in Q1, which is unchanged from Q4.



Primary Offer Day

We announced in Q1 that 93.2% of children received places at their first choice primary school for 2017/18. This is our best performance in recent years, as well as being above both the national average of 90% and the regional average of 92.4%.

Education, health and care plans



If a child or young person has special educational needs, they may need an Education, Health and Care Plan (EHCP). This is a legal document which states the support

that a child or young person needs to make good progress in their education.

Before children and young people are given an EHCP, they will already have been receiving support, known as Special Educational Needs (SEN) support, from their school or setting.

We know that it has been taking us too long to complete EHCPs. As a result, we have included an indicator in this report to help drive improvements in timeliness. The indicator focuses on the proportion of new EHCPs issued within the required 20 week timescale, where no exceptions have been agreed to extend that timescale. In Q1, our SEN Assessment and Review team achieved the 20 week timescale for 65.6% of EHCP assessments. This is an improvement on our performance in Q4 last year of 57.5% and above our target of 50% for the year. It is also above the 2016 national average of 58.6%.

Performance Indicator	2016/17	2017/18 Q1	Annual Target
Proportion of pupils achieving the expected standard or above in combined KS2 reading, writing and maths	52.8%	59.0%	Maintain in line with national average [61%]
Early years and childcare settings judged good or outstanding by Ofsted	95%	96%	Maintain at 94/95%
Proportion of children achieving a good level of development at the end of reception	New	68.5%	Narrow gap to national average [70.7%]
Proportion of pupils attending all schools and settings judged Good or Outstanding	New	70.3%	76.3%
Education, health and care plans completed within 20 weeks, excluding exceptions	New	65.6%	50.0%
Take up of two year old childcare/education offer	New	75.0%	75.0%

Funding for this Outcome (£000s)

Revenue – The overspend relates to increased cost of Home to School transport as a result of a significant increase in users of the service.

Capital – No significant variance reported against this outcome.

Revenue (£000s)			Capital (£000s)		
Revenue Budget (Net)	Out-turn	Variance	Capital Budget (Net)	Out-turn	Variance
7,443	7,932	489	5,390	5,372	-18

7. Reducing demand through improving access to early help

Children's Social Care Referrals

We have introduced a new indicator this year, which will track the proportion of Barnsley children subject to a referral to children's social care. This is a key measure of the how effective the offer of early help is across Barnsley. Early help is extremely important. It can reduce the risk of problems such as poor attendance, unemployment and domestic abuse becoming more severe.

All relevant partners must refer children to social care where they are suffering or likely to suffer significant harm. A lower rate of social care referrals should therefore indicate that issues are being resolved at an earlier stage, before the involvement of social care is necessary.

We received 668 social care referrals in Q1, which is equivalent to 136 per 10,000 under 18 year olds. We are therefore currently on track to achieve our year-end target to have less than 694.5 per 10,000 referrals. We have set our target for this year based on the level of referrals our closest statistical neighbours received in 2015/16.

Young People Offending

The number of young people offending, and entering the Youth Justice system for the first time, has been steadily decreasing for some time. Data available in Q1 relating to January to December 2016 shows a slight increase, with 77 compared with 72 in the previous period. Barnsley was the

only South Yorkshire area to see an increase over that period. There are a number of factors that may have contributed to this, a key one being an increase in crime overall in Barnsley.

We are developing a new process, which we expect to help reduce first time entrants to the youth justice system and meet our target. The new process will allow us to provide support to young people who have offended, and their families, at an earlier stage. Where the case does not go through the courts system, our assessments of young people will include discussions with the victim of the offence to agree how to resolve the case. We will then deliver and monitor any agreed actions, escalating cases to the courts where young people do not comply. This will speed up the process and help us to ensure that the most appropriate type of support is provided.

Net New Connections to Assistive Living Technologies

We completed over 200 installations of assistive living technologies (ALT) for new service users in Q1. Unfortunately, there were a higher number of de-installations at the same time.

We did not carry out any significant marketing exercises to attract additional service users in Q1. However, we expect the recruitment of the ALT Champion will lead to additional referrals to the service.



Early Help, Helps

The stars of a film that gives people an insight into early help services attended a premiere at Barnsley Town Hall, to thank them for their involvement. The film 'Early Help, Helps', available via this link <https://youtu.be/rYEWhg1z5x0>, features a number of Barnsley residents who have accessed the wide range of early help services. These services support families having difficulties; they can offer help right from the start of any problems that might pop up.

The right early help services at the right time can reduce, or prevent, problems from getting worse. This could take place at any point in a child or young person's life. Services can support families when they are having a baby right through to 19 years old, or 25 years old if the young person has a disability.

Performance Indicator	2016/17	2017/18 Q1	Annual Target
Young people aged 10-17 entering the Youth Justice System for the first time (rate per 100,000)	350	369 (Jan to Dec 2016)	321 per 100,000
Referral rate into children's social care (per 10,000 population aged under 18)	New	136	In line with or below 694.5 per 10,000

Performance Indicator	2016/17	2017/18 Q1	Annual Target
Percentage of clients in receipt of direct payments	42.5%	42.9%	41.0%
Net New Connections to Assistive Living Technologies	310	-37	359
Proportion of clients completing reablement episodes with no long term needs	56%	54%	55%

Funding for this Outcome

Revenue – Some of the variance relates to staff vacancies / turnover savings within our Early Start, Family and Targeted Youth Support services

Capital – No significant variance.

Revenue Budget (Net)	(£000s) Out-turn	Variance
5,445	5,318	-127

Capital Budget (Net)	(£000s) Out-turn	Variance
0	0	0

8. Children and adults are safe from harm

Homelessness

The number of recorded homeless cases has increased from a high of 10 in Q4 2016/17 to 14 in Q1. This is due to an increase in enquiries to the service where there was reason to believe the applicant was homeless or threatened with homelessness.

The Homelessness Reduction Act 2017 will place even greater emphasis on the council to address homelessness both through prevention and direct provision and as such Safer Neighbourhood Services will be developing a Homelessness Strategy which will embed early help and intervention. This is likely to increase caseloads further.

Children's Social Care Assessment Timescales

We have made significant improvements recently in the timeliness of our children's social care assessments. The Government expects us to complete assessments within 45 days. We are aiming this year for 90% of our assessments to be completed within that timescale. This is a critical link to safeguarding vulnerable children in Barnsley, by completing timely assessments to determine if children are in need or suffering significant harm. In Q1, we saw recent improvements continue and achieved the 45 day timescale for 99% of assessments.

Assessments for Children's Social Care carried out in 45 working days of referral



Repeat Referrals to Children's Social Care

Earlier in this report we highlighted our new indicator on the number of referrals to children's social care. That is a key measure of the effectiveness of early help services available to families in Barnsley. Alongside that, our report also now includes an indicator related to the number of children referred to children's social care more than once within 12 months.

Wherever possible, we need to make sure that children at risk of harm are protected at the first possible opportunity. We would therefore expect the number of repeat referrals to be small, but there will always be some cases where more than one referral is necessary. We have set ourselves a target of no more than 20% repeat referrals for this year. In Q1, 18.6% of referrals were repeat

referrals. This is an improvement in performance based on our last benchmarking data (2015/16), when we had 26.9% repeat referrals. Our Q1 performance is also better than the national average (22.3%) and our statistical neighbour average (22.9%) from 2015/16.

Rate of re-referrals to Children’s Social Care



Adult Safeguarding

We have reviewed our timescales for the first part of our adult safeguarding process. When we receive a concern about a vulnerable adult, we now allow up to 72 hours to decide whether or not to undertake a formal safeguarding enquiry. We previously allowed 24 hours, but this was not enough time to gather all the information we needed to decide whether an enquiry was needed. Our target for the new timescale is that 85% of decisions are made within 72 hours. In Q1, we achieved that for 91.3% of cases. 20 cases out of 284 took longer than 72 hours. There will always be cases which take longer, for example where we are waiting for more information from the person raising the concern, or from partners such as the Police. Our Q1 performance demonstrates we are making decisions on a timely basis in most cases.

Permanent Admissions to Care

Where possible, we aim to support people to remain in their own homes, rather than move into residential or nursing care. This year, we have set a target to have no more than 315 permanent admissions to care for those aged 65 and over. That would ensure that our performance is in line with our statistical neighbours. In Q1, we had 106 admissions, which is much higher than the number we saw in Q1 last year (77).

We only support permanent admissions where all other options have been exhausted. We are looking into the factors behind this increase. One factor may be an increase in the number of people who used to pay for their own care but no longer

can. Another factor may relate to what happens when people are discharged from hospital. Wherever possible, we aim to support people to remain independent as long as possible. If there are stages in the health and social care system that prevent that, we will work with our partners to address those issues.

Carers Assessments

This report now includes a new indicator on the number of carers receiving a social care assessment. In many cases, carers choose to have their needs assessed as part of the overall assessment for the person they care for. This can present difficulties if the needs of the carer change. Therefore, we want to increase the number of carers taking up a separate assessment.

So far this year, there have only been 11 carer assessments. In Q1 last year there were 37, so there has been a reduction. We are investigating this, as well as looking into potential incentives to encourage more carers to come forward for an assessment

Fostering

This year, we are aiming for 67% of looked after children to be placed with foster carers. At the end of Q1, we have only achieved that for 52% of placements.

We are always looking into new ways to encourage Barnsley residents to foster children. Foster Care Fortnight took place in Q1, this is a national recruitment campaign led by the charity Fostering Network. As part of the fortnight, senior managers and staff from our fostering service joined local foster carers to walk through Barnsley, raising awareness of promote the need for more carers.

Foster Care Fortnight Walk



Anti-Social Behaviour (ASB)

There were 2,319 ASB incidents in Barnsley in Q1. This averages to 773 incidents per month. The breakdown of incidents is as follows: 65% 'nuisance', 24% 'personal' and 11% 'environmental'. We are unable to analyse trends at the moment because since October 2016, the Police Crime Closure Unit (CCU) have been trying to improve the recording of criminal offences and verifying whether National Crime Recording Standards have been met.

Throughout the process, CCU have identified that officers have been closing crimes incorrectly. Additionally, there has been a failure to identify criminal acts such as harassment, public order and criminal damage.

The effect that the new recording practice has had on figures is not currently known and it would not be accurate to state that ASB has actually reduced due to this alone. The process will continue to be monitored.

Performance Indicator	2016/17	2017/18 Q1	Annual Target
Permanent admissions to residential and nursing care - people aged 18-64	19	5	21
Permanent admissions to residential and nursing care - people aged 65+	309	106	315
Repeat referrals to children's social care within 12 months	New	18.6%	20.0%
Percentage of assessments for children's social care carried out within 45 days of referral	79.7%	99.0%	90.0%
Children becoming the subject of a Child Protection Plan for a second or subsequent time ever	10.3%	10.8%	10.0%
Children placed in internal fostering as a % of all placements	52.9%	52.0%	67.0%
Volume of anti-social behaviour incidents dealt with	11,531	2,319	12,550
Number of recorded homelessness cases	26	14	35
Adult Safeguarding – % of Section 42 Decisions made within 72 hours	New	91.3%	85.0%
Number of carers receiving a separate assessment	112	11	No target set

Funding for this Outcome

Revenue – The overspend relates to: (1) planned savings of £0.8 million in adult social care relating to Older People and Disabilities not yet fully realised; and (2) children social care pressures of £0.4 million relating to legal costs and support to care leavers.

Capital – No significant variance.

Revenue Budget (Net)	(£000s) Out-turn	Variance
67,106	68,022	916

Capital Budget (Net)	(£000s) Out-turn	Variance
525	525	0

9. People are healthier, happier, independent and active



The initiative is currently undergoing a full review to address concerns relating to poor performance. This is likely to result in a change in the way that the service is delivered, through closer engagement with existing contractors. This is also likely to lead to a new performance framework for the service.

Smoke-free Barnsley

Barnsley is the first northern town to have an outdoor smoke-free public space in its town centre. An official launch took place at Barnsley Pals Centenary Square in Q1. This adds to the recent move to have smoke-free areas throughout the parks in Barnsley. We are driving the smoke-free agenda forward as part of our contribution to the Breathe 2025 vision, which aims for the next generation of children to be born and raised in an area free from tobacco and where smoking is rarely seen. Evidence shows that if young people see smoking as part of everyday life they are more likely to smoke themselves.

Smokefree Barnsley Pals Centenary Square



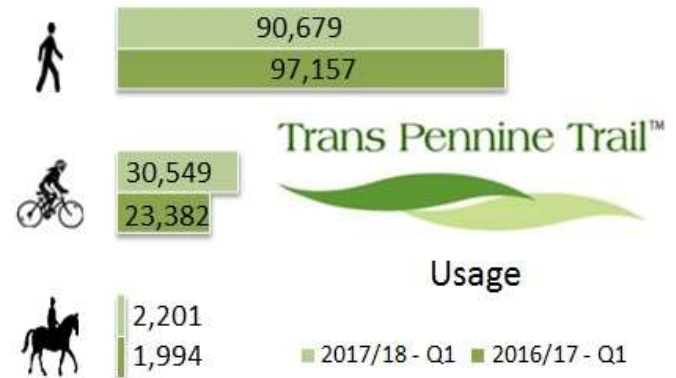
A recent smoke-free town centre survey conducted by students from Barnsley College, who have been learning about social norms, found that perceptions of how many people in Barnsley smoked was a lot higher than the true figure. Almost 80 percent of Barnsley residents do not smoke. Those surveyed were generally in favour of town centre smoke-free zones, with 93% of smokers saying that they already moderated their smoking behaviour in response to children being present.

As the numbers of smoke-free zones expand in future phases, Barnsley hopes to become the first

place in the UK to welcome a smoke-free high street.

Trans Pennine Trail (TPT)

Usage of the Trans Pennine Trail (TPT) was 1% higher than the same period in 2016/17. Visitor spend was 11% more compared to Q1 last year.



Ping!

We launched our Ping! event in June with Will Bayley, the Paralympic table tennis silver and bronze medallist and Paralympian world number one at the Alhambra shopping centre. As well as helping to attract visitors to the town centre, the aim of the event is to encourage people to be more active and take up a sport activity.

Ping! Event at Alhambra Shopping Centre



Dental Decay

Barnsley's rate of 69.8% (2014/15) is the seventh lowest of the 16 comparator authorities for children aged five being free from decay. Yorkshire and Humber is 71.5% and England as a whole 75.2%. This 2014/15 rate is higher than the 2007/08 and 2011/12 rates of 60.6% and 58.8% respectively. Although this data has a serious time lag the 2016/17 oral health survey of 5 year old children is

currently being undertaken. Results are expected to be published in early 2018, giving a much more up to date picture.

Brushing clubs continue to be encouraged across Barnsley with a new policy and toolkit to ensure they are safe and effective. There has been a positive increase in the number of fluoride varnish applications from 59% in 2014 to 67%, making Barnsley the 4th highest rate in the country. Healthwatch carried out a survey of 188 primary school children which found that the majority were not aware of what fluoride varnish was and for how long they should brush their teeth. However, around three quarters had attended the dentist in the last six months.

A programme to reduce sugary drinks consumption is underway and Norse, our in-house caterer, has already removed them from cafés at Westgate and Gateway. It is hoped that other partners such as Barnsley Premier Leisure (BPL) and Barnsley Hospital will follow suit.

Memory Café



Earlier this year the Barnsley Dementia Champions approached the management committee of the New Lodge Community Centre with a view to arranging a pilot dementia focused session for the people of the area. The session would be called the Memory Café and would be held in conjunction with the Centre's regular Brunch Club that serves meals and snacks for the community. The café was well attended and positive comments were received. The management committee have said that they are happy to host another day with a view to developing a regular schedule to encourage those affected by

Dementia to come along with their carers.

Performance Indicator	2016/17	2017/18 Q1	Annual Target
Be Well Barnsley: Number of people who achieved their personal health goal	3,246	805	4,000
Trans Pennine Trail usage	414,282	123,429	416,000
Percentage of five year olds who are free from obvious dental decay	New	69.8% (2014/15)	71%

Funding for this Outcome

Revenue – No significant variance.

Capital – No significant variance.

Revenue (£000s)		
Revenue Budget (Net)	Out-turn	Variance
2,575	2,548	-27

Capital (£000s)		
Capital Budget (Net)	Out-turn	Variance
1,333	1,335	2

STRONG & RESILIENT COMMUNITIES

10. People volunteering and contributing towards stronger communities

Love Where You Live



The number of people engaged in volunteering in Q1 was 1,752. This is 29% of our target for 2017/18, but we do generally see higher volunteering numbers over the summer.

The cashable value of these volunteering activities in Q1 was £68,258. This was slightly lower than expected. Our data suggests that although overall volunteer numbers are increasing, people are volunteering for shorter periods of time.



New Volunteers

In Q1, 211 people began to volunteer. This is lower than expected but may relate to improvements in how we record 'new' volunteers. We need to monitor this closely to check that our targets remain realistic.

New Community Groups

10 new groups came into existence this quarter which means 33% of the 2017/18 target has already been met. This is a fairly new indicator and is a difficult target to predict before the year begins. We anticipated some saturation of new groups but the ceiling may not have been met yet. It is also important to recognise that we also need to maintain support for existing and developing

groups and not just put all our energy into 'new' groups.

Volunteering Opportunities

We have created a significant number of volunteering opportunities over the last three quarters. In Q1, we produced 317 opportunities.

Areas that have provided the opportunities are shown below:

Arts and Heritage	163
Parks	68
Infant feeding service	58
Adult Skills and Community Learning	15
Customer Services (Libraries)	10
Customer Services (Digital Team)	2
Adults Joint Commissioning	1

Council Employer Supported Volunteering (ESV) Scheme

The number of volunteering days taken up by employees of the Council as part of the scheme is lower than the quarterly average. However, Q1 is traditionally lower as the weather is usually much better in Q2 and Q3 and is more attractive for outdoor activities. The likelihood of reaching the annual target will be clearer later in the year.

Council employees on an ESV day



What Volunteering Means to Me – Becky Jubb



“Before volunteering for Cloverleaf, I hadn’t worked for about nine years. Being a person who had always needed something to keep me occupied, I had applied for several posts in the voluntary sector but had always been given an excuse. Organisations had always given me the impression that my disability and its associated problems were the reason for me falling at the last hurdle. Since joining Cloverleaf, it was clear that my life was going to pick up speed in lots of different ways.

So, what does volunteering mean to me? It means I have something to get up for in a morning. I forget about my limitations for a certain number of hours each week and just embrace each new challenge. I am part of team for the first time in a long time and that makes me feel great because I feel like society needs me again. Volunteering has opened up my world. I’m learning new things about myself each week and beginning to understand how valuable a member of the wider workforce I could be. Thanks to all involved as I am really enjoying the journey so far and can’t wait to see what the next destination will be!”

Performance Indicator	2016/17	2017/18 Q1	Annual Target
Love Where You Live - numbers of people engaged in volunteering in communities	6,156	1,752	6,000
Love Where You Live - cashable value of volunteer hours	£365,079	£68,258	£374,000
Number of new volunteers	780	211	1,100
Increase in the number of new community groups	33	10	30
Council employer supported volunteering scheme - number of days taken up	178	37	200
Number of volunteering opportunities created by the Council	900	317	900
Proportion of BMBC spend spent locally	53.0%	53.1%	54.0%

Funding for this Outcome

Revenue – No significant variance.

Capital – No capital budgets.

Revenue Budget (Net)	(£000s) Out-turn	Variance
4,849	4,852	3

Capital Budget (Net)	(£000s) Out-turn	Variance
5	5	0

11. Protecting the borough for future generations

Better Homes Barnsley (BHB)

We made a good start to the delivery of our Better Homes Barnsley home energy efficiency scheme in Q1. 40 properties benefited from measures, including installation of cavity wall insulation to all 15 flats within Leecroft House, Barnsley. We promoted the scheme through social media and the annual council tax mail out, which reaches all homes in Barnsley. We will introduce a new referral process for the scheme in Q2, via the recently established social prescribing service provided by South Yorkshire Housing Association.

Work is currently underway to improve the energy efficiency of 41 properties in and around Cemetery Road, with a specific focus on tackling fuel poverty. This scheme is due to be completed by the end of August.

Flytipping

We have made good progress in Q1 with our #EverybodyThink campaign to reduce illegal fly tipping. In the first six months of the campaign, there have been 20% fewer incidents of fly tipping across Barnsley, when compared to the same period last year. We cleared 98.8% of flytipping incidents within seven days. The #EverybodyThink campaign has reached 52,582 people, with 10,299 of those liking, sharing or commenting on our posts. We have had media coverage worth £9,479 that reached 323,716 people. It has cost £72,537 to clear fly tipping in Q1, which is money that could be used to fund other services.

#EverybodyThink campaign



Repudiation Rates

Since 2012, we have received 990 insurance claims relating to highways and footpaths. Of these, 728 claims have been refused. To date, only 162 claims have been paid since 2012. The lower repudiation rate seen in Q1 is due to a number of claims awaiting an outcome decision.

Recycling

The Q1 recycling rate was 49.8%, which is around 2% lower than the same period last year. The warm dry weather experienced for a lot of Q1 led to less green waste being collected than last year. It now costs us to collect glass materials to be recycled.

Landfill Diversion

During Q1 we diverted 92.4% of household waste from landfill which is below our target of 96.5%. We sent more waste to landfill during April as, due to essential Health and Safety and Maintenance works, there was less space to put waste at the transfer station. This resulted in less household waste and recycling being sorted prior to treatment and more waste going to landfill. Landfill diversion rates returned to usual levels in May and June and it is hoped that our annual target will still be met.

Q1 - Collection and disposal costs per household



Energy from Waste

The amount of Refuse Derived Fuel generated from sending our waste to the plant at Manvers produced enough energy to power the equivalent of 2,570 homes for a year.

Manvers Energy from Waste plant



Works on Principal Roads

The increased average duration of road works was as a result of the completion of extensive electric works in the Barugh Green and Goldthorpe areas, significant utility works taking place in the town centre for Barnsley Markets, works on Peel Street/Wellington Street area as well as complex gas escapes which needed specialist teams and equipment to complete.

M1 Junction 36 / A61 Birdwell Junction

Works on the new A61 Birdwell junction improvements and M1 slip road widening are entering the final stage of construction and are due to open in September 2017. The level of economic activity in the area is significantly

increasing due to the new junction improvements and relocation of Talurit UK and ESCO to the R-evolution business park.

Northwards view of work at new junctions



Performance Indicator	2016/17	2017/18 Q1	Annual Target
Increase in energy efficiency of private sector homes (Energy Efficiency Better Homes)	152	40	95
Increase in council-led energy efficiency and renewable energy produced (Energy produced from waste)	9,944	2,570	9,250
% of household waste diverted from landfills	95.8%	92.4%	96.5%
Reports in fly tipping incidents	4,064	863	3,600
Reports of fly tipping incidents per 1,000 households	New	7.98	33.6
Air quality nitrogen dioxide levels (micrograms per cubic metre)	36	35	40
Average duration of all works on our principal and major road network (days)	3.8	4.3	4
Repudiation rates %	90.0%	71.3%	83.0%
Percentage of BMBC energy derived from renewable sources	15.0%	4.0%	17.0%

Funding for this Outcome

Revenue – The overspend of almost £1.3 million results from a combination of an increase in the cost of disposing household waste, together with a reduction in the income received from recycled materials (due to a fall in market prices). It is now a cost to us to collect glass materials to be recycled, whereas previously we received a fee. However, this cost is still less than the cost of disposing of the glass through the Waste Disposal facility and contributes to achieving recycling targets set by Department for Environment, Food and Rural Affairs (DEFRA).

Capital – No significant variance.

Revenue Budget (Net)	(£000s)	
	Out-turn	Variance
24,495	25,404	-910

Capital Budget (Net)	(£000s)	
	Out-turn	Variance
3,578	3,578	0

12. Customers can contact us easily and use more services online

High Speed Broadband

The number of premises passed by high speed broadband Q1 for the whole of South Yorkshire was 11,689. Since the commencement of the programme, 62,625 premises have been passed with high speed broadband.

Compliments and Complaints

We received 57 complaints for all our services in Q1, which has been the lowest number since the start of 2016/17. 91% of the total number of complaints was dealt with within the agreed timescale. Our analysis shows that of the total 57 complaints we received in Q1, 36 were resolved within two working days. 21 complaints required further investigation, 95% of which was resolved within the agreed timescale.

The number of compliments for all of our services was down to 76 in Q1 compared with 121 for the

same period last year. Although there was a significant decrease in Q1, the numbers fluctuate and may be subject to change later in the year.

Digital Activity

In Q1 we saw online transactions increase by 3.2% on Q4 last year, exceeding contacts by telephone. New electronic forms to report highways defects have been launched which feature a 'pin in a map' function. Residents can visibly see where a report has already been submitted and this prevents avoidable contact.

Work continues to reduce the number of public telephone lines to four as outlined in the Customer Service Strategy. Good progress is being made on this with 26 telephone numbers already removed from publication and plans being agreed for a further 27 numbers to be moved over to one of our core four contact numbers.

Performance Indicator	2016/17	2017/18 Q1	Annual Target
Total number of complaints received by the Council	464	57	+/- 20%
Total number of compliments received by the Council	458	76	+/- 20%
Self service via BMBC/third party websites as a % of all contacts tracked and monitored by the Customer Service Business Unit	39.4%	42.6%	50.0%
Complaints - percentage of responses provided within agreed timescales	86.0%	91.0%	90.0%
Premises able to access superfast broadband across South Yorkshire	New	11,689	45,500

Funding for this Outcome

Revenue – No significant variance.

Capital – No significant variance.

Revenue Budget (Net)	(£000s)	
	Out-turn	Variance
3,426	3,327	-99

Capital Budget (Net)	(£000s)	
	Out-turn	Variance
806	806	0

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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 – Core Services

CORPORATE FINANCIAL PERFORMANCE – QUARTER ENDING 30th June 2017

1. Purpose of Report

1.1 To consider the financial performance of the Authority during the quarter ended June 2017 and assess the implications against the Council's Medium Term Financial Strategy (MTFS). The key headlines are:

- The position for Council services is a projected operational overspend of £2.060M in 2017/18;
- The overall position for the Council in 2017/18 is a projected operational overspend of £0.060M in 2017/18 after allowing for the projected FYE saving on MRP within Corporate resources. However the MRP saving has been fully budgeted for in 2018/19 and therefore any ongoing pressures from Q1 and beyond that are not addressed will leave the Council with an unbalanced budget in the future;
- The position on agreed 2017/18 savings is 90.5% against target, amounting to an adverse variance of approximately £0.404M which is mainly within the People Directorate;
- The potential impact of the monitoring position on the Council's MTFS is shown at paragraph 7.

2. Recommendations

2.1 It is recommended that Cabinet:

- Request that Executive Directors/ Directors (where appropriate) provide detailed plans on how their forecast overspends will be brought back into line with existing budgets on a recurrent basis;
- Approve the write off of £0.673M of historic bad debts (general fund) as shown at paragraph 6.3;
- Approve the write off of £0.123M of tenant arrears (HRA) as shown in paragraph 6.4;
- Approve the budget virements at Appendix 1;
- Note the potential impact of the Quarter 1 monitoring position on the Council's MTFS at paragraph 7;
- Approve the use of the remaining Invest to Grow Fund (£0.068M) to be earmarked to improve Council's Cyber Security. The total cost is £0.287M and the balance is being funded via capital receipts and service savings;
- Receives an update on the Council Reserves Strategy as part of the 2018/19 Budget Process to commence in late September.

3. Overall Position to the Quarter Ending June 2017

3.1 The table below provides the monitoring position for the Council as at the end of June broken down between the 'in year' operational position for 2017/18 and the FYE 2018/19 position. This takes into account one-off funding and non-recurrent savings dropping out as well as the assumptions that have already been factored into the Council's 2017-2020 Medium Term Financial Strategy.

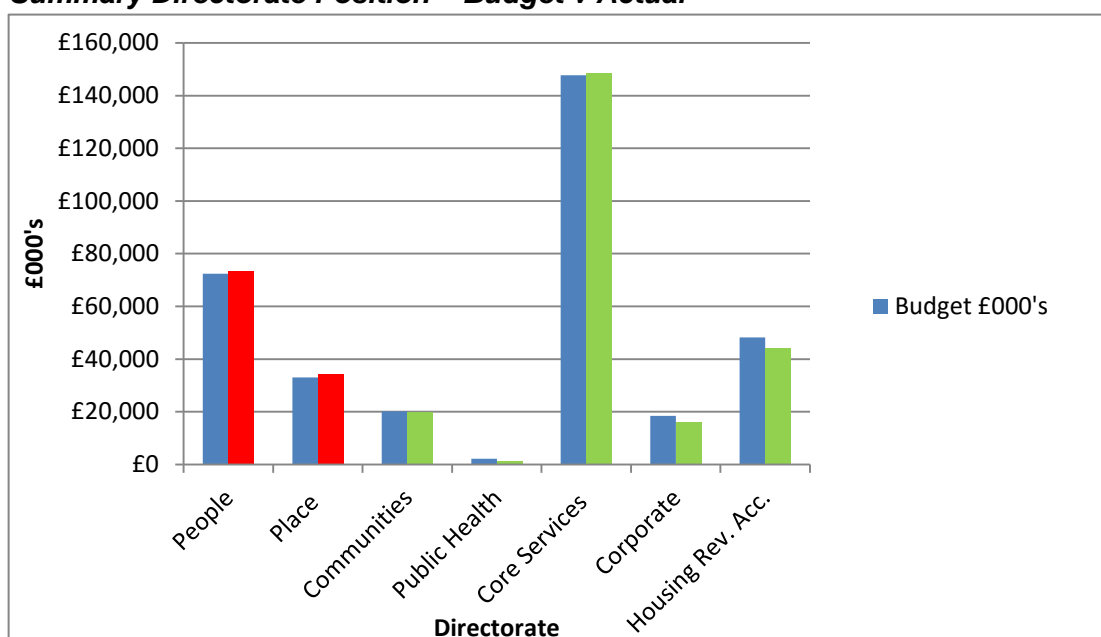
3.2 There is a projected overspend on Directorate budgets of £2.060M in 2017/18. This is offset by an anticipated underspend on Corporate Budgets of £2M relating to the FYE savings on MRP. This gives an overall Council overspend of £0.060M.

DIRECTORATE	Approved Gross Expenditure Budget 2017/18 (after Virements) £'000	Approved Gross Income Budget 2017/18 £'000	Approved Net Budget 2017/18 £'000	Projected Net Outturn 2017/18 £'000	Forecast Deficit / Surplus (-) £'000	Adjustment for Slippage & Transfer to reserves £'000	Operational Deficit / Surplus (-) £'000	FYE (18/19) * £'000
People	225,784	(153,388)	72,396	73,544	1,148	0	1,148	400
Place	74,342	(41,345)	32,997	34,308	1,311	0	1,311	300
Communities	40,611	(20,421)	20,190	19,891	(299)	0	(299)	-
Public Health	9,345	(7,124)	2,221	1,296	(925)	925	-	-
Core Services	156,694	(136,716)	19,978	19,187	(791)	691	(100)	-
Service Totals	506,776	(358,994)	147,782	148,226	444	1,616	2,060	700
Corporate / General Items	29,174	(10,756)	18,418	16,418	(2,000)	0	(2,000)	-
Sub Total – Council	535,950	(369,750)	166,200	164,644	(1,556)	1,616	60	700
HRA			48,279	44,274	(4,005)	3,942	(63)	-

*Note: Core Services includes the payment of Housing Benefit and Council Tax Support

3.3 The chart below provides an overview of the overall position for the Council which breaks down the budget against actuals for People, Place, Communities, Public Health, Core Services and Corporate budgets.

Summary Directorate Position – Budget v Actual



4. Delivery of 2017/18 Future Council Savings Proposals

- 4.1 The Council's 2017/18 budget is dependent upon the delivery of a number of efficiency savings proposals and mitigations from previous years.
- 4.2 In addition a total of £4.254M of new 2017/18 efficiency savings are expected to be delivered in this financial year. Directorates are currently reporting 90.5% delivery against this target at the end of the 1st quarter, resulting in an adverse variance of £0.404M. This is broken down as follows:

	Directorate	Quarter 1 £M
2017/18 Efficiencies		
Reduce Double Handed Care	People	0.300
Relocation of Childrens Disability Team	People	0.016
Charging for Newsome Ave Respite unit	People	0.048
Total People		0.364
Selective Licensing	Communities	0.040
Total Communities		0.040
Total 17/18 Efficiencies		0.404

- 4.3 It should also be noted that a number of actions were put forward by the Place Directorate to mitigate/replace previous undelivered efficiencies and services pressures of £1.9M as at the end of 2016/17. At Quarter1 it is expected that £0.926M of savings will be delivered during 2017/18 with a further £0.918M being delivered in 2018/19 as shown below:-

Efficiency Saving	Expected to be delivered during 2017/18 £M	Expected to be delivered during 2018/19 £M	Full Year Effect £M
Various Income Generating proposals	0.361	0.010M	0.371M
Car Parking Income	0.120	0.000M	0.120M
Restructure and Management of Overtime	0.083	0.000M	0.083M
Saving on LED Utility Costs	0.252	0.018M	0.270M
Transfer Loading Station	0.070	0.230M	0.300M
Waste – Direct delivery to waste disposal site	0.040	0.060M	0.100M
Travel Training	-	0.075M	0.075M
Highways Materials	-	0.075M	0.075M
Vacancy Management	-	0.200M	0.200M
Contract Procurement	-	0.250M	0.250M
TOTAL	0.926M	0.918M	1.844M

5. Corporate Resources

- 5.1 The Council's major sources of discretionary income are Business Rates and Council Tax. The Council's financial health is therefore almost completely reliant upon the collection of both Council Tax and Business Rates. The following table shows the estimated collection rates for Quarter 1 compared to the stretch targets that have been set:

	2016/17 Actual	2017/18 Stretch Target	Quarter 1	Variance
Council Tax	95.78%	96.4%	95.86%	-0.54%
Business Rates (local share)	97.34%	97.4%	97.84%	+0.44%

- 5.2 Current Council Tax collection rates are forecast to fall short of the stretch target by 0.54% in 2017/18. Although the current collection rate would allow the Council to meet its budget requirements, there is potential to generate a further £0.1M for every 0.1% improvement in collection.
- 5.3 Despite estimating a shortfall against target, it is still forecast that the collection rate (on current projections) will outstrip 2016/17 performance which previously benchmarked 5th in its comparator cohort.
- 5.4 This is reflective of the investment of both time and resources in this area over the last 24 months to improve and develop processes and recovery methods. Moreover, the new methods adopted by the Council (including charging orders and a new enforcement framework) should over time help us to move ever nearer to our challenging stretch target for 2017/18 and beyond.
- 5.5 The position for Business Rate collection exceeds the stretch target set for 2017/18 by 0.44%, which is due to using a more targeted approach to collecting high value debts. However, business rates remains volatile due to a number of issues outside of the Council's direct control (e.g appeals, reliefs, business failures etc). These issues continue to be monitored and any significant changes that impact on the collection rates will be reported into a future Cabinet.
- 5.6 It is hoped that the Council's 2020 plans and investment to accelerate growth in jobs and businesses will result in increased business rate yield over the period of the MTFs. However, there are also a number of other issues on the horizon that could potentially impact on the levels of business rates collected namely:-

100% Business Rate Retention

- 5.7 Under the current Business Rate Retention scheme, the Council is able to retain 50% of business rates collected from within the area. It was previously announced by the Chancellor in his 2015 Autumn Statement that by 2020 all Local Authorities will be able to retain 100% of business rates collected. However, the recent General Election means that the introduction of 100% retention has been placed into some doubt. Whilst the Department for Communities and Local Government (DCLG) remain committed to a change in the current Business Rate Retention Scheme, the timing and scope of this is yet to be determined. A future update will be provided in due course.





Brexit

- 5.8 Following the move to 100% retention of business rates, the Council will become more exposed to fluctuations in tax revenue resulting from economic downturns. Whilst it is still early to determine what the economic impact of the vote to leave the

EU will be, economists are continuing to indicate that it will create a negative impact on economic growth over the medium term.

Arrears Management

- 6.1 Bearing in mind the uncertain economic climate, it has become more important than ever to manage the Council's debtors effectively. It is equally important to recognise that the overall debt position is constantly changing as debt moves through the various stages of recovery and new debts are raised.
- 6.2 The table below shows that the overall overdue debt position at June was £36.2M. This is comprised of old debt of £23M and new year debt of £13.1M. Some £8.9M of old debt has been collected during this quarter. The performance target for historic debt is to collect 60% of all arrears. The performance in Quarter 1 has delivered 27.9% towards this annual target and it is currently envisaged that the target will be met by the end of the financial year.
- 6.3 Historic debt is traditionally much more difficult to collect and this quarterly improvement indicates that the measures being introduced to improve debt recovery are starting to have an effect. Nevertheless, it remains good financial management to provide for non-recovery of some of these debts and the current provision for bad debts stands at £18.1M, the increase of £4.9M is due to the provision being amended on trade and sundry debt to make it more consistent with other areas of debt collection. The Service Director Financial Services is now also seeking approval to write off historic debt amounting to £0.673M which have become uneconomical to pursue. This is summarised in the table below:

Type of Debt	Pre-17/18 Arrears £M	2017/18 Arrears £M	TOTAL Arrears £M	Bad Debt Provision £M	Write Offs For Approval £M
Opening 2017/18 Position (position as at 31.03.2017)	31.908	n/a	31.908	13.258	
Total as at end of June	23.025	13.142	36.167	18.119	0.673
MOVEMENT	 (8.883)	 13.142	 4.861	 4.861	

- 6.4 In addition to the above approval is also required to write off historic Housing Tenant arrears of £0.123M within the Housing Revenue Account.

7. Impact on MTFs/Reserves

- 7.1 The updated MTFs for the period 2017-2020 reflects the position that was presented to Cabinet in February. This includes a contingency for the future impact arising from demographic demand pressures together with the assumption that the £15M of efficiency savings put forward is delivered in full.
- 7.2 However, whilst the reported Quarter 1 service outturn position can currently be mitigated in 2017/18 by the full year effect of an underspend on MRP, this

underspend has been fully budgeted for in 2018/19 and therefore cannot support any ongoing pressures beyond 2017/18. Therefore if the position reported at the end of Quarter1 is not resolved the budget will be out of balance as follows.

	2017/18	2018/19	2019/20
Approved MTFS Feb 2017	£0.000M	£0.344M	(£0.703M)
Q1 Position (if uncorrected)	-	£2.060M	£2.060M
Revised MTFS Qtr1 17/18	£0.000M	£2.404M	£1.357M

- 7.3 It is therefore important that the Quarter 1 monitoring position is addressed by services and this will be reviewed and monitored as the year progresses. An updated position will be presented in future reports along with an updated Medium Term Financial Plan and reserves strategy.

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SECTION 1 - Executive Director's Statement for People

Executive Director's Statement

i. Overview

The revised 2017/18 approved budget envelope for the People Directorate is £72.4M and includes schools balances (£3.881M) brought forward from 2016/17. Based on current projections, the Directorate is anticipating a net operational overspend of **£1.148M** in the current financial year.

The projected overspend is mainly attributable to ongoing recurrent pressures in Children Social Care (mainly in relation to legal fees and care leavers) and Adult Social Care (mainly relating to efficiency targets not yet fully delivered in Older People and Disabilities).

The key significant variances across the People Directorate are explained below.

Quarter 1 Position to the End of the Quarter Ending June 2017

DIRECTORATE	Approved Net Budget 2017/18 £'000	Projected Net Outturn 2017/18 £'000	Forecast Deficit / Surplus (-) £'000	Adjustment for Slippage & Transfer to Reserves £'000	Operational Deficit / Surplus (-) £'000	FYE (18/19) * £'000
Education, Early start & Prevention	7,068	6,951	-117	-	-117	-
Adult Social Care & Health	38,521	39,407	886	-	886	-
Children Social Care & Safeguarding	22,981	23,360	379	-	379	400
ED People	-55	-55	-	-	-	-
	68,515	69,700	1,148		1,148	400
Schools	3,881	3,881	-	-	-	
Total - People	72,396	73,544	1,148	-	1,148	400

ii. Key Variances

Education, Early Start & Prevention

A net underspend of **-£0.117M** is currently forecast for the Education, Early Start & Prevention Business Unit. The following are the key budget variances for the year:

- Inclusion Services (-£0.035M) – this forecast underspend is mainly as a result of increased traded income from schools within the Education Psychology service, although this has been offset by cost pressures within the SEN Assessment & Review team. Forecast cost pressures in the A&R team relates to the interim service manager cover costs as well as increased use of agency staff in order to meet statutory responsibilities associated with implementing the new education, health &

care plans. It should be noted that DfE grant funding (SEN implementation and High needs strategic review) has been applied to reduce the overall service cost.

- Targeted Youth Support (-£0.026M) – the forecast underspend for this service area has mainly arisen from staff vacancy savings as well as planned reduced spend within the Targeted Youth Service. This has been offset by funding cuts (Youth Justice Board grant) pressures within the Youth Offending Team (YOT).
- Early Start & Family Centres (-£0.063Mk) – this projected underspend has arisen mainly from staff turnover / vacancies and reduced operating spend across the service area.

Adult Social Care & Health

An overall net overspend of **+£0.886M** is currently projected for the Adult Social Care & Health Business Unit and mainly relates to care provision costs for Older People and working age adults with disabilities. It should be noted that the 2017/18 budget includes provision for expected baseline pressures relating to demographic growth and increase in provider fee costs (impact of the national living wage). An explanation of the forecast overspend and the key cost pressures faced by the Business Unit are outlined below:-

- Assessment & Care (Older People) – (+£0.445M) – the forecast overspend is based on committed net spend or cost for the year of older people aged 65+ currently supported in care homes and looked after in their own homes or in the local community. In the main the forecast cost pressure can be explained by the fact that the impact of the double handed care £0.300M KLOE savings in 2017/18 is not yet reflected in the forecast spend position. Early indication, based on the reviews undertaken to date, suggest that the number of reduced care packages will fall short of the KLOE target. Work is ongoing to confirm the level of reduction in care packages and will be reported in subsequent finance reports.

The forecast outturn reflects demographic changes since April 2017 as well as uplift in care fee rates. Whilst there is a net increase in baseline care costs in Q1 (new care provisions), the view as confirmed by the service is that the overall number of supported older people in long term care and associated cost should remain broadly stable for the remainder of the year.

However, the view is that assuming client numbers remain relatively stable throughout the year, the forecast overspend (including the KLOE shortfall) can be managed down by the following:

1. Bring forward and implement the £0.400M income generation KLOE from October: - removing the £150 cap on the weekly contribution made by clients that are eligible to pay will increase the level of income expected for the year;
2. Over-achievement of the direct payments claw-back KLOE savings:- the level of funds clawed back from DP managed accounts in Q1 indicates that the savings target of £0.150M would be exceeded;
3. Impact of the reviewing team: - continued funding of the team (using the iBCF monies) meant that further cost reduction savings can be delivered for the remainder of the year;
4. Re-provisioning of the new domiciliary care contract and minute billing by

providers (no longer be paying enhanced rate for 15 / 30 minute billing) is expected to deliver some cost savings (from Sept. 2017).

- Assessment & Care (Disabilities) (+£0.435M) – the baseline funding position already allows for an expected increase (and cost) in the number of people with disabilities in receipt of care. The forecast overspend is attributed to: (1) non-recurrent care provision costs of £0.250M that relates to the previous year; and (2) planned cost reduction targets assumed within the baseline position that are yet to be fully delivered in the year. Slippage and increased TUPE costs on the new procurement contract for supported living as well as the review of high cost residential care placements yet to come on stream meant that the expected cost reduction savings have not been fully realised. It is envisaged that the local funding agreement reached with the CCG would result in increased health contribution on existing and new care packages, which should help mitigate the above cost pressures.

Children's Social Care & Safeguarding

An overspend of **£0.379M** is currently forecast for the Children Assessment and Care Management Business Unit. The following are the key variances for the year:

- Children in Care (+£0.000M) – a balanced position is currently forecast for looked after children placements, with expected spend in line with the budgeted funding envelope. The LAC budget for 2017/18 reflects additional funding (£3.1M) provided through the Council's MTFS to address recurrent demographic pressures (as identified in the refreshed Placement & Sufficiency Strategy).

The reducing trend in LAC numbers continued in Q1 - 287 for the month of June and compares favourably to the annual average (299) assumed in the refreshed 2016 placement strategy. This demonstrates the effectiveness of ongoing actions by the Business Unit to manage numbers in an effective and safe manner. Whilst forecast LAC cost appears to be in line with budget, the following are some key performance / financial issues to note in relation to the LAC placement strategy for 2017/18:

1. The number of placements in external independent fostering agencies continues to fall and is expected to fall to 77 for the year. This is however still short of the target number (35) assumed in the strategy.
 2. Whilst the average weekly cost of external residential placements is higher than planned, the average number of placements for the year (10) is expected to be lower than that assumed in the strategy (15).
 3. The increase use of Independent Fostering Agencies (IFAs) as opposed to in-house foster carers still continues to be an issue (compared to the targets assumed in the sufficiency strategy). The strategy assumes circa 68% of the LAC population would be placed in BMBC foster carers, actual performance for Q1 stands at 45%.
- Assessment & Care Management (+£0.159M) – represents the recurrent pressure due to legal fees / court costs arising from legal proceedings necessary to safeguard children. This forecast outturn is based on profiled spend to date and is an improvement compared to the reported position for 2016/17. It reflects the continuing impact of the changes introduced by the Council's Legal Services to ensure more advocacy work is delivered in-house. The expectation is that this would significantly reduce the cost of Counsel's fees to Children's Social Care and Safeguarding by 50%

over a two year period (a further 25%+ within this financial year).

- Assessment & Care – Other Costs (+£0.053M) – this forecast cost pressure is mainly attributable to the following; staff travelling / mileage costs; S17 payments and accommodation costs (increased rental costs of occupying LIFT/PFI funded buildings by the locality teams). The above cost pressures have been negated by staff vacancy savings reported to date. The successful implementation of the recruitment strategy, continues to minimise the use of agency staff across all assessment & care teams, thereby significantly reducing agency costs.
- Leaving Care costs (+£0.167M) - an overspend is currently projected due to increased costs (s24 payments, supported accommodation, etc.) for care leavers and young people presenting as homeless. This is a recurrent cost pressure and is reflective of the reported position for 2016/17.

Schools

The latest approved schools DSG budget for 2017/18 totals £109.7M, comprised of actual Dedicated Schools Grant funding of £108.7M (as confirmed recently by DfE) and the Council's base budget contribution of £1.0M. The above excludes budgets relating to schools that have converted to academies. The budget delegated directly to maintained schools to manage is £92.0M, with the balance i.e. £17.7M managed centrally by the Council on behalf of schools. The above excludes the surplus schools balances carry forward from 2016/17 and other non-DSG funding to schools such as pupil premium grant, post 16 funding, etc.

Delegated schools' budgets:

Total funding delegated to maintained schools for the year is £92.0M and comprises of elements allocated to individual schools through the local schools funding formula, as well as high needs and early years funding. The latest position, based on submitted approved budgets, showed a projected surplus balance of **£1.2M** for the current financial year. This is comparable to the outturn surplus balance position of £3M reported for 2016/17. The projected schools surplus balances for 2017/18 is made up of:

- Primary Schools £1.1M
- Secondary Schools £0.1M (excluding Penistone Grammar School)

The above position includes 2 primary schools with approved planned budget deficits (with agreed recovery plans in place to manage the deficits over a set timeframe). Discussion is ongoing with Penistone Grammar School in relation to the school's financial sustainability plans over the medium term.

Centrally Retained Schools Budget

There are a number of DSG budgets (£17.7M) that are managed centrally by the Council where it is cost-effective to do so as opposed to delegating them to schools directly. The nature of expenditure that can be charged against centrally retained DSG is regulated by the School Finance Regulations, whilst the decision making responsibility rests with the Schools' Forum.

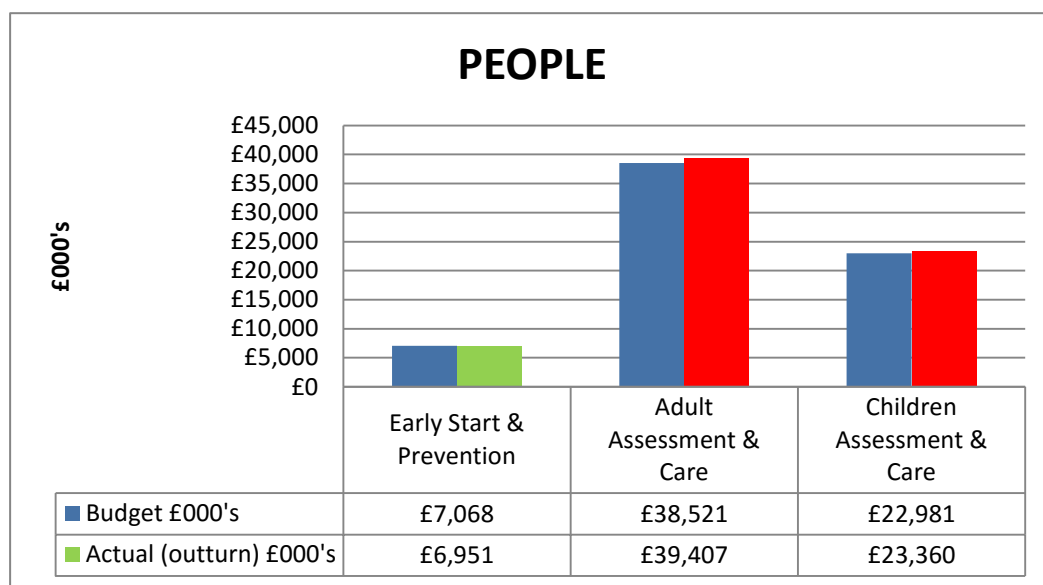
The latest position across all the centrally retained DSG budgets showed an indicative financial pressure of **+£4.3M**, mainly relating to the high needs funding block (SEN out of

authority placements). The above pressure can be explained as follows;

- Carry Forward Deficit (+£1.6M) – this pressure relates to the reported 2016/17 net budget deficit on the high needs budget which was carried forward into the current financial year (as approved by the Schools Forum). This deficit currently represents an over-commitment against the 2017/18 high needs budget.
- External SEN Placements (+£2.7M) – an overspend is currently forecast against the out of authority SEN placements budget and reflects the ongoing recurrent pressure faced in this service area. This is a significant increase from the reported position in 2016/17 (+£1.7M) and is due to the full year effect of the increased placements made last year plus anticipated placements from Sept 2017 (for the next academic year). The increased overspend is a consequence of the increasing number (and significant cost) of SEN pupils / learners placed in external specialist institutions / schools mainly due to lack of suitable places within the authority. In some cases the complex / challenging needs presented by such pupils can only be met in particular specialist institutions outside the borough;

The development of the SEND sufficiency strategy (Sept 2017) and increased specialist places / provision in Barnsley should address / stem increasing numbers of external placements mitigating the above over the medium term. However, in the short term it is envisaged that the implementation of the new national high needs funding formula and the proposed transfer of funding from the schools block (subject to consultation with schools) would provide additional funding that would go towards managing the deficit.

Directorate Position – Budget v Actual



iii. Approved Savings Position

The approved 2017/18 savings target for PEOPLE directorate totals £1.6M, analysed across the respective business units as follows:

- Education, Early Start & Prevention £0.2M;
- Adult Social and Health Care £1.2M;

- Children Social Care & Safeguarding £0.2M;

All 2017/18 approved savings proposals are on target to be fully delivered in the current financial year, with the exception of the following where a shortfall is currently anticipated:

BU2 E2 Double Handed Care (£0.300M)

Work commenced in January 2017 with SWYPFT to review identified 161 care packages where service users receive care from 2 carers, aimed at reducing packages of care through the use of equipment. As at 31st May 2017, 63 reviews / re-assessments have been completed, with 98 cases still to be reviewed (should be completed within next 6 months). Around 20 reviews (32%) will result in a cost reduction. The main delivery risks are as follows: (1) The work of the Occupational Therapists with care providers is taking longer than anticipated partly due to a lack of confidence in the use of new equipment; (2) There is a significant risk that once completed the reviews identify fewer reductions than anticipated; (3) there is a risk that for packages where reductions can be made these are minimal e.g. instead of a 30 minute call it's 15 minutes. Work is currently ongoing to quantify the cost implications of the reviews undertaken and how these would be reflected on the Erica system; the outcome of which would be reported in future finance reports.

BU3 E3 Re-location of the Children Disability Team (£0.016M)

A shortfall of £0.016M is currently projected against the savings target of £0.032M for the year; mainly due to slippage in the effective date of the re-location of the team from Barnsley Academy (would take place over the summer break i.e. by September 2017). This shortfall is been managed using underspends on short breaks provision and increased health contributions.

BU3 E2 Charging for Newsome Ave Respite Unit (£0.048M)

An income shortfall of £0.048M is currently anticipated against the savings target of £0.064M for 2017/18 due to lower than expected sales to other local authorities of surplus places / capacity at Newsome Avenue childrens' respite home. This shortfall is been mitigated in 2017/18 through the use of staff vacancy savings within the Unit.

iv. Corrective Actions

The following outline the key actions being undertaken by the Directorate to address the identified pressures on a recurrent basis:

Children Assessment & Care

- Work is ongoing in legal services aimed at reducing the use of external counsel for advocacy and thereby reducing legal fees on LAC and children safeguarding work.

Children in Care – LAC costs

- To continue with the strands of activities instigated last year to manage placements in an effective and safe manner and ensure that costs are contained within approved budget envelope:
 - (a) A Placement Strategy Board chaired by the Service Director is in place and provides management oversight on the delivery of the placement strategy action plan;
 - (b) To continue with the work of the Placement Sufficiency, Oversight and Resource Panel – meets on a weekly basis to track and monitor placements across both in-house and external, including Care Leavers.
 - (c) To take forward and implement the actions arising from the review of the

Fostering Service recently undertaken by an external consultant.

- (d) Targeted recruitment campaign to attract long term foster carers, particularly those willing to take adolescent placements.

Adult Social Care & Health

- Proposed staffing restructure of adult social care will allow for the continuation of the existing reviewing team in 2017/18 and beyond (funded from the improved BCF monies). This would mean existing work on reviewing care packages will continue, thereby delivering on the cost reduction targets for the year.
- A local health funding agreement has been agreed between the council and the CCG. Under this agreement the council will be able to recover costs of placement from the point of hospital discharge until a checklist or assessment is completed / a decision made on their eligible health needs and funding. This would apply to all existing and new cases from April 2017 and would increase the level of health funding to the authority for health funded packages.
- In addition to the above, agreement has been reached to increase the level of health contribution (continuing health care / s117 funding) towards care costs to around 50% - 70%. This is part of the drive to maximise health funding contributions to a comparable level as in other local areas.

v. Future Outlook

The main risks in 2017/18 and for future years mainly relate to demand-driven pressures. The following summarises the future outlook for the directorate going forward:

Education, Early Start, & Prevention

The main financial risk for the Business Unit in 2018/19 mainly relate to the potential reduction / fallout of government grant funding, such as the Youth Justice Board (YJB) funding. There are capacity issues to be addressed within the Inclusion Service in relation to meeting statutory responsibilities to have education, health care plans in place for all assessed SEN children. This is exacerbated by the uncertainty regarding the continuation of the SEN implementation grant.

Adult Social Care & Health

The cost pressure currently reported for ASC of £0.8M mainly relates to underlying efficiency and intervention savings yet to be delivered or fully realised. The Council's 3 year MTFS includes provision in 2018/19 for demographic growth and the impact on provider fees of an increase in national living wage. Also, the additional improved BCF monies made available by the Government has allowed for non-recurrent investment to meet ASC needs and sustain the local care market, as well as provide some flexibility to cover increased cost pressures.

Children Social Care & Safeguarding

A recurrent cost pressure of £0.4M is currently forecast for 2018/19, which is mainly attributable to legal fees and care leavers costs.

SECTION 2 – EXECUTIVE DIRECTOR’S STATEMENT FOR PLACE

Executive Director’s Statement

i. Overview

The latest revised 2017/18 approved budget envelope for the Place Directorate is £32.997M. Based on current projections, the Directorate is anticipating a net operational overspend of **£1.311M** in the current financial year.

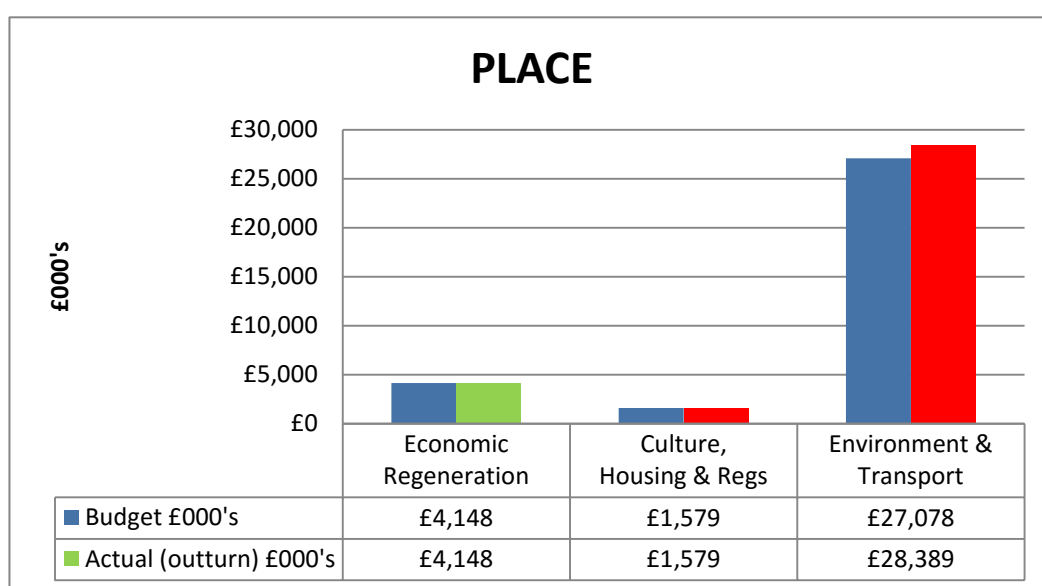
Quarter 1 Position to the End of the Quarter Ending June 2017

DIRECTORATE	Approved Net Budget 2017/18 (after Virements)	Projected Net Outturn 2017/18	Forecast Deficit / Surplus (-)	Adjustment for Slippage, Grant balances & Transfer to reserves	Operational Deficit / Surplus (-)	FYE (18/19) *
	£'000	£'000	£'000	£'000	£'000	£'000
Executive Director	192	192	-	-	-	-
Economic Regeneration	4,148	4,148	-	-	-	-
Culture, Housing & Regulation	1,579	1,579	-	-	-	-
Environment & Transport	27,078	28,389	1,311	-	1,311	0.300
Total – Place	32,997	34,308	1,311	-	1,311	0.300
Housing Revenue A/C	48,279	44,274	(4,005)	3,942	(63)	-

ii. Key Variances

There are a number of contributing factors that have resulted in this position. The key variances by Business Unit are set out below:

Directorate Position – Budget v Actual



Economic Regeneration

Economic Regeneration is currently forecasting a balanced budget at the end of the financial year. The key issues and variances are highlighted below:

- Employment & Skills
The service is currently predicting a balanced budget at the end of the financial year. There are no major areas of concern to report at this time.
- Planning, Policy & Building Control
The Planning service is also forecasting a balanced budget at the end of the financial year.

Fee income levels within the service are currently on target. The proposed increase in Planning Fee levels originally planned for a July implementation date has been delayed by Government. The resultant investment in Planning Services from the increased fee income levels will therefore be deferred.

In the interim it is proposed to fund an additional Planning Enforcement officer within the Communities Directorate until the end of the financial year to help alleviate workloads in this area. The cost have been included in the current outturn.

- Economic Development
Economic Development is also currently predicting a balanced budget at the end of the financial year. There are no major areas of concern to report at this time.

Culture, Housing & Regulation

Culture, Housing & Regulation is currently projecting a breakeven position at the end of the year. There does remain a number of key issues within the service as highlighted below:-

- Culture & The Visitor Economy
Culture are currently anticipating a balanced budget at the end of the financial year. A forecast shortfall in commercial income (£0.045M) will be offset by savings on staffing costs (-£0.019M) and other overheads (-£0.026M). The service is confident that the shortfall in income can be further reduced during the year by generating additional sponsorship income for its planned events.
- Regulatory Services
Regulatory Services is forecasting a balanced budget at the end of the financial year. A marginal shortfall in fee income from Taxi Licensing will be offset by vacancy management in Commercial Regulation following the early implementation of an efficiency savings (BU5 E3 refers).
- Housing & Energy
No major variations to report.

Environment & Transport

As at the end of 2016/17 the Business Unit was facing an ongoing pressure of £1.9M after adjusting for additional resources allocated for demographic pressures experienced within the Waste and the Home to School Transport services .

A number of mitigating actions totalling £1.844M over two years were put forward to offset this ongoing pressure. To date a total of £0.926M is expected to be delivered during this financial year (as highlighted in the table below and in Appendix 4 to this report) with a further £0.918M by the end of 2018/19.

The outturn for the Business Unit for 2017/18 currently stands at an overspend of £1.311M.

The key variances and corrective action proposals are highlighted below:

- Transport (£0.378M) – As previously reported, the service has experienced a significant rise in demand for the Home to School transport service over the past two years. A total of £0.6M of additional resources has been provided to mitigate this.

The reported overspend relates to a delay in the implementation of a number of actions by the service to reduce this cost (e.g travel training) together with additional cost of temporary staffing to cover absence etc. Work will continue throughout the year to progress further cost savings to reduce this overspend.

Demand for the service however continues to rise. Provision has therefore been made within the Council's MTFS to fund forecast future demographic pressures.

- Fleet (£0.085M) - This overspend is due to the projected increased cost of maintaining the Council's aging fleet of vehicles. The vehicle replacements planned for the current financial year should serve to mitigate this problem ongoing.
- Construction Services (£0.028M) – whilst showing a relatively balanced position overall, there is currently an estimated shortfall in the trading position of Construction Services (£0.270M). This is due to a continuation of the poor work packaging problems identified in 2016/17 and the use of outside subcontractors to deliver schemes. A project team has been set up to investigate the issues with a further report to be presented to identify corrective action proposals to mitigate the projected income shortfall.

The trading position is mitigated by an underspend on Highways Maintenance (-£0.242M) resulting from the energy savings achieved by the service's replacement Type B LED programme. Overall this programme has overachieved on the expected savings originally forecast. A proposal therefore to extend the program to type A units is currently being progressed.

- Contracts Management (£0.820M) – The service continues to face significant financial pressure as a result of a further reduction in the income in Qtr 1 from the sale of recyclable material (£0.295M). The consistent fall in market prices for the sale of glass, metals and plastics has resulted in not only the loss of income, but as a consequence, the Council now incurs an additional cost for the removal of these materials. Previously, the Council was receiving on average £25 per tonne for glass whereas now it costs £25 per tonne to have glass collected. This cost is estimated to be in the region £0.200M in 2017/18. However, this cost is still significantly less than the cost of disposing of the waste via the waste PFI facility whilst enabling the Authority to meet its recycling targets.

The outturn also includes £0.155M additional cost of leasing an increasing number of replacement wheeled bins. Whilst the number of leased bins is expected to fall over time to reflect a reduction in the number of replacements bins being procured it is anticipated that the cost of the existing bins in circulation will continue at this level for

the short to medium term.

A number of actions to mitigate the ongoing pressures within Waste have been delivered with 2017/18, To mitigate this, a number of actions are in the process of being delivered including savings as a result of the direct delivery to the Waste facility together with the delivery of the Transfer Loading Station (expected Late 2017) These savings will not be delivered in full this year therefore other options are currently being considered. Work will continue to reduce the ongoing pressure moving forwards with further savings proposals being submitted for consideration in future reports.

iii. Approved Savings Position

2016/17 Ongoing Pressures

A total of £1.844M of savings proposals spanning over two years to mitigate the 2016/17 ongoing pressures within the Directorate were put forward at the end of March 2017. The table below highlights the current delivery position:

Efficiency Saving	Expected to be delivered during 2017/18 £M	Expected to be delivered during 2018/19 £M	Full Year Effect £M
Various Income Generating proposals	0.361	0.010M	0.371M
Car Parking Income	0.120	0.000M	0.120M
Restructure and Management of Overtime	0.083	0.000M	0.083M
Saving on LED Utility Costs	0.252	0.018M	0.270M
Transfer Loading Station	0.070	0.230M	0.300M
Waste – Direct delivery to waste disposal site	0.040	0.060M	0.100M
Travel Training	-	0.075M	0.075M
Highways Materials	-	0.075M	0.075M
Vacancy Management	-	0.200M	0.200M
Contract Procurement	-	0.250M	0.250M
TOTAL	0.926M	0.918M	1.844M

2017/18 Efficiency Savings

In addition to the above, a total of £0.722M additional savings were approved for 2017/18. These savings have all been delivered.

Housing Revenue Account

The latest forecast outturn shows a net improvement of -£0.063M in the financial position compared to the approved budget.

The major variations are outlined below:-

Increased Income

- Increase in Renewable Heating Incentive Income (-£0.085M).

Increased Costs/Reduced Income

- Increase in Housing Ombudsman charges not anticipated at budget setting (+£0.006M).
- Minor forecast reductions in income relating to garage rents, service charges and court fees recovered (+£0.023M).

Revenue Contributions to Capital

At this update, £3.942M of the planned revenue contribution to capital, has been carried forward in the HRA working balance to fund commitments on the 5 year approved programme. This is mainly due to slippage on capital schemes with RCCO funding sources.

Tenant Arrears Write Off

Approval is sought to write off historic tenant arrears totalling £0.123M. Provision has previously be made for this within the HRA.

iv. Corrective Action

As highlighted above, a number of mitigating actions put forward at the end of last financial year to deliver a balanced budget. To date a total of £0.9M is expected to be delivered in 2017/18 with a further £0.9M in 2018/19. Future reports will update on progress against this.

v. Future Outlook

As reported, the Directorate continues to face significant pressure arising from the increased users of the Home to School Transport service. A provision has therefore been made within the Council's MTFS to compensate for this increased cost pressure. Work in currently ongoing to accurately identify the true cost moving forwards and options to mitigate this cost. Future reports will update on this position.

In addition, the reduction in the recycled household waste combined with a shortfall in the income from the sale of recyclable materials continues to add further pressure to the existing resources within the waste function. A number of options continued to be explored to mitigate this pressure with proposals being presented to Cabinet in due course.

SECTION 3 - Executive Director's Statement for Communities

Executive Director's Statement

i. Overview

The total net budget for the Directorate is £20.190M. Based on financial performance to date (Quarter 1) and forecast activity for the remainder of the year an operational underspend of **(£0.300M)** is predicted. To date no significant earmarkings have been identified across the Directorate.

A summary of the Directorate position by business unit is shown in the table below:

Quarter 1 Position to the End of the Quarter Ending June 2017

DIRECTORATE	Approved Net Budget 2017/18 (after Virements)	Projected Net Outturn 2017/18	Forecast Deficit / Surplus (-)	Adjustment for Slippage & Transfer to reserves	Operational Deficit / Surplus (-)	FYE (18/19) *
	£'000	£'000	£'000	£'000	£'000	£'000
Customer Services	6,111	5,837	(274)	-	(274)	-
Safer, Stronger, Healthier	8,235	8,027	(208)	-	(208)	-
IT	5,844	6,027	183	-	183	-
Total – Communities	20,190	19,891	(299)	-	(299)	-

ii. Key Variances

Customer Services

CS are currently projecting an operational underspend of (£0.274M) for the year. The key contributors to this position are described below.

- **Day Services (est. underspend £0.100M)** – vacancy retention accounting for the majority of the underspend.

It should be noted that a comprehensive review of Day Services is currently being undertaken the outcome of which may impact on the services final outturn.

- **Customer Support and Development (underspend £0.085M)** – it is anticipated that a combination of vacancy retention and a minor restructuring will result in the underspend reported.
- **'Various' less than £0.035M (combined underspends totaling £0.089M)** – this includes overachievement of income, cost capitalisation and other relatively minor areas of underspend.

Safer, Stronger & Healthier Communities (SSH)

Safer, Stronger and Healthier Communities (underspend £0.208M) - the BU's underspend relates almost entirely to underspends on staffing. Safer Communities have contributed largely towards the underspend, their recent restructuring leading to a high number of vacancies across the service.

IT Services

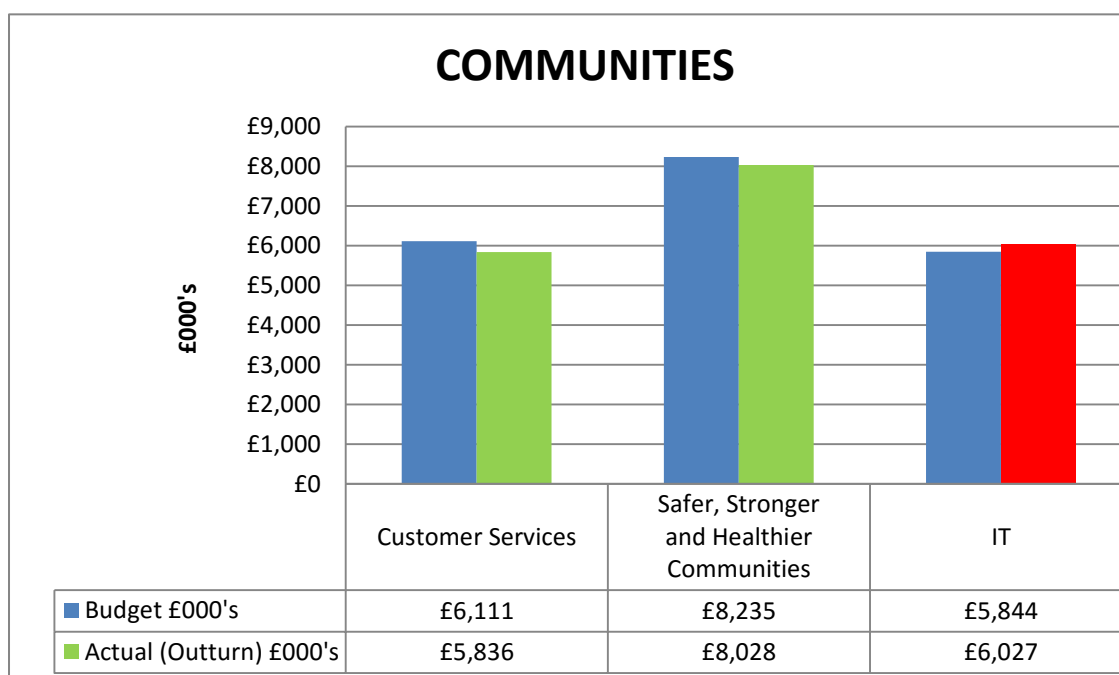
IT are currently projecting an over- spend for the year of £0.183M. It is important to note that work is ongoing as part of the future service redesign of IT Services to mitigate this position. The key factors contributing to the over- spend are as follows:

- **Software Licensing Costs (£0.330M overspend)** – external factors such as licence increases (thought to be a reaction to BREXIT) and changes in the contracting arrangements offered by external providers have led to this position. Work is ongoing to review licensing arrangements with a view to reducing future costs.
- **Equipment upgrades and replacement (£0.240M overspend)** – there is currently insufficient funding available to support a growing requirement to upgrade/replace hardware and infrastructure. It's worth noting that the £240k referred to comprises a mixture of ongoing, one-off and periodic upgrades and replacements. Again these are areas to be further considered as part of the future service redesign process.

The over-spends have been mitigated to a degree through:

- **Vacancy retention £0.187M** – this is sustainable over the short term but is predicated on IT focussing on maintenance rather than developmental roles.
- **Potential Dividend Contribution from Code Green £0.200M** – this is subject to business case approval and final confirmation of dividend by Code Green.

Directorate Position – Budget v Actual (FYE)



iii. Approved Savings

The Directorate had total approved savings of £0.344M to deliver in 2017/18.

Whilst there has been a delay in the delivery of BU8 E1 – Selective Licensing (£0.040M) - the proposal is currently out to consultation - mitigations against non-delivery are currently under review.

In terms of the remainder of the KLOEs, current indications are that all savings will be delivered in full by the end of 2017/18.

iv. Corrective Action

There are no major corrective actions required in relation to the financial forecasts for the current financial year.

The Directorate is expecting to deliver against its approved savings target position for 2017/18.

v. Summary of Earmarking Requests

There are none at this stage

vi. Future Outlook

At this time there are considered to be no adverse issues within the Directorate that will impact on the future years financial position.

It should be noted however that the following represents an ongoing financial risk that will require close monitoring.

Independent Living at Home (ILAH) Barnsley – a break-even position is currently estimated for 2017/18. This position being achievable due to a one-off allocation of £0.250M from Adult Social Care funding.

Cabinet recently agreed to support the transfer of ILAH Barnsley back in-house therefore any future deficits will have to be borne from Communities.

A range of planned efficiencies and modifications to the existing operating model are planned with a view to reduce future operating costs and increase income.

SECTION 4 - Director's Statement for Public Health

Director's Statement

i. Overview

The total net budget for the Directorate is £2.221M. Based on financial performance to date (Quarter 1) and forecast activity for the remainder of the year an operational under-spend of (£0.925M) has been estimated.

This underspend largely comprises i) a planned underspend of £0.572M - to be earmarked to support future year Public Health Commitments (as per the PH 4 year plan) and ii) an underspend of £0.287M linked to the transfer of the 0-19 Service into BMBC. These are further explained below.

Quarter 1 Position to the End of the Quarter Ending June 2017

DIRECTORATE	Approved Net Budget 2017/18 (after Virements) £'000	Projected Net Outturn 2017/18 £'000	Forecast Deficit / Surplus (-) £'000	Adjustment for Slippage & Transfer to Reserves £'000	Operational Deficit / Surplus (-) £'000	FYE (18/19) £'000
BU10 – Healthcare & Partnerships	2,221	1,296	(925)	925	-	-
	2,221	1,296	(925)	925	-	-

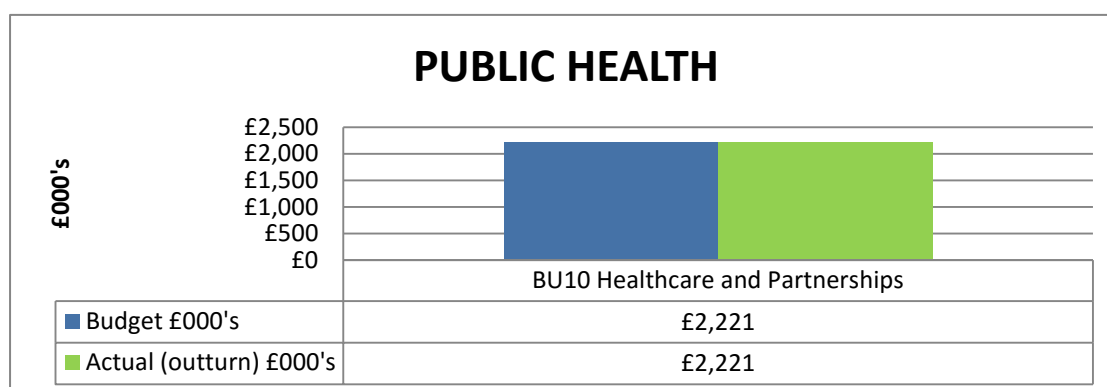
ii. Key Variances

As indicated above there is a forecast underspend of £0.925M for the current year. This largely comprises:

The Planned Underspend Against 4 Year Plan Commitments (£0.572M) – this is intrinsic to the fulfilment of the Public Health 4 year plan – the intention being to carry forward the underspend into future years to meet identified commitments.

0-19 Service Underspend (£0.287M) - the service Transferred from SWYFT to BMBC in October 2016, throughout and since the transfer a considerable number of staff have left the service. Vacancies have been largely retained during this period pending the outcome of a full review of the staffing structure of the service. Savings identified from the review will be used to support the delivery of KLOE PH E2 'Review of Contracts and Commissioning' (see below).

Directorate Position – Budget v Actual



iii. Approved Savings

The Directorate had total approved savings of £0.379M to deliver in 2017/18. All savings have either been delivered in full or are on target to be delivered by the end of 2017/18.

There may be an opportunity to bring forward elements of KLOE PH E2 'Review of Contracts and Commissioning' dependant on the outcome of the 0-19 Service review – it is envisaged that this will form part of the Quarter 2 Outturn report.

iv. Summary of Earmarking Requests

The request is for the entire underspend to be earmarked to support the delivery of the Public Health four year plan.

iv. Corrective Action

There are no major corrective actions required in relation to the financial forecasts for the current financial year.

The Directorate is expecting to deliver against its approved savings target position for 2017/18.

v. Future Outlook

Over the entire four year plan period (to 2020/21) additional funding will be made available from the Council to help to mitigate the impact of planned reductions in Public Health Grant.

It is envisaged that the provision of additional funding from the Council, use of earmarkings and delivery of identified savings will enable the service to continue to maintain a modest surplus position to 2020/21.

SECTION 5 - Executive Director's Statement For Core

Executive Director's Statement

i. Overview

The total net budget for 2017/18 for the Directorate is £19.979M. The total projected outturn forecast as at quarter 1 is £19.187M, resulting in an under-spend, before earmarking's of £0.792M. Of this £0.692M is currently proposed for earmarking resulting in an overall estimated operational under-spend of £0.100M for 2017/18.

Quarter 1 Position to the end of the quarter ending 30th June 2017

DIRECTORATE	Approved Net Budget 2017/18 (after Virements) £'000	Projected Net Outturn 2017/18 £'000	Forecast Deficit / Surplus (-) £'000	Adjustment for Slippage & Transfer to Reserves £'000	Operational Deficit / Surplus (-) £'000	FYE (18/19) * £'000
Assets	4,815	4,305	(510)	692	182	-
Finance	5,291	5,184	(107)	0	(107)	-
HR	3,702	3,692	(10)	0	(10)	-
Business Improv & Comms	2,798	2,734	(64)	0	(64)	
Legal Services	3,373	3,272	(101)	0	(101)	
Total – Core	19,979	19,187	(7921)	692	(100)	

ii. Key Variances

Assets

The Assets Business Unit is forecasting an overall overspend for the year of £0.182M after proposed ear markings relating to an insurance rebate within the School BSF/PFI model.

The key variances are as follows:

Building Services +£0.259M This overspend reflects a more prudent approach to forecasting for repairs and maintenance by building in a contingency to take account of unforeseen costs that have materialised in previous years. However this may prove over cautious and in addition, corrective action is being undertaken to address ongoing budget pressures within this area eg a number of buildings will be handed back to external landlords over the next 12 months which will bring significant savings to the service once realised.

Contract Management +£0.101M Loss of income associated with the NPS and Norse profit sharing arrangement and reduction in ESG grant funding to school asset support.

Various (£0.178M) This is due to a number of vacancies across the Business Unit and overachievement of income within the Shared Services & Estates areas.

Finance

The Finance Business Unit are currently forecasting an underspend of £0.107M, as a result of high staff turnover and vacant posts pending a restructure to support the Business Unit's 2020 plans together with delays in the transfer of Housing Benefits to the DWP.

HR

The Business Unit presents a financial pressure of £0.023M within Trade Union Convenors as a result of reduced DSG grant funding and the need to retain the same level of staff to provide the service. This is currently being mitigated by vacancies across the service due to staff turnover and the time taken to fill vacant posts, resulting in an overall underspend for the service of £0.010M.

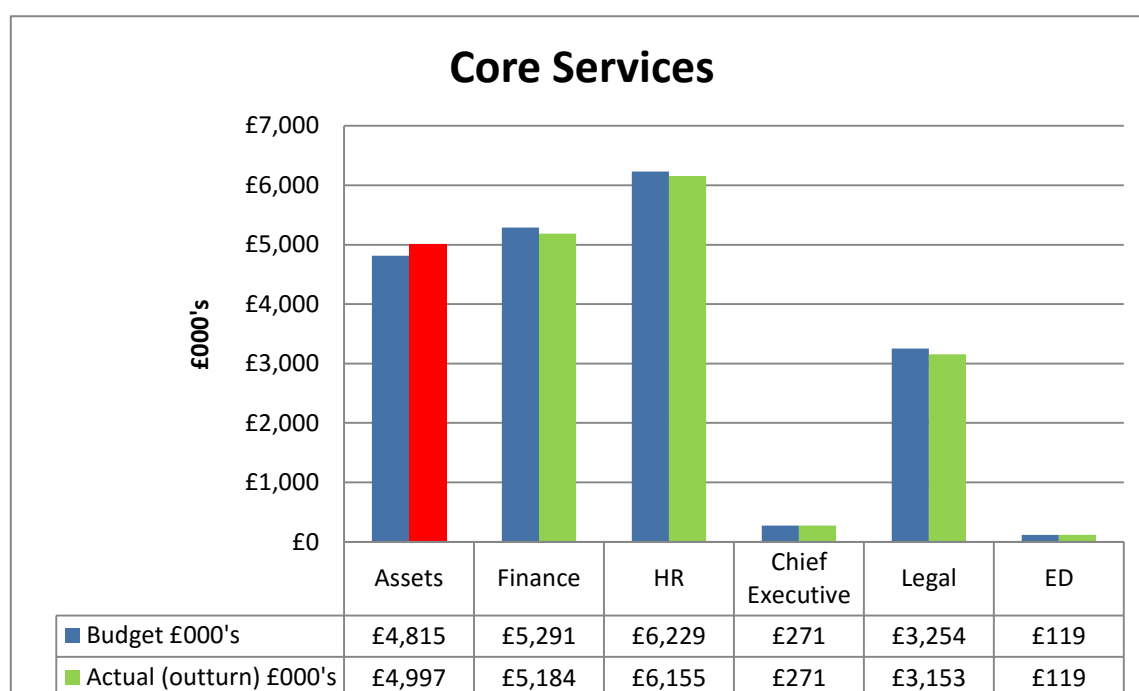
Performance, Business Improvement & Communications

The Business Unit is forecasting an overall underspend for the year of £0.064M. This is largely related to part year vacancies across the service as a result of staff being seconded to IT and the time taken to fill vacant posts.

Legal Services

The Business Unit is forecasting an overall underspend for the year of £0.101M which represents overachieved income as a result of the 'snap' election which was not anticipated at the time of budget setting, allowing costs associated with the election to be reclaimed from central government.

Directorate Position – Budget v Actual



iii. Approved Savings

The Directorate had total approved savings of £1.049M to deliver in 2017/18. All savings have either been delivered in full or are on target to be delivered by the end of 2017/18.

iv. Corrective Action

There are no major corrective actions required in relation to the financial forecasts for the current financial year.

The Directorate is expecting to deliver against its approved savings target position for 2017/18.

v. Future Outlook

A detailed review is being finalised across the Council's asset portfolio to consider the costs of operating the various properties and the income streams where these are subject to rental charges.

In terms of managing our assets we need to maximise growth and regeneration opportunities by continuing to dispose of surplus assets but also look to acquire new assets where these better support our corporate priorities, which will be addressed as part of the Council's Asset Management Strategy.

A key aspect here will be the Government's One Public Estate agenda, which looks to bring Partners together to develop ideas that make better use of public assets.

There is risk that the transfer of Housing Benefits to the DWP will be further delayed; however funding was already earmarked in 2016/17 to support the transition to mitigate the effect.

There are no further adverse issues within the Directorate that will impact on the future year financial position.

SECTION 6 - Commentary on Corporate/ Authority Wide Budgets

i. Overview

The total net budget for Corporate items is £18.418M broken down as follows:-

Quarter 1 Position to the end of the quarter ending June 2017.

BUDGET	Approved Net Budget 2017/18 (after Virements)	Projected Net Outturn 2016/17	Forecast Deficit / Surplus (-)	Adjustment for Slippage, Grant balances & Transfer to reserves	Operational Deficit / Surplus (-)	FYE (17/18)
	£'000	£'000	£'000	£'000	£'000	£'000
Capital Financing	15,552	13,552	(2,000)	0	(2,000)	0
CDC	766	766	0	0	0	0
Levies	1,120	1,120	0	0	0	0
Corporate Items	(2,822)	(2,822)	0	0	0	0
Provisions	10,275	10,275	0	0	0	0-
Provisions – Pension Deficit	7,068	7,068	0	0	0	0-
Contributions from Balances	(13,541)	(13,541)	0	0	0	0-
Total – Corporate Budgets	18,418	16,418	(2,000)	0	(2,000)	0-

ii. Key Variances

Capital Financing (-£2.000M)

It is currently forecast that Capital Financing resources will underspend in 2017/18. This underspend relates to the full year effect of the savings as a result of the change in the Council's MRP policy. The ongoing saving has been built into the ongoing MTFs from 18/19 and therefore is one off in 2017/18.

There may be other savings from the Capital Financing budget in 2017/18 as a result of short term borrowing and taking advantage of the current low interest rate environment. However any underspends will be one off in nature as the Council seeks to fix out its borrowing as interest rates rise leading to a corresponding increase in capital financing costs. Future reports will update on this position.





Debt Collection & Management

Bearing in mind the uncertain economic climate, it has become more important than ever to manage the Council's debtors effectively. It is equally important to recognise that the overall debt position is constantly changing as debt moves through the various stages of recovery and new debts are raised.

The table below shows that the overall overdue debt position at June was £36.2M. This is comprised of old debt of £23M and new year debt of £13.1M. Some £8.9M of old debt has been collected during this quarter. The performance target for historic debt is to collect 60% of all arrears. The performance in Quarter 1 has delivered 27.9% towards this annual target and it is currently envisaged that the target will be met by the end of the financial year.

Historic debt is traditionally much more difficult to collect and this quarterly improvement indicates that the measures being introduced to improve debt recovery are starting to have an effect. Nevertheless, it remains good financial management to provide for non-recovery of some of these debts and the current provision for bad debts stands at £18.1M, the increase of £4.9M is due to the provision being amended on trade and sundry debt to make it more consistent with other areas of debt collection. The Executive Director of Core Services is now also seeking approval to write off historic debt amounting to £0.673M which have become uneconomical to pursue. This is

summarised in the table below:

Type of Debt	Pre-17/18 Arrears £M	2017/18 Arrears £M	TOTAL Arrears £M	Bad Debt Provision £M	Write Offs For Approval £M
Opening 2017/18 Position (position as at 31.03.2017)	31.908	n/a	31.908	13.258	
Total as at end of June	23.025	13.142	36.167	18.119	0.673
MOVEMENT	 (8.883)	 13.142	 4.861	 4.861	

In addition to the above approval is also required to write off historic Housing Tenant arrears of £0.123M within the Housing Revenue Account.

iv. Future Outlook

The Council will continue to monitor corporate resources and seek to implement proactive actions to minimise future costs.

v. Other Items

External Trading

During 2015/16 the Council set up a number of subsidiary companies for the purposes of trading with the wider external marketplace. The narrative below details the Quarter 1 position:-

BMBC Services Ltd

The position with regards the company's main customers (schools) continues to be monitored. A full update will be provided as part of quarter 2 monitoring.

ILAH Barnsley Ltd

A break-even position is currently estimated for 2017/18. This position being achievable due to a one-off allocation of £0.250M from Adult Social Care funding.

Cabinet recently agreed to support the transfer of ILAH Barnsley back in-house therefore any future deficits will have to be borne from Communities.

A range of planned efficiencies and modifications to the existing operating model are planned with a view to reduce future operating costs and increase income.

£3 Million Invest to Grow Fund

Members will recall the earmarking £3M of resources set aside for a invest to improve fund. In 2016/17 members approved schemes totalling £2.982M. A total of £0.255M was spent in 2016/17 with £2.234M expected to be spent during 2017/18. As at the end of quarter one £0.423M has been spent/committed. A number of delays have been experienced in the delivery of several schemes as a result of issues with recruitment/procurement etc, although it is fully expected that the 2017/18 resources will be fully spent in this financial year.

The proposal relating to the Business Improvement District (£0.050M) is no longer required. This funding is now available for other priorities. Total funds available therefore stands at £0.068M. It is proposed to use this in full to fund the 2017/18 cost associated with improvements required to the Council's Cyber Security. Future reports will update members on the ongoing position of the fund.

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CORPORATE BUDGET MONITORING AS AT 30th June 2017

	<u>(col 1)</u> <u>Transfers From:</u> £	<u>(col 2)</u> <u>Transfers To:</u> £	<u>(col 3)</u> <u>Net Effect</u> £
<u>SECTION A - VIREMENTS FOR APPROVAL (JUNE):</u>			
BU4 Transfer of Receptionist Post to Assets	-20,811		-20,811
BU11 Transfer of Receptionist Post from Economic Regeneration		20,811	20,811
BU6 Transfer of budget for Town Centre Remedial Works		200,000	200,000
Corporate Transfer of budget for Town Centre Remedial Works	-200,000		-200,000
sub-total: Virements for approval	- 220,811	220,811	-
<u>SECTION B - VIREMENTS ALREADY APPROVED BY CABINET (JUNE):</u>			
			-
			-
sub-total: Virements already approved by Cabinet	-	-	-
<u>SECTION C - VIREMENTS WITHIN DELEGATED POWERS (JUNE):</u>			
BU12 IT - Funding Xfer for Staffing from BU13		144,414	144,414
BU13 Finance Xfer of Staff Funding to BU12	-	144,414	-
BU12 IT - Reversal of CSI Dynamic Xfer	-	25,000	-
Corporate - Reversal of CSI Dynamic Xfer		25,000	25,000
BU13 Finance Xfer DBS Income	-	20,000	-
BU14 HR Xfer of DBS Income from BU13		20,000	20,000
Sub-total: Virements within powers	- 189,414	189,414	-
GRAND TOTAL - ALL VIREMENTS	- 410,225	410,225	-

DIRECTORATE / DIVISION OF SERVICE BUDGET VARIANCES										
	(col 1)	(col 3)		(col 4)	(col 5)	(col 6)				
	Original Net 2017-18 Budget £	Cumulative Approved Variations /irements April - June £	Cumulative Approved Variations /irements JUNE (-)	Revised Net Budget £	Forecast Outturn - JUNE £	Variation £	Adjustment for Slippage & Transfer to Reserves JUNE 2017 £	Operational Deficit / Surplus (-)		
DIRECTORATE										
PEOPLE										
BU1	Education and Early Start Prevention	8,349,155	2,599,487	10,948,642	10,831,642	(117,000)		(117,000)		
BU2	Adult Assessment and Care Management	37,584,851	936,400	38,521,251	39,407,251	886,000		886,000		
BU3	Children Assessment and Care Management ED People	22,950,286 (116,958)	31,250 61,750	22,981,536 (55,208)	23,360,536 -55,208	379,000 -		379,000 -		
sub-total People		68,767,334	3,628,887	0	0	72,396,221	73,544,221	1,148,000	0	1,148,000
PLACE										
BU4	Economic Regeneration	3,524,180	624,364	4,148,544	4,148,544	-		-		
BU5	Culture, Housing and Regulation	1,372,946	206,000	1,578,946	1,578,946	-		-		
BU6	Environment and Transport ED Place	26,868,518 191,813	209,500	27,078,018 191,813	28,389,018 191,813	1,311,000 -		1,311,000 -		
sub-total Place		31,957,457	1,039,864	0	0	32,997,321	34,308,321	1,311,000	0	1,311,000
COMMUNITIES										
BU7	Customer Services	6,010,579	100,000	6,110,579	5,835,744	(274,835)		(274,835)		
BU8	Safer Stronger & Healthier Communities	5,041,349	2,723,907	7,765,256	7,558,025	(207,231)		(207,231)		
BU12	IT ED Communities	5,530,789 251,364	312,984 218,850	5,843,773 470,214	6,026,992 469,960	183,219 (254)		183,219 (254)		
sub-total Communities		16,834,081	3,355,741	0	0	20,189,822	19,890,721	-299,101	0	-299,101
BU10	Public Health Public Health ED Public Health	1,367,173 5,934	847,822	2,214,995 5,934	1,290,349 5,934	(924,646) -	924,646	-	-	
sub-total Public Health		1,373,107	847,822	0	0	2,220,929	1,296,283	-924,646	924,646	0
CORE										
BU11	Assets	4,058,896	755,811	4,814,707	4,305,205	(509,502)	691,674	182,172		
BU13	Finance	4,607,109	683,586	5,290,695	5,183,695	(107,000)	-	107,000		
BU14	HR	3,198,308	232,125	3,430,433	3,421,109	(9,324)		-9324		
BU15	Performance Chief Executive Management	2,529,562 270,967	268,844 -	2,798,406 270,967	2,734,011 270,967	(64,395) -		-64395 0		
BU17	Legal Services	866,254	-	866,254	866,603	349	0	349		
BU18	Elections	707,001	-	707,001	623,409	(83,592)	0	83,592		
BU19	Council Governance Joint Authorities	1,691,078 -	- (10,222)	1,691,078 (10,222)	1,673,164 (10,222)	(17,914) -	0	17,914 -		
	ED Legal Services & Governance	108,946	(108,946)	-	-	-	0	-		
ED Core Services		-	119,168	119,168	119,168	-	0	-		
sub-total Core		18,038,121	1,940,366	-	-	19,978,487	19,187,109	(791,378)	691,674	99,704
OVERALL SERVICE TOTALS										
		136,970,100	10,812,680	0	0	147,782,780	148,226,655	443,875	1,616,320	2,060,195
Other Non Service Items										
Capital Financing Costs		15,551,540		15,551,540	13,551,540	(2,000,000)		(2,000,000)		
Corporate & Democratic Core & Non Distributed Costs		765,650		765,650	765,650	-		0		
Levies		1,120,529		1,120,529	1,120,529	-		0		
Corporate Items		(3,032,042)	210,000	(2,822,042)	(2,822,042)	-		0		
Provisions		7,757,032	2,518,409	10,275,441	10,275,441	-		0		
Provisions - Pension Deficit		7,068,043		7,068,043	7,068,043	-		0		
New Homes Bonus		-		-	-	-		0		
Contribution From Reserves / Balances		-	(13,541,089)	(13,541,089)	(13,541,089)	-		0		
sub-total Corporate Budgets		29,230,752	(10,812,680)	-	-	18,418,072	16,418,072	(2,000,000)	-	(2,000,000)
OVERALL AUTHORITY BUDGET										
		166,200,852	-	-	-	166,200,852	164,644,727	(1,556,125)	1,616,320	60,195

DETAILED SERVICE VARIANCES @ 30th June 2017

SERVICE / BUDGET HEAD	ONGOING BASE BUDGET ISSUES JUNE	NON ACHIEVEMENT OF EFFICIENCY ISSUES JUNE	TOTAL - ALL BUDGETARY ISSUES JUNE	Adjustment for Slippage & Transfer to Reserves JUNE	Operational Deficit/Surplus (-) JUNE
ED - People	0		0		0
BU1 - Education and Early Start Prevention					
SD - additional pay supplement (market forces)	7,000		7,000		7,000
Early Start & Family Services - staff vacancies on Childcare Services & reduced running costs	-63,000		-63,000		-63,000
Inclusion Services - Increased traded income (Education Psychology) offset by staffing costs pressures in A&R team	-35,000		-35,000		-35,000
Targeted Youth Support - vacancy savings (in Youth Service) offset by funding cuts pressure on YOT	-26,000		-26,000		-26,000
BU2 - Adult Assessment and Care Management					
SD - interim management / agency costs offset by uncommitted resources	6,000		6,000		6,000
Older People (aged 65+) - increased baseline cost of care packages (and new provisions) exacerbated by non-achievement of efficiency savings	145,000	300,000	445,000		445,000
Disabilities (aged 18 - 64) - non-delivery of intervention (cost reduction) savings assumed within the baseline funding position	435,000		435,000		435,000
BU3 - Children Assessment and Care Management					
Assessment & Care Management - Legal Fees	159,000		159,000		159,000
Assessment & Care - Staff vacancies, travel / mileage and accommodation costs offset by uncommitted budget within the Management account	53,000		53,000		53,000
Future Directions - accommodation costs and support for care leavers	167,000		167,000		167,000
Other Variances - children with disability and children in care	-64,000	64,000	0		0
Total - PEOPLE	784,000	364,000	1,148,000	0	1,148,000
PLACE - KEY FINANCIAL RISKS FOR 2017/18					
BU4 No Significant variations					
BU5					
Commercial Income - Culture	45,000		45,000		45,000
Licence Fee Income - Regulatory Services	14,000		14,000		14,000
Staff Savings	-33,000		-33,000		-33,000
Miscellaneous	-26,000		-26,000		-26,000
BU6					
Contracts Management - Waste Disposal Costs	619,000	308,000	927,000		927,000
Home to School Transport	378,000		378,000		378,000
Fleet - Vehicle Repairs	85,000		85,000		85,000
Construction Services	460,000		460,000		460,000
Highways Maintenance - Electricity Costs/ Reactive Maintenance	-243,000		-243,000		-243,000
SYPTTE Levy	-189,000		-189,000		-189,000
Other savings including staff vacancies	-107,000		-107,000		-107,000
Contracts - Contract Management Review					
Total - PLACE	1,003,000	308,000	1,311,000	0	1,311,000
COMMUNITIES - KEY FINANCIAL RISKS FOR 2017/18					
BU7					
Customer Support & Development - vacancies	- 85,000	-	- 85,000	-	- 85,000
Provider Services - Day Services - Meeting KLOE + £50k u/s vacancies + £50k e/s Transport	- 100,000	-	- 100,000	-	- 100,000
Provider Services - Management - CCG / NHSE contributions cover cost of structure, but have based budget also	- 13,000	-	- 13,000	-	- 13,000
Other <£50k each	- 76,835	-	- 76,835	-	- 76,835
BU8					
Safer Stronger Healthier Communities - vacancies	- 207,231	-	- 207,231	-	- 207,231
BU12					
Vacancies/Agency/Contractors	- 103,175	-	- 103,175	-	- 103,175
Computer Projects & Licences	286,394		286,394		286,394
ED Communities					
Various	- 254	-	- 254	-	- 254
Total - COMMUNITIES	- 299,101	-	- 299,101	-	- 299,101

PUBLIC HEALTH - KEY FINANCIAL RISKS FOR 2017/18

BU10

Planned unallocated resources per 4 year plan - To meet future year costs	-	572,290	-	572,290	572,290	-
Employees - backfill of a secondment at lower grade	-	24,181	-	24,181	24,181	-
Health Checks - pressure from 16/17 qtr 4 payments		16,000		16,000	16,000	-
Dental Health promotion	-	57,000	-	57,000	57,000	-
0-19 staffing - vacancies and early achievement of £96k KLOE not due until 19/20	-	287,175	-	287,175	287,175	-
Selective Licensing		40,000		40,000		40,000
Other mitigations	-	40,000	-	40,000	-	40,000

Total - Public Health

-	924,646	-	924,646	924,646	-
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CORE - KEY FINANCIAL RISKS FOR 2017/18BU11

Building Services Repairs & Maintenance		258,876		258,876		258,876
NPS & Norse Profit Share Decrease		91,000		91,000		91,000
ESG Decrease		10,000		10,000		10,000
BSF Model	-	600,623	-	600,623	600,623	-
PFI Model	-	91,051	-	91,051	91,051	-
NPS TUPE		63,698		63,698		63,698
Asbestos Support/School NPS Fees		30,936		30,936		30,936
Courier Service		32,368		32,368		32,368
CCTV	-	26,801	-	26,801	-	26,801
Vacancies	-	113,362	-	113,362	-	113,362
Mail Overachievement of Income	-	63,311	-	63,311	-	63,311
Estates Overachievement of Income	-	101,232	-	101,232	-	101,232

BU13

Vacancies	-	107,000	-	107,000	-	107,000
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BU14

Vacancies	-	35,967	-	35,967	-	35,967
Traded Services Overachievement of Income	-	16,422	-	16,422	-	16,422
DBS Underachievement of Income		20,000		20,000		20,000
Trade Unions - DSG Cut		23,065		23,065		23,065

BU15

Vacancies	-	64,395	-	64,395	-	64,395
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CHIEF EXECUTIVE	-	-	-	-	-
<u>BU17</u>					
Various	349		349		349
<u>BU18</u>					
Snap Election Claim	83,592	-	83,592	-	83,592
<u>BU19</u>					
Vacancies	19,000	-	19,000	-	19,000
Various Supplies & Services	11,914	-	11,914	-	11,914
Printing	13,000		13,000		13,000
Total - Core Services	-	791,378	-	791,378	691,674 - 99,704
Grand Total	-	228,125	672,000	443,875	1,616,320 2,060,195

KEY LINES OF ENQUIRY - VARIANCES AGAINST APPROVED BUDGET

		£ Target	£ Outturn	£ Variance
PEOPLE				
BU1 - Education & Early Start Prevention				
BU1 E4	Review current contracts and commissioned services	10,000	10,000	-
BU1 E5	Review of staffing structures in Early start, prevention and sufficiency service	21,000	21,000	-
BU1 E6	Improved contracting with SEN Placement providers (schools, DSG)	50,000	50,000	-
BU1 E10	Staff Turnover	75,000	75,000	-
BU1 E11	Two Year Entitlement Administration	75,000	75,000	-
		231,000	231,000	-
BU2 - Adult Assessment & Care Management				
BU2 E1	Targeted reviews - direct payments and high cost residential placements	400,000	400,000	-
BU2 E3	Reducing spend on respite care	46,500	46,500	-
BU2 E6	Direct payment surplus draw-back and monitoring	150,000	150,000	-
BU2 E8	Health contribution towards Continuing Health Care cases / work	100,000	100,000	-
BU2 E10	Shared Lives	200,000	200,000	-
		896,500	896,500	-
BU2 E2	Reducing double-handed care	300,000	-	300,000
		1,196,500	896,500	- 300,000
BU3 - Children Assessment & Care Management				
BU3 E4	Deletion of Children and Adolescent Mental Health Service (CAMHS) Social Worker post	50,000	50,000	-
BU3 E5	Review of printing and catering requirements	36,000	36,000	-
		86,000	86,000	-
BU3 E2	Charging for Newsome Ave respite unit	64,000	16,000	- 48,000
BU3 E3	Re-locate children disability team at Barnsley Academy	32,000	16,000	- 16,000
		96,000	32,000	- 64,000
		182,000	118,000	- 64,000
PEOPLE DIRECTORATE SUMMARY				
	KLOE's on target	1,213,500	1,213,500	0
	KLOE's delay in Delivery	96,000	32,000	-64,000
	KLOE's not on target	300,000	0	-300,000
	TOTAL PEOPLE KLOE's	1,609,500	1,245,500	-364,000
		Target	Outturn	Variance
PLACE				
2020 Kloes				
BU4				
BU4 - E1	Property Investment Fund Income	10,000	10,000	0
BU4 - E6	Cessation of Service Provision in Specific Community Buildings	20,000	20,000	0
		30,000	30,000	0
	Kloes not on target			0
		30,000	30,000	0
BU5				
BU5-E1	Various Income Generation Proposals	50,000	50,000	0
BU5 - E2	External Contributions	57,000	57,000	0
BU5 - E3	Regulatory Services - Various Efficiencies	10,000	10,000	0
BU5 - E5	External Contributions - Further Reduction	50,000	50,000	0
		167,000	167,000	0
	Kloes not on target			0
		167,000	167,000	0
BU6				
	Delivery on Target			
BU6 - E7	PTE 3-5 Year strategic plan - Reduction in the levy through efficiencies in SYPTE	525,000	525,000	0
		525,000	525,000	0
	Kloes not on target ****			0
		-	-	0

525,000	525,000	0
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2015 - 2017 MitigationsBU6

Delivery on Target

Income Generation - Pest Control	92,000	92,000	0
Income Generation - Commercial Waste Charge Increase	40,000	40,000	0
Income Generation - Invest to Grow (Drainage/MOTs/Dropped Kerbs)	59,000	59,000	0
Income Generation - Increase all Fees & Charges	75,000	75,000	0
Income Generation - Charge to Developers for new recycling led waste service	50,000	50,000	0
Income Generation - Premium Bulky Income	5,000	5,000	0
Income Generation - Increased Material Sales from Depot	40,000	40,000	0
Management of Overtime	25,000	25,000	0
Highways Restructure	58,000	58,000	0
Car Parking Income	120,000	120,000	0
	564,000	564,000	0

Delay in Delivery

Utility Underspend - Savings following introduction of LED street lights	270,000	252,000	-18,000
Income Generation - CSS (Ebay etc)	10,000	-	-10,000
Transfer Loading Station	300,000	70,000	-230,000
Highways Materials change to cold mix	75,000	-	-75,000
Travel Training - Train 50 children	75,000	-	-75,000
Waste PFI - Direct Delivery to Manvers	100,000	40,000	-60,000
Vacancy Management	200,000	-	-200,000
Contrat Procurement	250,000	-	-250,000
	1,280,000	362,000 -	918,000
	1,844,000	926,000 -	918,000

PLACE DIRECTORATE SUMMARY

<u>KLOE's on target</u>	1,286,000	1,286,000	0
<u>KLOE's delay in Delivery</u>	1,280,000	362,000	-918,000
<u>KLOE's not on target</u>	0	0	0
TOTAL PLACE KLOE's	2,566,000	1,648,000	-918,000

COMMUNITIES

£	£	£
Target	Outturn	Variance

BU7

BU7 E3	there is the potential to create a single customer contact centre	41,301	41,301	0
BU7 E4	Feedback and Improvement Support Officer	20,164	20,164	0
BU7 E7	Support Services Review	17,547	17,547	0
BU7 E8	DFG & Service Management Team:	47,872	47,872	0
BU7 E9	School Electronic Kitchen Management System:	27,833	27,833	0
BU7 E10	Day Opportunities and Enablement Teams	61,179	61,179	0
BU7 E11	Review Org structure of Management Team	3,000	3,000	0
		218,896	218,896	-

BU8

BU8 E2	Court costs and fixed penalty prosecutions.	100,000	100,000	0
BU8 E6	Volunteering & engagement	30,000	30,000	0
BU8 E7	Reduction in the Area Council grants allocation.	210,000	210,000	0
BU8 E9	Reconfigure of staff teams across safer and healthier	20,000	20,000	0
		360,000	360,000	0
BU8 E1	Selective Licensing	40,000	-	40,000
		400,000	360,000 -	40,000

BU12

BU12 E1	Additional IT Resource	-	84,000	-
		-	84,000	-

COMMUNITIES DIRECTORATE SUMMARY

<u>KLOE's on target</u>	494,896	494,896	0
<u>KLOE's with Delays</u>	0	0	-
<u>KLOE's not on target</u>	40,000	0 -	40,000

TOTAL COMMUNITIES KLOE's	534,896	494,896	-40,000
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PUBLIC HEALTH

	<u>£</u>	<u>£</u>	<u>£</u>
	Target	Outturn	Variance
PH E1 Health behaviour of school aged children	60,000	60,000	-
PH E2 Review of Contracts & Commissioning	289,000	289,000	-
PH E6 BU10 staffing review in line with Future Council 2020 HR process	30,000	30,000	-

PUBLIC HEALTH DIRECTORATE SUMMARY

<u>KLOE's on target</u>	379,000	379,000	0
<u>KLOE's with Delays</u>	0	0	0
<u>KLOE's not on target</u>	0	0	0
TOTAL PUBLIC HEALTH KLOE's	379,000	379,000	0

CORE SERVICES

	<u>£</u>	<u>£</u>	<u>£</u>
	Target	Outturn	Variance
Delivery on Target			
BU11 E1 Corporate mail and printing re-design	68,000	68,000	-
BU11 E2 Facilities Management re-design	35,000	35,000	-
BU13 E1 Finance Business Unit - major restructure	284,000	284,000	-
BU13 E2 Finance Business Unit - Senior Management Structure	135,000	135,000	-
BU17 E1 Re-structure of Legal Services	25,000	25,000	-
BU18 E1 Lord-Lieutenant of South Yorkshire	5,000	5,000	-
BU18 E2 Reduction in supplies and services for Elected Members	16,300	16,300	-
BU14 E1 Human Resources & Business Support Restructure.	295,448	295,448	-
BU15 E1 Organisation & Workforce Improvement.	130,494	130,494	-
BU16 E1 Communications & Marketing	54,649	54,649	-
	1,048,891	1,048,891	-

CORE SERVICES SUMMARY

<u>KLOE's on target</u>	1,048,891	1,048,891	0
<u>KLOE's with Delays</u>	0	0	0
<u>KLOE's not on target</u>	0	0	0
TOTAL CORE SERVICES KLOE'S	1,048,891	1,048,891	0

OVERALL KLOE SUMMARY

<u>KLOE's on target</u>	4,422,287	4,422,287	0
<u>KLOE's with Delays</u>	1,376,000	394,000	-982,000
<u>KLOE's not on target</u>	340,000	0	-340,000
	6,138,287	4,816,287	-1,322,000

	Original Budget 2017/18 £	Forecast Outturn £	Variance £
Income			
Dwellings Rent	69,843,580	69,843,580	0
Non Dwellings Rent	371,480	366,470	-5,010
Heating Charges	574,780	574,780	0
Other Charges for Services & Facilities	886,560	967,180	80,620
Contributions towards Expenditure	512,220	505,160	-7,060
	72,188,620	72,257,170	68,550
Expenditure			
Repairs & Maintenance (including fees)	18,294,990	18,294,990	0
Supervision and Management	16,612,130	16,617,630	5,500
Rents Rates Taxes & Other Charges	201,300	201,300	0
Provision for bad and doubtful debts	1,047,650	1,047,650	0
Depreciation & Impairment of Fixed Assets	12,027,970	12,027,970	0
Debt Management Costs	94,580	94,580	0
	48,278,620	48,284,120	5,500
Net Cost of Services	-23,910,000	-23,973,050	-63,050
Interest Payable and similar charges	10,635,600	10,635,600	0
Voluntary MRP	0	0	0
Repayment of Debt	2,028,530	2,028,530	0
Amortised Premiums and Discounts	77,570	77,570	0
Investment Income	-107,230	-107,230	0
Transfer from the Major Repairs Reserve	8,907,170	8,907,170	0
Revenue Contribution to Capital	7,819,640	3,877,320	-3,942,320
Total Surplus (-)/ Deficit for the year	5,451,280	1,445,910	-4,005,370
Adjust for slippage on Revenue Contributions to Capital			3,942,320
Net improvement in the financial position			63,050

Key:-

No Cause for Concern
 Minor Cause for Concern
 Major Cause for Concern



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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 – Core Services

CAPITAL PROGRAMME PERFORMANCE – QUARTER ENDING 30 JUNE 2017

1. Purpose of the Report

- 1.1. To consider the financial performance of the Council's Capital Programme to the quarter ended June 2017 and assess the implications against the Council's Medium Term Financial Strategy (MTFS). The key headlines are:-
- The position of the Council's Capital Programme for the 2017/18 financial year is currently projected to be an overall lower than anticipated expenditure of **£8.652M**; and
 - The position of the Council's Capital Programme over the five year period to 2021/22 is currently projected to be an overall lower than anticipated expenditure of **£0.428M**.

2. Recommendations

2.1. It is recommended that Cabinet:

- **Note both the 2017/18 and overall five year Capital Programme positions;**
- **Approve the 2017/18 scheme slippage totalling -£2.823M and scheme re-phasing totalling -£3.045M (paragraphs 4.4, 4.5 and Appendix B refer);**
- **Approve the total net decrease in scheme costs in 2017/18 of £2.784M, (paragraph 4.6 and Appendix B refer);**
- **Approve the net increase in scheme costs in future years totalling £2.356M (paragraph 4.7 and Appendix B refer); and**
- **Approve the new proposed scheme totalling £0.287M, as described in paragraph 5.2.**

3. Capital Programme & Funding Position

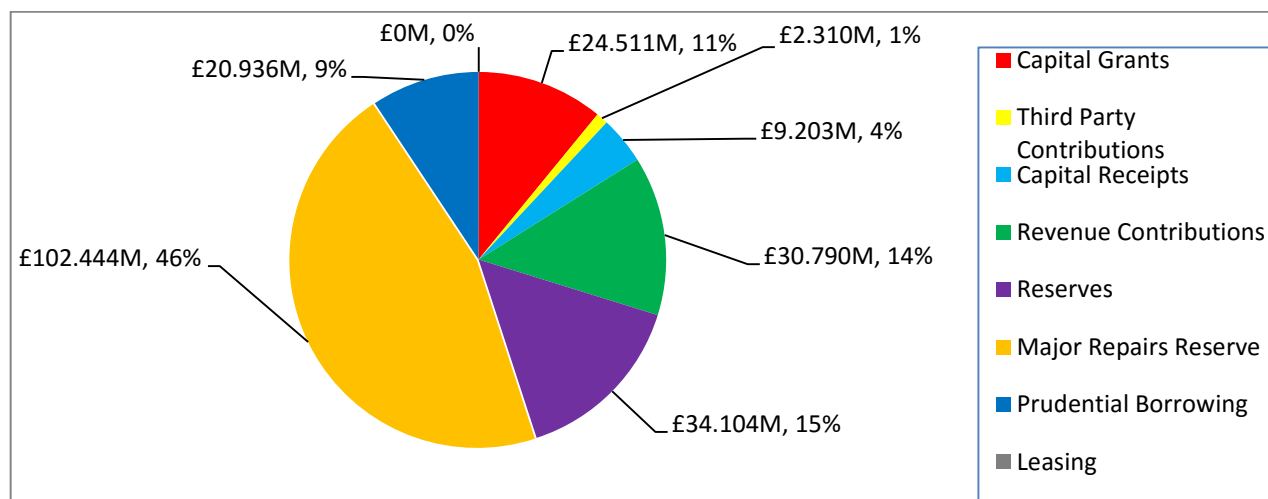
- 3.1. The Council's capital programme is planned over the five year period for 2017/18 through 2021/22 inclusive. Appendix A shows detailed plans per scheme under each respective Directorate.

<u>Directorate</u>	2017/18 Capital Programme £M	Later Years Capital Programme £M	Total Capital Programme £M
People	5.533	-	5.533
Place	18.179	12.575	30.754
Communities	5.457	-	5.457
Finance, Assets & IT	24.621	17.645	42.266
Housing Revenue Account	30.725	109.563	140.288
Total	84.515	139.783	224.298

3.2. The Council's capital programme is funded from a range of sources. The table below shows the resources allocated to capital plans for the Council's five year capital programme. It should be noted that this funding only relates to direct Council expenditure (or where the Council acts as the Accountable Body). A number of schemes also lever in private and public sector match funding but this is not reflected below unless the Council incurs spend.

<u>Funding Source</u>	2017/18 Planned Resources £M	Later Years Planned Resources £M	Total Planned Resources £M
Capital Grants	14.688	9.823	24.511
Third Party Contributions (Inc. S106)	2.274	0.036	2.310
Capital Receipts	3.313	5.890	9.203
Revenue Contributions	11.106	19.684	30.790
Reserves	24.379	9.725	34.104
Major Repairs Reserve	18.490	83.954	102.444
Prudential Borrowing	10.265	10.671	20.936
Leasing	-	-	-
Total	84.515	139.783	224.298

3.3. The pie chart below is a graphical representation of the table above.



4. Capital Programme Monitoring Position – By Directorate

4.1. The table below shows both the 2017/18 capital programme position and the overall, five year programme position as at 30th June. Appendix A shows detailed plans / outturn per scheme under each respective Directorate.

<u>Directorate</u>	2017/18 Capital Programme £M	2017/18 Actuals £M	2017/18 Projected Outturn £M	2017/18 Variance £M	Total Capital Programme £M	Total Projected Outturn £M	Total Variance £M
People	5.533	0.653	5.665	0.132	5.533	5.665	0.132
Place	18.179	4.114	18.568	0.389	30.754	30.606	(0.148)
Communities	5.457	0.391	3.075	(2.382)	5.457	5.457	-
Finance, Assets & IT	24.621	2.045	24.455	(0.166)	42.266	42.099	(0.167)
Housing Revenue Account	30.725	2.586	24.100	(6.625)	140.288	140.043	(0.245)
Total	84.515	9.789	75.863	(8.652)	224.298	223.870	(0.428)

4.2. The explanations for the 2017/18 variance of **-£8.652M** and the overall net variance of **£0.428M** is shown in the table overleaf and in more detail at paragraphs 4.3 - 4.6 (2017/18 only) and paragraph 4.7 (overall capital programme).

	2017/18 £M	Later Years £M	Total £M
Reported Variance as at 30th June			
As a result of:			
Slippage	(2.823)	2.823	-
Re-phasing	(3.045)	3.045	-
	(5.868)	5.868	-
Funded Increases/(Decreases) in Scheme Costs *			
People	0.132	-	0.132
Place	(0.148)	-	(0.148)
Communities	-	-	-
Finance, Assets & IT	(0.167)	-	(0.167)
Housing Revenue Account	(2.601)	2.356	(0.245)
	(2.784)	2.356	(0.428)
Total	(8.652)	8.224	(0.428)

* These increases / decreases are contained within unallocated resources held within that directorate. These resources have not yet been aligned to particular schemes and have arisen from residual resources from historic schemes. Paragraph 6.2 refers.

2017/18 Position

4.3. Overall, the 2017/18 position is currently projected as a lower than planned expenditure totalling **-£8.652M**, predominately as a result of scheme slippage / rephasing along with estimated variation in costs, primarily reductions within Housing Revenue Account schemes.

4.4. **2017/18 Slippage**

Of the variation in expenditure against approved plans, -£2.823M relates to scheme slippage, where expenditure plans are expected to be utilised in a future year rather than the current year, due to events out of the control of the respective project managers. There are no financial implications in terms of the overall capital programme. The schemes that have been significantly slipped are detailed below:

HRA; New Build Acquisition 14 Cross Street (-£0.441M)

This scheme relates to properties being acquired for rent with a view to improving the housing offered to our customers and contributing to the provision of affordable housing. Increasingly Section 106 New Build properties are being acquired from Housing Developers. Slippage of £0.441M is reported on the Cross Street New Build S106 properties where progress by the developer has been slower than originally programmed.

Communities; Disabled Facilities Grant (-£2.382M)

The DFG Service has revised its operating procedures to meet the needs of disabled people in a more effective and flexible way by using to their best effect powers afforded under Article 3 of the Housing Grants Construction and Regeneration Act 1996.

This has been achieved by the Council revising and publishing a new policy implemented from 1st April 2017. The policy now includes the additional help and flexibility the Council will offer in relation to providing home adaptations for disabled people in the future.

Unfortunately the full impact of the above will not be realised until later in the financial year and into 2018/19. Of the full £4.382M budget, £2.000M is anticipated to be spent in 2017/18 with the remainder of £2.382M anticipated to be spent in later years.

- **Recommendation 2 of this report is to formally approve the slippage of plans into later years within the capital programme as outlined above.**

4.5. 2017/18 Re-phasing

An amount totalling -£3.045M relates to net scheme re-phasing (where schemes are now due to complete in a different financial year to the year in which it was originally planned due to actions of project leads). There are no financial implications in terms of the overall capital programme. The schemes that have been significantly re-phased (over £0.5M) are detailed below:

Place: M1 Junction 36 Phase 1 Hoyland (£0.537M)

The variation amount of £0.537M relates to SCRIF Highways scheme (work package 1 - slip road) that was initially due to commence in 2016/17. These works have been delayed into 2017/18 due to delays with Highways England. The overall scheme continues to forecast an overall balanced position.

HRA: BHS New Starts (-£1.635M)

The Barnsley Homes Standard (BHS) budget maintains properties at the Decency standard. £1.6M of unallocated BHS monies (largely from savings identified in completed schemes) has been re-phased into 2018/19.

HRA: Single Property Acquisition (-£1.477M)

This scheme relates to the acquisition of single properties for rent through the Single Properties Acquisitions budget which contributes to the provision of affordable housing. After a review of this scheme, it is proposed to re-phase £1.477M from 2017/18 to 2018/19 to more accurately reflect the likely number of suitable acquisitions in each year.

HRA: HRA Reserve Fund (-£0.655M)

£14.344M has been identified to support the Council's strategic housing objectives in the public and private sector over a five year period to stimulate housing growth. As no further Section 106 acquisitions are expected in 2017/18, it is proposed to re-phase £0.655M from 2017/18 to 2018/19.

Various: Others

In quarter 1, a number of individual schemes have reported minor rephasing (i.e. less than £0.5M) in 2017/18 amounting to £0.185M in total. Appendix B identifies these schemes individually.

- **Recommendation 2 of this report is to formally approve the net re-phasing of plans from later years within the capital programme as outlined above.**

4.6. 2017/18 Variation in Costs

An amount totalling -£2.784M relates to an estimated net reduction in expenditure across a large number of schemes as a result of cost variations / scheme completion. Significant cost variations (over £0.5M) are detailed below: Appendix B identifies these schemes individually.

HRA: BHS Cudworth / Shafton (-£0.573M)

This scheme is designed to maintain properties in the Cudworth / Shafton area at the Decency standard. Although works costs increased at design stage by £0.3M due to the necessity to

add additional external insulation and roof extension works to a number of properties, a number of other savings have been identified that have meant that there is an overall underspend. that were not identified in the original scope of works. This is primarily due to:- £0.3M heating savings due to improved installation methods, £0.2M electrical savings due to some properties not requiring the full rewiring as anticipated, £0.2M savings on prelims and £0.1M miscellaneous savings.

HRA: Structural Extensive/Void Replacements (£0.400M); Replacement Items (-£0.400M)

Approval is sought, via this report, for the virement of £0.400M to the Structural Extensive / Void Replacement budget from the Replacement Items budget in 2017/18 and each of the following 4 financial years, realigning the budget to demand levels for works within the respective budgets.

The Structural Extensive programme allows for structural and replacement items in both tenanted and void properties where the existing property elements are beyond repair or dangerous. Extensive works to single properties which do not lend themselves to programmed work are also covered by this budget. The Replacement Items budget, which includes kitchens, bathrooms, windows, doors and rainwater goods, comprises items which are reported by tenants and subsequently on inspection are deemed beyond repair. In recent years, demand against the latter budget has declined, whilst increasing demand for Structural Extensive / Void replacements and the scope of work has placed additional pressure on that budget. This is due to an ageing stock and tenants refusals respectively.

Various: Others (-£2.211M)

In quarter 1, a number of schemes have reported a variation in cost of less than £0.5M individually in 2017/18, totalling -£2.211M. Appendix B identifies these schemes individually.

Where the funding is restricted in terms of what it can be used on, these resources fall back to specific directorate unallocated resources for utilisation in future periods. The resources relating to the reported net reduction of -£2.784M relate entirely to restricted resources, which paragraphs 6.2 refers.

- **Recommendation 3 of this report is to formally approve the variation of plans within the capital programme due to cost variations as outlined above.**

Overall Capital Programme Position

- 4.7. In terms of the capital programme in future years, there's an anticipated increase in scheme costs of £2.355M within the HRA in addition to the issues outlined within the 2017/18 position in paragraphs 4.4 through paragraph 4.6. The main reason for the anticipated increase in scheme costs for future years is detailed below:

HRA: BHS New Starts (£2.242M)

The Barnsley Homes Standard (BHS) budget maintains properties at the Decency standard. Savings identified on prior year approved BHS schemes have been added to the New Starts budget in 2018/19 to support future year's programmes.

Various: Others

In quarter 1, a number of schemes have reported variation of costs of less than £0.5M in future years, totalling £0.113M. Appendix B identifies these schemes individually.

Therefore, the total variation on the programme equates to a net decrease of **£0.428M**. The specific schemes and variation amounts are highlighted in Appendix B to this report.

- **Recommendation 4 of this report is to formally approve the variation of plans within the capital programme due to cost variations as outlined above.**

5. **New Scheme Approvals**

5.1. The Council's Capital Programme is updated for the approved changes outlined in this and previous monitoring reports as well as any individual capital reports submitted into Cabinet for approval.

5.2. There is one scheme to be considered, which is detailed below:

Cyber Security (£0.287M)

The scheme relates to improving the Council's cyber security software to the required level, following the recent cyber breaches at a number of organisations, including parts of the NHS.

	Directorate	2017/18 £M	2018/19 £M	2019/20 £M	2020/21 £M	2021/22 £M	Total £M
New Approvals:							
Cyber Security	Communities	0.126	0.123	0.038	-	-	0.287
Total		0.126	0.123	0.038	-	-	0.287
Funded by:							
Revenue Contributions		(0.027)	(0.027)	(0.027)	-	-	(0.081)
Invest to Grow Reserve *		(0.068)	-	-	-	-	(0.068)
Capital Receipts		(0.031)	(0.096)	(0.011)	-	-	(0.138)
Total		(0.126)	(0.123)	(0.038)	-	-	(0.287)

* £0.068M utilisation of the remaining Invest to Grow Reserve (Recommendation within the Quarter 1 Corporate Financial Performance Report 2017/18 refers)

- **Recommendation 5 of this report is to formally approve this new scheme within the capital programme as outlined above.**

6. Unallocated Resources

6.1. There was a balance of resources at the end of quarter 1, over and above the funding identified at Table 3.2., totalling £36.964M, all of which is ring-fenced as to how it can be spent.

Members should note the distinction between resources 'in the bank' in 2017/18 and indicative allocations that haven't yet been aligned to specific schemes. These allocations are due to be received in future years but are indicatively built into the programme, which are subject to change.

6.2. The unallocated resources position is analysed in the table below which shows the funding that is restricted / earmarked to a specific area / activity. There are no unallocated resources that are unrestricted at this time.

<u>Restricted / Earmarked Funding</u>		2017/18 £M	Later Years (Indicative) £M	Total £M
Highways Funding	Place	10.793	12.754	23.547
Section 106 Monies	Place	4.378	-	4.378
Schools Grants	People	1.042	1.459	2.501
Other	Various	2.248	4.290	6.538
Opening Resources Unallocated to Schemes		18.461	18.503	36.964
Resources Made Available as per this Report (Paragraph 4.6)		2.784	-	2.784
Rephasing of Available Resources *		(2.356)	2.356	-
Resources To Be Used as per this Report (Paragraph 4.7)		-	(2.356)	(2.356)
Increase / (Decrease) in Available Resources		0.428	-	0.428
Revised Restricted Resources Unallocated to Schemes		18.889	18.503	37.392

* Unallocated Resources have been rephased into future periods to reflect the anticipated use of those resources.

6.3. Following the approval of this Cabinet Report, restricted unallocated resources will increase by £0.428M due to scheme variations across the capital programme, as referred to in paragraph 4.7.

6.4. Ongoing reviews of existing resources/ unallocated balances will be carried out by the Capital 'Oversight' Board. Any unrestricted resources will be considered as part of the update on the strategic reserves strategy.

7. Capital Programme Monitoring Position – By Corporate Priority / Outcome

- 7.1. The table below provides an analysis of the capital plans within the Council's five year capital programme, identifying the capital resources that are aligned to achieving the Council's 3 main Corporate Priorities and the 12 front facing outcomes. Any performance issues arising from the capital schemes assigned to each Corporate Priority are discussed within each relevant outcome section with material items referenced in the Corporate Performance Report. Appendix A shows detailed plans / outturn per scheme aligned to each Corporate Outcome.

<u>Corporate Priorities</u>	<u>Corporate Outcomes</u>	<u>2017/18 Capital Programme £M</u>	<u>2017/18 Actuals £M</u>	<u>2017/18 Projected Outturn £M</u>	<u>2017/18 Variance £M</u>	<u>Total Capital Programme £M</u>	<u>Total Projected Outturn £M</u>	<u>Total Variance £M</u>
THRIVING & VIBRANT ECONOMY	(1) Create More & Better Jobs & Good Business Growth	7.733	0.932	8.104	0.371	20.018	19.852	(0.166)
	(2) Increase Skills To Get More People Working	-	-	-	-	-	-	-
	(3) Develop A Vibrant Town Centre	26.804	2.835	26.804	-	44.448	44.448	-
	(4) Strengthen Our Visitor Economy	1.002	0.002	1.001	(0.001)	1.292	1.291	(0.001)
	(5) Create More & Better Housing	37.340	3.086	28.333	(9.007)	146.904	146.658	(0.246)
	Sub Total	72.879	6.855	64.242	(8.637)	212.662	212.249	(0.413)
PEOPLE ACHIEVING THEIR POTENTIAL	(6) Every Child Attends a Good School	5.389	0.645	5.372	(0.017)	5.389	5.372	(0.017)
	(7) Early, Targeted Support For Those That Need It	-	-	-	-	-	-	-
	(8) Children & Adults Are Safe From Harm	0.525	0.047	0.525	-	0.525	0.525	-
	(9) People Are Healthier, Happier, Independent & Active	1.333	0.086	1.335	0.002	1.333	1.335	0.002
	Sub Total	7.247	0.778	7.232	(0.015)	7.247	7.232	(0.015)
STRONG & RESILIENT COMMUNITIES	(10) People Volunteering & Contributing Towards Stronger Communities	0.005	-	0.005	-	0.005	0.005	-
	(11) Protecting The Borough For Future Generations	3.578	2.136	3.578	-	3.578	3.578	-
	(12) Customers Can Contact Us Easily & Use More Services Online	0.806	0.020	0.806	-	0.806	0.806	-
	Sub Total	4.389	2.156	4.389	-	4.389	4.389	-
Total	84.515	9.789	75.863	(8.652)	224.298	223.870	(0.428)	

8. Capital Programme 'Oversight' Board

- 8.1. The Capital Programme 'Oversight' Board has been set up to have oversight for the performance management of the Council's capital programme including Sheffield City Region schemes where the Council is the lead Authority.
- 8.2. The Oversight Board is particularly important in assisting to address the Council's capital priorities leading up to 2020, particularly as future funding reduces/ changes. This is especially the case in relation to capital resources that will be re-directed to City Regions as a result of local Devolution Deals and changing Government policies/ priorities.

- 8.3. Currently, the oversight board are considering a number of detailed business cases relating to the 2017 - 2020 capital programme. These proposals form part of the budget setting process for capital, which relate to a wide range of capital investment, to be presented at budget Cabinet in February. Subsequent cabinet reports will be presented to formally approve these schemes in due course.

OUTCOME 1 - CREATE MORE & BETTER JOBS & GOOD BUSINESS GROWTH

1. Financial Position

The financial position for Outcome 1, for both current year and overall is shown below. This outcome is currently forecasting an overall lower than anticipated expenditure of -£0.166M. A full list of schemes at outcome level is provided at Appendix A with the variance analysis shown in Appendix B.

Directorate	2017/18 Capital Programme £M	Actuals to June 2017 £M	Projected Outturn 2017/18 £M	2017/18 Variance £M	Overall Capital Programme £M	Overall Projected Outturn £M	Overall Variance £M
PLACE / CORE	7.733	0.932	8.104	0.371	20.018	19.852	(0.166)

2. Significant Schemes

The three most significant schemes in terms of total value that are contributing to Outcome 1 are:

Scheme / Programme	Directorate	2017/18 Capital Programme £M	Actuals to June 2017 £M	Projected Outturn 2017/18 £M	2017/18 Variance £M	Overall Capital Programme £M	Overall Projected Outturn £M	Overall Variance £M
<i>Goldthorpe Master Plan</i>	PLACE	0.349	0.011	0.349	-	0.349	0.349	-
<i>Strategic Business Parks</i>	PLACE	1.248	0.048	1.248	-	1.835	1.835	-
<i>M1 Junction 36 Phase 1 Hoyland</i>	PLACE	2.746	0.584	3.284	0.537	12.569	12.569	-

Goldthorpe Master Plan

Overview

The Goldthorpe Masterplan capital investment is focussed on the redevelopment of the Goldthorpe Primary School on a new site in the middle of town. The existing school will relocate into the new building, with the old school building demolished and sold as an opportunity for a new retail development.

Financial

Actual expenditure up to June 2017 on this scheme totals £0.011M against approved scheme plans of £0.349M. This scheme is currently forecasting an overall balanced position.

Outcomes / Impact

The school building is now complete and opened to children at the start of the September term, following a 48 week build programme. A formal opening ceremony took place in September.

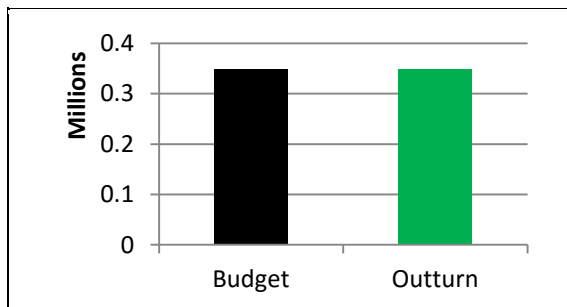
Demolition has now been completed on the existing school building. The site continues to be marketed on Right Move and proactive approaches to developers continues.

Future Outlook

There is ongoing risk of attracting new retail development on the existing school site and the subsequent capital receipt. This risk is being mitigated by progressing the demolition of the existing school site once vacated to increase its attractiveness to potential investors. This approach also reduces the impact of an empty building in the village.

Financials

- Overall Budget - £0.349M
- Projected Spend - £0.349M
- Projected Variance - £0



Outputs / Outcomes

- 190 Houses Demolished
- 310 school places
- 20,000 sqft potential new retail space
- 85% of work delivered by SME's

Strategic Business Parks – Jobs and Business Plan Element

Overview

M1 Junction 36 (Phase 1 Hoyland)

The overall programme and spend profile for the scheme continues to be amended on a monthly basis after the onsite project progress meeting to up to date with current position at all times.

At the end of 2016/2017 delays on site were incurred due to errors by Highways England's Site Agent works that would have anticipated being completed by the end of March 2017, and subsequently impacted on the outturn in 2016/2017. SCR are fully aware of this and there are no impacts on the overall SCRIF programme. These issues are now resolved and the scheme is currently forecasting an overall balanced position, with the Highways Works due to complete in 2017/2018. The reprogramming of the expenditure to contribute to the onsite developer work packages is aligned with developers programmes that are subject to the revised local plan adoption timescales - influenced by the planning inspectorate.

There was an initial delay to the start on site due to the delay in the signing of the funding agreement with Sheffield City Region but due to the good weather conditions we have experienced to date the physical works are progressing rapidly, and coupled with a change in how the value of the works completed are assessed and claimed by the contractor this has helped to achieve the current forecast spend position. A change request was submitted envisaging acceleration of the Slip Road element of work package 1 in 2016/2017 but due to errors by Highways England's Site Agent works that would have anticipated being completed by the end of March 2017, and subsequently impacted on the revised spend profile in 2016/2017 were delayed. These issues are now resolved and the scheme is currently forecasting an overall balanced position.

Financial

Actual expenditure up to the end of June 2017 on this scheme totals £0.048M against approved scheme plans of £1.248M. This scheme is currently forecasting an overall balanced position.

Future Outlook

M1 Junction 36 (Phase 1 Hoyland)

- Funding Agreement / Development Agreements all signed March 2016
- Highways Infrastructure Works – Started on Site – End of May 2016
- Highways Infrastructure Works – Due for Completion Summer 2017
- Local Plan – programmed for Adoption late summer 2017
- 3rd Party Employment sites Infrastructure Works - Planning Permission obtained 12 months after Local Plan Adoption
- 3rd Party Employment Sites Infrastructure Works - Start on Site 2018/19
- 3rd Party Employment Sites Infrastructure Works - completed 2024

M1 Junction 36 (Phase 2 Goldthorpe)

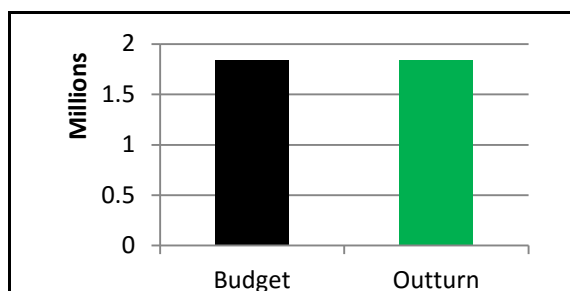
- Traffic Modelling works to be completed by Autumn 2016
- Transport Options to be designed and costed by March 2017
- BMBC Local Plan expected to be adopted late Summer 2017
- 1B Business Case Submitted Autumn 2017 (Aligned with the Local Plan Timescales and subject to Local Plan Adoption)
- Funding Agreement / Development Agreements signed Spring 2018 (allowing 9 months post Local Plan anticipated adoption period)
- 3rd Party Employ't Sites Infrastructure Works Planning Permission Obtained (12 month after Local plan adopted)
- 3rd Party Employment Sites SCRIF Infrastructure Works Start on Site - 2019/2020
- 3rd Party Employment Sites SCRIF Infrastructure Works completed – 2020/2021

M1 Junction 37

- 1A SCRIF Business Case to proceed to 1B full business case
- Transport Options to be fully designed and costed March 2017
- BMBC Local Plan expected to be adopted Summer 2017
- 1B Business Case Autumn 2017 (Aligned with the Local Plan Timescales and subject to Local Plan Adoption)
- Funding Agreement / Development Agreements signed Spring 2018 (allowing 9 months post Local Plan anticipated adoption period)
-
- 3rd Party Employment Sites Infrastructure Works Planning Permission obtained (12 month after Local plan Adopted)
- 3rd Party Employment Sites SCRIF Infrastructure Works Start on Site - 2019/2020
- 3rd Party Employment Sites SCRIF Infrastructure Works phase one completed – 2020/2021

Financials

- Overall Budget - £1.835M
- Projected Spend – £1.835M
- Projected Variance – £0M



Outputs / Outcomes

M1 Junction 36 (Phase 1 Hoyland) (123 hectare)

- 1.8km of new and improved highways infrastructure
- 4,744 direct jobs and 1,582 indirect jobs (by 2033)
- 273,280 sqm of commercial floor space (by 2033)

M1 Junction 36 (Phase 2 Goldthorpe) (73 hectare proposed allocation plus a further 98 hectare reserved)

- 3,453 direct jobs (based on 73 hectare allocated)
- 207,180 sqm of commercial floor space (based on 60sqm per job) by 2033

M1 Junction 37 (85.85 hectare)

- 3,851 direct jobs
- 231,060 sqm of commercial floor space (based on 60sqm per job) by 2033
- 1690 new homes

NB. Outputs and outcomes are linked to the areas allocated through the Local Plan process and are still subject to change.

M1 Junction 36 Phase 1 Hoyland – SCRIF element

Overview

This site will be allocated as part of the emerging draft Local Plan 2014-2033, which is currently out for consultation as a publication version. The proposed infrastructure would be funded by Sheffield City Region Investment Fund and the Jobs and Business Plan together with private investment in the sites. This project will contribute significantly to the Council's aspiration of creating 17,500 new jobs over the next 20 years.

Financial

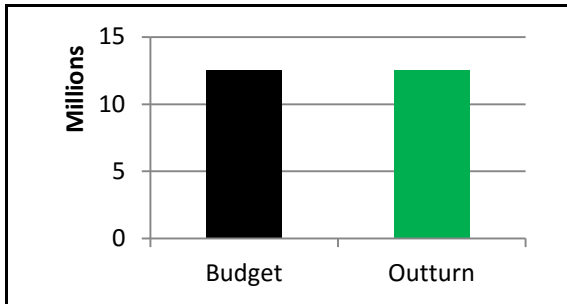
Actual expenditure up to the end of June 2017 on this scheme totals £0.584M against approved scheme plans of £2.746M. This scheme is currently forecasting an overall balanced position although re-phasing of £0.537M has been reported in quarter 1 to bring forward funding into current year.

Future Outlook

- Funding Agreement / Development Agreements all signed March 2016
- Highways Infrastructure Works – Started on Site – End of May 2016
- Highways Infrastructure Works – Due for Completion Summer 2017
- Local Plan – programmed for Adoption Autumn 2017
- 3rd Party Employment sites Infrastructure Works - Planning Permission obtained 12 months after Local Plan Adoption
- 3rd Party Employment Sites Infrastructure Works - Start on Site 2018/19
- 3rd Party Employment Sites Infrastructure Works - completed 2024

Financials

- Overall Budget - £12.569M
- Projected Spend - £12.569M
- Projected Variance – £0M



Outputs / Outcomes

M1 Junction 36 (Phase 1 Hoyland) (123 hectare)

- 1.8km of new and improved highways infrastructure
- 4,744 direct jobs and 1,582 indirect jobs (by 2033)
- 273,280 sqm of commercial floor space (by 2033)

NB. Outputs and outcomes are linked to the areas allocated through the Local Plan process and are still subject to change. NB Figures in this box are still to be revised to reflect local plan publication version.

OUTCOME 3 – DEVELOP A VIBRANT TOWN CENTRE

1. Financial Position

The financial position for Outcome 3, for both current year and overall is shown below. The outcome is currently forecasting an overall balanced position. A full list of schemes at outcome level is provided at Appendix A with the variance analysis shown in Appendix B.

Directorate	2017/18 Capital Programme £M	Actuals to June 2017 £M	Projected Outturn 2017/18 £M	2017/18 Variance £M	Overall Capital Programme £M	Overall Projected Outturn £M	Overall Variance £M
PLACE / CORE	26.804	2.835	26.804	-	44.448	44.448	-

2. Significant Schemes

The two most significant schemes in terms of total value that are contributing to Outcome 3 are:

Scheme / Programme	Directorate	2017/18 Capital Programme £M	Actuals to June 2017 £M	Projected Outturn 2017/18 £M	2017/18 Variance £M	Overall Capital Programme £M	Overall Projected Outturn £M	Overall Variance £M
<i>Town Centre Redevelopment (Glassworks)</i>	CORE	23.110	1.772	23.110	-	40.754	40.754	-
<i>Delivery of New Retail & Leisure Facilities</i>	PLACE	3.641	1.063	3.641	-	3.641	3.641	-

Town Centre Redevelopment (Glassworks)

Overview

Phase 1 of the Glassworks scheme within the Town Centre is focussed on the redevelopment of the BMBC owned assets and land in Barnsley town centre. The investment will include enabling works and demolition to clear derelict and underused assets, the creation of a temporary market structure to house the semi-open market traders, the refurbishment and extension of the existing metropolitan centre, the creation of a new library, new landscaped public open space (the Market Square) and high quality car parking on the former CEAG site. These ambitious plans will boost regeneration, acting as a catalyst for further investment in the town.

The town centre redevelopment has recently been named the Glassworks. Significant progress has been made since commencement of the scheme in June 2014. The main contractor Henry Boot was appointed in February 2016. We've seen the open market relocated into the town centre precinct, the demolition of the former Zero Ice building and former retail units to clear the site for the new Library, demolition of the Kendray Street bridge, the demolition of Central Offices and demolition of the Old TEC building has commenced. The new Market Gate car park opened in May 2016, with the new temporary May Day Green market opening in September 2016 followed by the Market parade Market in Feb 2017.

The next key phases of works have commenced with the construction of the new Library together with the refurbishment of the Metropolitan Centre. The design process is currently at RIBA Stage 4 for the Library, RIBA 3A for the Metropolitan Centre to allow for co-ordination with the Phase 2 project plans and RIBA Stage 2 for the public realm.

Financial

Actual expenditure up to June 2017 on this scheme totals £1.772M against approved scheme plans of £23.110M.

Outcomes / Impact

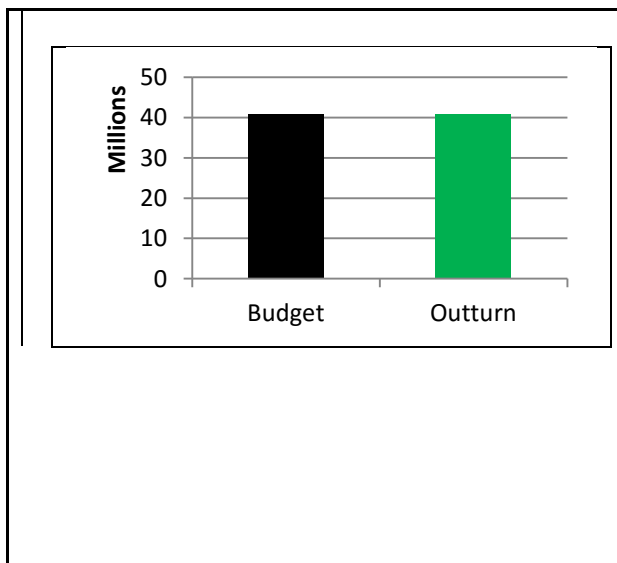
See below

Future Outlook

The project is making good progress on site. The enabling and demolition works are well underway and the relevant statutory permissions are in place. There are additional elements of work that were not included in the original Cabinet approval which will need to be considered for future funding. These elements include wider public realm improvements including potentially additional funding for the market square and a bridge over Jumble Lane crossing. The costs of the public realm will be clarified through the Stage 2 design process and external funding sources are being considered for both this and the bridge.

Financials

- Overall Budget - £40.754M
- Projected Spend - £40.754M
- Projected Variance - £0M



Outputs / Outcomes

- Approximately 27,017sqm Brownfield land reclaimed / redeveloped.
- Demolition of approximately 33,000sqm of floorspace.
- Up to 12,000sqm of refurbished retail / market floorspace.
- Up to 30,500sqm of new available floorspace for use classes A1, A3, A4, to increase and widen the retail offer in the town centre.
- Creation of a 3,000sqm new public library
- Creation of a new public square
- Creation of new public car park
- Job creation through new retail / commercial development.
- Regeneration of the town centre to encourage wider growth and investment in Barnsley.
- Local supply chain opportunities in construction activity.
- Training opportunities through construction activity.

Delivery of New Retail & Leisure Facilities

Overview

The Council has engaged with a private sector development management company to bring forward Phase 2 of the Glassworks scheme. This will include working with the Council to provide:

- Fully tendered construction contract with a fixed price;
- Detailed planning consent;
- Pre-lets or key anchors secured including a cinema;
- A detailed financial model and cost plan
- Securing private sector finance to fund the new leisure and retail elements of the Better Barnsley scheme

The Council has completed the procurement exercise and has appointed Turner and Townsend and Queensberry Real Estate as the development management organisation. Early work has commenced including

- Integration of phase one and phase two of the scheme
- Detailed discussions with cinema operators and key retailers
- Development of a financial appraisal of the scheme
- Early work to promote the scheme to potential financial investors
- First draft of the business case to capture the proposed scheme that will be delivered.

Financial

Actual expenditure up to June 2017 on this scheme totals £1.063M, against approved plans of £3.641M.

This scheme is currently forecasting an overall balanced position.

Additional cost pressures are now being identified as Stage A is nearing completion with the proposed scheme bigger than envisaged and this is having an impact on the pre development costs. Work is ongoing to finalise these additional costs

Outcomes / Impact

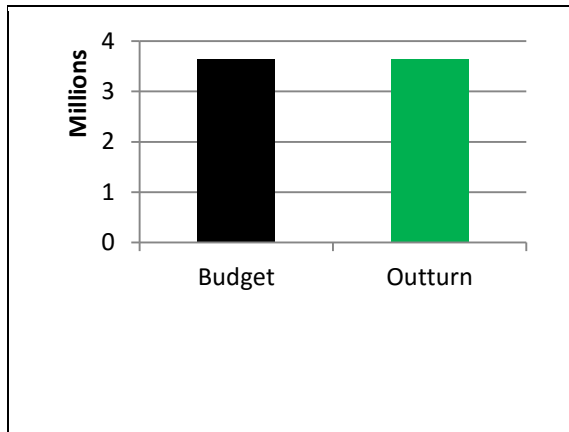
This project is part of the wider Better Barnsley scheme. Both this and the redevelopment of the Metropolitan Centre, Library and associated demolition work have to work together to achieve the desired end outcomes. Without the success delivery of new retail and leisure units in the town centre, the impact of the redevelopment will be affected and vice versa. It is one project and the outputs and outcomes need to be considered as such.

Future Outlook

- Stage A feasibility work complete by October 2016
- Stage B Pre-planning stage complete by March 2017
- Stage C Planning stage complete by July 2017
- Stage D Securing investment stage complete by September 2017

Financials

- Overall Budget - £3.641M
- Projected Spend - £3.641M
- Projected Variance - £0M



Outputs / Outcomes

- Estimated 846 permanent retail and leisure jobs to be created along with estimated 1694 construction jobs and additional safeguarded jobs within the market.
 - Approx 272,000 sq ft of new retail and leisure space in the town centre.
 - Estimated £75M private investment to be secured.
 - Increase in town centre footfall from estimated baseline of 7m
 - Increase in weekly footfall in the town centre between 5pm and 9pm from 5,310 per week
 - Increase in number of town centre shoppers
- Increase in average town centre dwell time from baseline position of 88 minutes

OUTCOME 5 – CREATE MORE AND BETTER HOUSING

1. Financial Position

The financial position for Outcome 5, for both current year and overall is shown below. The overall variance of -£0.246M relates to reductions in costs against various schemes. The funding related to these schemes is restricted as to what it can be used on.

The majority of the -£9.007M 2017/18 variance relates to re-phasing of HRA and Place schemes (Paragraphs 4.5 refers).

A full list of schemes at outcome level is provided at Appendix A with the variance analysis shown in Appendix B.

Directorate	2017/18 Capital Programme £M	Actuals to June 2017 £M	Projected Outturn 2017/18 £M	2017/18 Variance £M	Overall Capital Programme £M	Overall Projected Outturn £M	Overall Variance £M
HRA / PLACE / COMMUNITES	37.339	3.086	28.333	(9.007)	146.903	146.657	(0.246)

2. Significant Schemes

The three most significant schemes in terms of total value that are contributing to Outcome 5 are:

Scheme / Programme	Directorate	2017/18 Capital Programme £M	Actuals to June 2017 £M	Projected Outturn 2017/18 £M	2017/18 Variance £M	Overall Capital Programme £M	Overall Projected Outturn £M	Overall Variance £M
<i>Barnsley Homes Standard / Decent Homes</i>	HRA	14.776	(0.456)	11.688	(3.088)	77.140	77.140	-
<i>Non Barnsley Homes Standard</i>	HRA	5.587	0.736	5.429	(0.158)	29.094	29.094	-
<i>Housing Growth Schemes</i>	HRA	7.904	1.627	5.018	(2.886)	28.121	28.121	-

Barnsley Homes Standard / Decent Homes Schemes

Overview

Barnsley Homes fulfilled its Decent Homes target by achieving full decency of its housing stock in December 2010. As the decency standard is essentially a time based elemental standard, when a number of elements in a property require replacement because they are old and because of their condition, the property is said to be non-decent and requires improvement. The Barnsley Homes Standard (BHS) Programme improves these properties in planned improvement programmes and based on a whole house approach or elemental basis as appropriate.

Financial

As payments have not yet gone through for some provisions taken in 2016/17, actual expenditure to June 2017 on this programme totals (£0.456M) against the approved 2017/18 plan of £14.776M. Whilst the programme is currently

forecasting an overall balanced position, revised scheme costs are reported as part of this report. Cost savings of £2.1M have been realised on 2016/17 approvals. These, which have arisen due to a number of factors, are to be moved to 2018/19 to support future years' programmes, along with £0.4M savings identified on 2015/16 schemes, pending final accounts. £1.6M unallocated BHS monies are also forecast to be rephased to 2018/19, leaving £1M in 2017/18 primarily for the proposed Central Heating scheme. These are slightly offset by rephasing of £0.8M back into this year, reflecting anticipated phasing on the 2017/18 programme based on the 2016/17 outturn; plus a £0.3M increase following agreement of the GMP on 2017/18 Hemingfield scheme.

Future Outlook

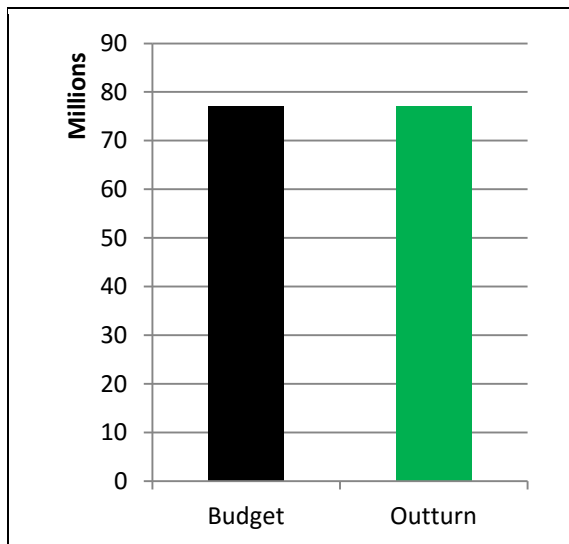
At this stage there are no significant issues that pose any delays to delivery. Three of the twelve 2017/18 approved schemes are currently on site and progressing well.

The 2017/18 addresses have been published on the Berneslai Homes website and all tenants included in the programme have been notified of the planned works which will be undertaken by Berneslai Homes stock maintenance partners, Kier Building Maintenance, Berneslai Homes Construction Services or other specialist contractors for any elemental schemes. It is currently proposed to undertake a 300 property central heating replacement programme which will be tendered using an Efficiency North Framework.

Works are ongoing planning Barnsley Homes Standard programmes of work beyond 2018 and addresses will be published on the Berneslai Homes website in the future once programmes are confirmed and relevant approvals secured.

Financials

- Overall Budget £77.140M
- Projected Spend £77.140M
- Projected Variance £0M



Outputs / Outcomes

The BHS programme, which ensures that the housing stock is maintained at Decency Standard, improves the quality and lifetime of social housing, ultimately delivering sustainable communities.

- Works to 1,354 properties are programmed to take place in 2017/18 to maintain the decency standard; all scheduled to complete by March 31st 2018. Three schemes are currently on site and progressing well.
- 129 properties have so far been handed over as complete

Non Barnsley Homes Standard Schemes

Overview

The Non BHS schemes incorporated in the PRIP contact include:-

- **The Major Adaptations budget** which assists people with specific identified needs within the Borough, allowing them to continue to live as independently as possible in the home of their choice.
- **The Replacement Items budget** comprising items which are reported by tenants and subsequently on inspection deemed beyond repair. These are placed into a planned rolling programme of work throughout the year. Properties where BHS works are planned are excluded except in very urgent or emergency cases.
- **The Structural Extensive / Void Replacement Programme** which allows for structural and replacement items in both tenanted and void properties where the existing property elements are beyond repair or dangerous. The budget allows for extensive works to single properties which do not lend themselves to ongoing or imminent programmed works.

Financial

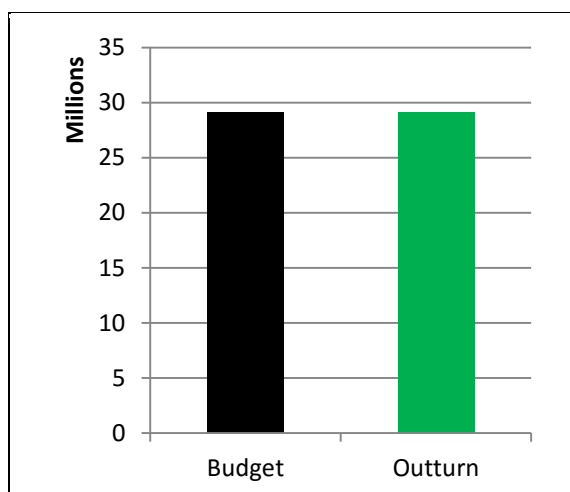
Actual expenditure to June 2017 on these demand led schemes totals £0.736M against the approved 2017/18 plan of £5.587; with £0.189M of the expenditure relating to Major Adaptations, £0.191M Replacement Items and £0.293M Structural Extensive/Void Replacement works, compared to plans of £1.946M, £1.857M and £1.214M respectively.

Future Outlook

Predicting the outturn of these demand led budgets with certainty is more difficult as both the quantity and scope of works vary. The budgets will be closely monitored as the year progresses.

Financials

- Overall Budget £29.094M
- Projected Spend £29.094M
- Projected Variance £0M



Outputs / Outcomes

Non BHS schemes make a real difference to tenants lives, improving the quality of social housing available and enabling them to continue living in the home of their choice.

The impact of these demand led budgets to June 2017 in 2017/18 is as follows:-

- 162 properties benefitted from major adaptation works.
- 575 jobs ordered against the replacement items budget.
- 103 jobs ordered against the structural extensive / void replacement budget.

This compares to 126 properties for the same period last year for major adaptations, 340 replacement items jobs and 76 structural extensive / void replacement jobs, noting that this does not reflect the scope of the works.

Housing Growth Schemes

Overview

BMBC is committed to a property acquisition and small targeted new build programmes with a view to improving the housing offered to our customers. Properties are also being acquired for rent through the Single Property Acquisitions budget contributing to the provision of affordable housing, supporting the Council's Empty Homes programme, and increasingly Section 106 New Build properties from Housing Developers. £14.344M has also been identified to support the Council's strategic housing objectives in the public and private sector over a five year period to stimulate housing growth, make best use of our council land and assets and contribute to our aspirational growth targets.

Financial

Actual expenditure to June 2017 on the schemes totals £1.617M against the approved 2017/18 plan of £7.904M. Whilst the programme is currently forecasting an overall balanced position, rephasing/slippage of £2.886M from 2017/18 to 2018/19 is forecast. £1.477M of the rephasing relates to single property acquisitions, realigning the budget to more accurately reflect typical annual outturns in line with the likely number of suitable acquisitions and their anticipated value. £0.655M has also been moved to 2018/19 on the HRA Reserve, as no further S106 acquisitions are expected in 2017/18 and £0.434M rephasing is forecast on New Build bungalows, reflecting an anticipated start on site in December 2017. Slippage of £0.440M is reported on the Cross Street New Build S106 properties where progress by the Developer is slower than programmed, with fewer properties now scheduled for completion in this financial year.

Future Outlook

Bernesali Homes are currently working in partnership with the BMBC Housing Growth team on two new build projects linked to Clearance schemes and Compulsory Purchase Orders in Goldthorpe (6 units) and Worsborough (8 units). The Goldthorpe Scheme is included within the HRA New Build Capital Programme with £1M earmarked. The CPO application for Beaver Street, Goldthorpe was submitted in August 2016 and planning approval given in September 2016. Following resolution of the CPO in May 2017, tender arrangements are being reviewed for release in Aug 2017. The Worsborough Scheme will be contained within the HRA Reserve Fund.

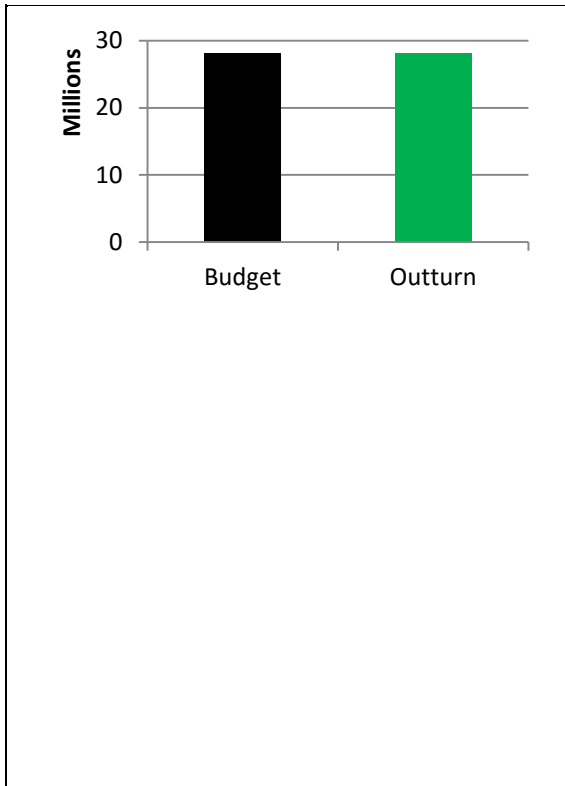
Against the HRA Reserve, £0.445M has been approved to fund, in part, the acquisition of 18 section 106 New Build properties at Locksley Gardens, Birdwell. £0.950M has also been earmarked for New Build at Baden Street, Worsborough. The CPO application was submitted in August 2016 and planning approval given April 2017. Following resolution of the CPO, tender arrangements are being reviewed for release July 2017.

Other new build schemes are in the early stage of development. Any future New Build schemes will only be possible if money is identified by the Council from within the HRA Reserve.

It should be noted that Single Property Acquisitions are subject to property availability, price, condition, location and suitability for addition to the housing stock for the Authority. This will impact on the outturn.

Financials

- Overall Budget £28.121M
- Projected Spend £28.121M
- Projected Variance £0M



Outputs / Outcomes

Delivery of this programme ensures expanding housing opportunities within communities, improving the provision of affordable housing offered.

- 52 new homes were recently delivered through the New Build programme, improving the provision of affordable housing offered at Roy Kilner Road, Meadow View, Green Street and Huddersfield Road.
- 16 completed Section 106 New Build properties have been handed over from private Developers in 2017/18; 11 at Hartcliffe Penistone and 5 at Cross St Monk Bretton. 2 further properties are scheduled for completion in this financial year at Cross St, with 9 expected at Carr Green Lane Mapplewell.

11 single properties have been acquired in 2017/18 to date and are expected to generate £0.068M HCA Empty Homes Grant / S106 monies. This compares to 5 property acquisitions for the same period last year generating £0.030M grant.



OUTCOME 6 – EVERY CHILD ATTENDS A GOOD SCHOOL

1. Financial Position

The financial position for Outcome 6, for both current year and overall is shown below. The overall variance of -£0.018M relates to a reduction in costs against various schemes. The funding related to these schemes is restricted as to what it can be used on.

A full list of schemes at outcome level is provided at Appendix A with the variance analysis shown in Appendix B.

Directorate	2017/18 Capital Programme £M	Actuals to June 2017 £M	Projected Outturn 2017/18 £M	2017/18 Variance £M	Overall Capital Programme £M	Overall Projected Outturn £M	Overall Variance £M
PEOPLE / CORE / PLACE	5.389	0.645	5.372	(0.018)	5.389	5.372	(0.018)

2. Significant Schemes

The two most significant schemes in terms of total value that are contributing to Outcome 6 are:

Scheme / Programme	Directorate	2017/18 Capital Programme £M	Actuals to June 2017 £M	Projected Outturn 2017/18 £M	2017/18 Variance £M	Overall Capital Programme £M	Overall Projected Outturn £M	Overall Variance £M
<i>School Condition</i>	People	1.241	0.106	1.238	(0.003)	1.241	1.238	(0.003)
<i>Additional Pupil Places</i>	People	3.695	0.469	3.831	0.136	3.695	3.831	0.136

School Condition

Overview

The school condition programme (funded from DfE capital grant) comprises of a number of schools schemes that relates to, and addresses, the major defective building elements that have been identified as requiring urgent attention on Council Maintained schools. The schemes will ensure that pupils are taught in safe, dry, warm and bright environments. Financial

Actual expenditure up to June 2017 on these schemes totals £0.106M against approved scheme plans of £1.241M. These schemes are currently forecasting an underspend of £0.003M.

Outcomes / Impact

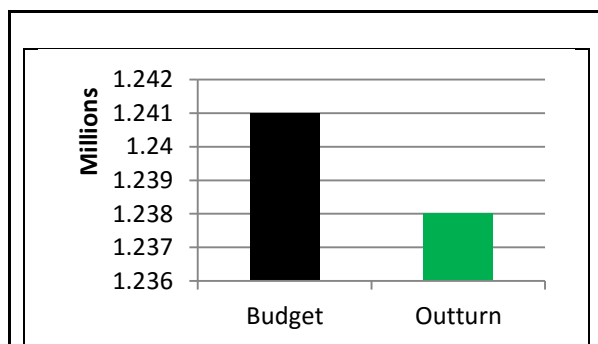
In total there are 18 Capital New Starts Schemes to be completed over the 2017 Summer Holiday period. This also include a scheme to deliver a bulge class at Lacewood Primary and support to remodel internal areas for 2 schools that took bulge classes a number of years ago to meet the immediate demand for pupil places at that time. This is due to insufficient funding within the Basic Need Grant Allocation to deliver these projects.

Future Outlook

All schemes will be monitored throughout contract period to ensure they are completed in line with the project brief, timescales and budget. Any significant variances that arise during this period will be reported so that corrective action can be implemented.

Financials

- Overall Budget - £1.241M
- Projected Spend - £1.238M
- Projected Variance – (£0.003M)



Outputs / Outcomes

- The condition of 15 schools were significantly improved

Additional Pupil Places

Overview

The Authority has a statutory duty to ensure there are sufficient school places in the borough to provide appropriate education for its pupils. The Pupil Places programme comprised a number of capital schemes aimed at increasing the number of primary school places to meet increased demand. This is mainly achieved by providing additional classroom space in specific schools in areas of greatest need.

These schemes can be categorised into two areas; meeting the immediate demand for places in 2016 and planning for future need in 2017 and 2018. A number of schemes are currently on site which will increase school capacity in readiness for children starting school in September. Included within these are the projects phased over a number of year with future phases to follow in 2017 and 2018.

Financial

Actual expenditure up to June 2017 on these schemes totals £0.469M against approved scheme plans of £3.695M. These schemes are currently forecasting an increase in costs of £0.136M.

Outcomes / Impact

These schemes are required to meet the Authority's statutory obligations to provide sufficient & appropriate number of pupil places across the borough. Improved facilities that increase the value of the schools' building portfolio. From the schemes that make up the Capital Programme for Additional Pupil Places, 5 related to schemes that provided Reception places for 1st September 2016. These schemes were a mixture of refurbishment and new build.

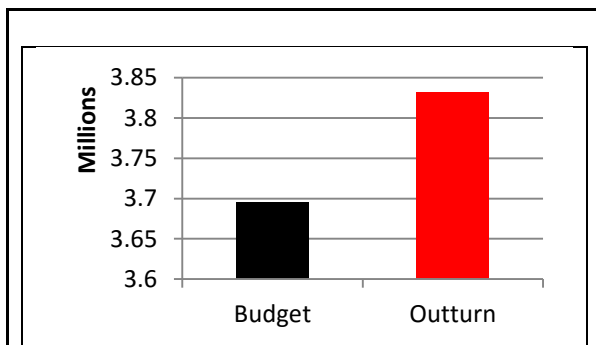
A 2nd Phase of works at Hunningley is continuing in line with the programme and will be complete for the end of August 2017. Construction work is also progressing well on the final phase of works at Penistone St. Johns Primary (Infant Block) and will be complete for the start of the new term in September 2017. A project at Milefield Primary, to increase the capacity of school by 105 pupils, has experienced a number of delays on site. It is still on progress to be complete during October 2017, but this is now likely to be towards the end of the month. Initial feasibility /concept drawings have been prepared for the development of the Junior Block at Penistone St Johns Primary. This scheme will be delivered in September 2018.

Future Outlook

All schemes will continue to be monitored throughout the year to ensure that at each stage the project costings are contained within the funding available. The key milestone for this is the receipt of tender prices, as this reflects the current market value. Any significant variances that arise will be addressed and fed into future years schemes so that corrective action can be implemented.

Financials

- Overall Budget - £3.695M
- Projected Spend - £3.831M
- Projected Variance – £0.136M



Outputs / Outcomes

- Creation of additional 665 schools places
- Provide sufficient & appropriate number of pupil places across the Borough

OUTCOME 11 – PROTECTING THE BOROUGH FOR FUTURE GENERATIONS

1. Financial Position

The financial position for Outcome 11, for both current year and overall is shown below. The outcome is currently forecasting an overall balanced position. A full list of schemes at outcome level is provided at Appendix A with the variance analysis shown in Appendix B.

Directorate	2017/18 Capital Programme £M	Actuals to June 2017 £M	Projected Outturn 2017/18 £M	2017/18 Variance £M	Overall Capital Programme £M	Overall Projected Outturn £M	Overall Variance £M
PLACE / COMMUNITIES / CORE	3.578	2.136	3.578	-	3.578	3.578	-

2. Significant Schemes

The two most significant schemes in terms of total value that are contributing to Outcome 11 are:

Scheme / Programme	Directorate	2017/18 Capital Programme £M	Actuals to June 2017 £M	Projected Outturn 2017/18 £M	2017/18 Variance £M	Overall Capital Programme £M	Overall Projected Outturn £M	Overall Variance £M
<i>Highways Maintenance</i>	Place	-	1.752	-	-	-	-	-
<i>Vehicle Replacement Programme</i>	Place	2.089	-	2.089	-	2.089	2.089	-

Highways Maintenance Schemes

Overview

Highways Maintenance schemes cover a number of different infrastructure asset types including carriageways (local and principal roads), footways, structures (bridges/retaining walls etc.), town centre projects, drainage, street lighting, traffic signals and signs. These schemes maintain and improve these infrastructure assets. These schemes are funded from the Council's highways maintenance capital allocation and the Local Transport (DfT) Capital Maintenance Block grant, which are annual allocations.

Financial

Actual expenditure up to June 2017 on this scheme totals £1.752M against approved scheme plans of £0M. The overall budget allocation has been agreed as part of the Council's budget. A further report is now required to provide details of the individual schemes to be delivered via this allocation.

Outcomes / Impact

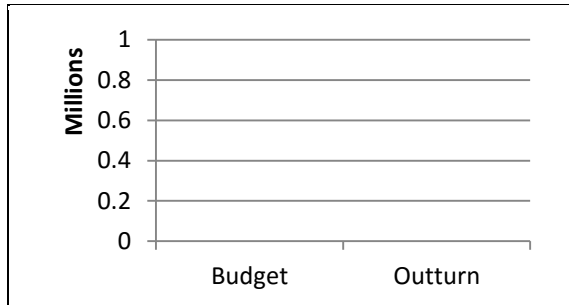
These schemes will ensure that the highway network is safely maintained, to ensure minimum disruption and provide an effective transport network to support and attract new businesses to the borough.

Future Outlook

Resources will continue to be prioritised to schemes to ensure that assets are maintained in the most cost effective manner.

Financials

- Overall Budget - £0M
- Projected Spend - £0M
- Projected Variance – £0M



Outputs / Outcomes

- Improved road safety
 - Improved network condition
 - Increase in people cycling and walking
 - Increase in bus patronage
 - Reduced congestion
- Contributes to increase town centre patronage

Vehicle Replacement Programme

Overview

This scheme allows the replacement of a range of vehicles/items of plant used by various service areas throughout the Authority, Berneslai Homes and Norfolk Property Services for the period 1st April 2017 to 31st March 2018.

Financial

Actual expenditure up to June 2017 on this scheme totals £0M against approved scheme plans of £2.089M. This scheme is currently forecasting an overall balanced position.

Outcomes / Impact

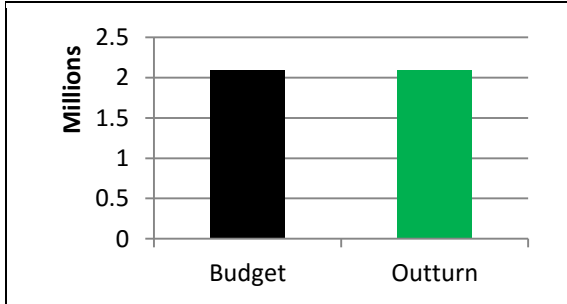
See below

Future Outlook

N/A

Financials

- Overall Budget - £2.089M
- Projected Spend - £2.089M
- Projected Variance - £0M



Outputs / Outcomes

- Replacement of an aging fleet with the latest specification vehicles which benefit from the latest engine and safety technology
- Reduction in fuel consumption and carbon emissions
- Reduction in the number of external hire vehicles
- Increased vehicle availability
- Reduction in maintenance costs
- Where possible, smaller, more efficient vehicles can be specified

Appendix A - Plans vs Outturn Per Corporate Directorate

	2017/18 Plan	2017/18 Actual	2017/18 Outturn	2017/18 Variance	Overall Plan	Overall Outturn	Overall Variance
(1) Create more and better jobs and good business growth							
Industrial Estates Refurbishment	4,074	2,530	4,074	0	4,074	4,074	0
IT Academy Infrastructure	159,500	0	0	-159,500	159,500	0	-159,500
Microsoft Licences Refresh	6,936	0	0	-6,936	6,936	0	-6,936
Replacement of Citrix Servers	267,500	228,279	267,500	0	267,500	267,500	0
Virtual Server Host Replacement	342,418	8,280	342,418	0	342,418	342,418	0
Wombwell Library Extension	20,246		20,246	0	20,246	20,246	0
Core Services - Assets, IT and Finance Total	800,674	239,089	634,238	-166,436	800,674	634,238	-166,436
Barnsley Property Investment Fund Phase 2	1,875,000	260	1,875,000	0	3,750,000	3,750,000	0
Courthouse Car Park Procurement	250,000	600	250,000	0	250,000	250,000	0
Goldthorpe Master Plan- Eco Plan	348,715	10,931	348,715	0	348,715	348,715	0
J36 HCA Land Rockingham	361,000	49,500	361,000	0	361,000	361,000	0
M1 Junction 36 Phase 1 Hoyland	2,746,462	584,362	3,283,735	537,273	12,569,431	12,569,431	0
Penistone Market	900	0	900	0	900	900	0
Property Development Fund	102,698	0	102,698	0	102,698	102,698	0
Strategic Business Parks Eco Plan	1,247,788	47,615	1,247,788	0	1,834,829	1,834,829	0
Place Total	6,932,563	693,268	7,469,837	537,274	19,217,573	19,217,574	1
(1) Create more and better jobs and good business growth Total	7,733,237	932,357	8,104,075	370,838	20,018,247	19,851,812	-166,435
(3) Develop a vibrant Town Centre							
Town Centre Redevelopment	23,110,295	1,771,561	23,110,295	0	40,754,454	40,754,454	0
Core Services - Assets, IT and Finance Total	23,110,295	1,771,561	23,110,295	0	40,754,454	40,754,454	0
Delivery of New Retail and Leisure Facilities	3,641,421	1,063,056	3,641,421	-0	3,641,421	3,641,421	0
Urban Centre Infrastructure	52,964	0	52,964	0	52,964	52,964	0
Place Total	3,694,385	1,063,056	3,694,385	-0	3,694,385	3,694,385	0
(3) Develop a vibrant Town Centre Total	26,804,680	2,834,617	26,804,680	0	44,448,839	44,448,839	0
(4) Strengthen our visitor economy							
Barnsley Main	76,500	0	76,500	0	76,500	76,500	0
Elsecar Master Plan	160,000	0	160,000	0	450,000	450,000	0
Newcomen Engine	974	0	0	-974	974	0	-974
Public Art Strategy Brassed Off	11,000	0	11,000	0	11,000	11,000	0
Pulic Art Strategy Cooper Gallery	38,884	0	38,884	0	38,884	38,884	0
Visitor Economy Attraction	714,864	1,680	714,864	0	714,864	714,864	0
Worsbro Mill Milling Equipment	74	0	0	-74	74	0	-74
Place Total	1,002,296	1,680	1,001,248	-1,048	1,292,296	1,291,248	-1,048
(4) Strengthen our visitor economy Total	1,002,296	1,680	1,001,248	-1,048	1,292,296	1,291,248	-1,048
(5) Create more and better housing							
Disabled Facilities Grant	4,382,298	345,743	2,000,000	-2,382,298	4,382,298	4,382,298	-0
Communities Total	4,382,298	345,743	2,000,000	-2,382,298	4,382,298	4,382,298	-0
11/12 Asset Management Database	152,031	1,497	20,000	-132,031	152,031	20,000	-132,031
12/13 SHOP/COMMUNITY CENTRE CONV	185	2,924	185	0	185	185	0
14/15 Boiler Replacements	10,529	565	0	-10,529	10,529	0	-10,529
15/16 BHS Birdwell (Kier)	20,778	-9,824	7,461	-13,317	20,778	7,461	-13,317
15/16 BHS Goldthorpe (Kier)	8,912	-14,547	10,772	1,860	8,912	10,772	1,860
15/16 BHS Highgate (Kier)	62,816	1,415	24,695	-38,121	62,816	24,695	-38,121

Appendix A - Plans vs Outturn Per Corporate Directorate

	2017/18 Plan	2017/18 Actual	2017/18 Outturn	2017/18 Variance	Overall Plan	Overall Outturn	Overall Variance
15/16 BHS New Lodge (CS)	0	2,671	0	0	0	0	0
15/16 BHS Worsbrough Dale (CS)	81,383	1,407	9,016	-72,367	81,383	9,016	-72,367
15/16 Bolton on Dearne (Kier)	269,533	-15,042	95,127	-174,406	269,533	95,127	-174,406
15/16 Darfield (CS)	76,886	1,467	37,327	-39,559	76,886	37,327	-39,559
15/16 Lift Replacements Sheff Rd Flats	242,843	124,996	221,998	-20,845	242,843	242,843	0
15/16 Monk Bretton (CS)	79,326	-5,395	5,740	-73,586	79,326	5,740	-73,586
15/16 Rose Tree Est Window Panels	32,658	0	33,127	469	32,658	33,127	469
15/16 Solar Panel Meter Upgrade & Loft W	5,000	-16	5,000	0	5,000	5,000	0
16/17 BHS Cudworth / Shafton	892,110	131,936	318,735	-573,375	892,110	318,735	-573,375
16/17 BHS Dodworth	501,174	8,248	56,432	-444,742	501,174	56,432	-444,742
16/17 BHS Elsecar	0	-316,388	42,053	42,053	0	42,053	42,053
16/17 BHS Gilroyd	378,117	46,939	45,544	-332,573	378,117	45,544	-332,573
16/17 BHS Hoyland	210,187	-631,009	2,245	-207,942	210,187	2,245	-207,942
16/17 BHS Kendray / Monk Bretton	232,695	1,987	8,844	-223,851	232,695	8,844	-223,851
16/17 BHS Staincross	410,493	12,404	49,070	-361,423	410,493	49,070	-361,423
16/17 Central Heating Prog Repl	180,816	-27,894	66,346	-114,470	180,816	78,351	-102,465
16/17 Insurance 13 Pembridge CT Royston	71,631	2,531	71,631	-0	71,631	71,631	-0
16/17 Insurance 36 Cobcar Lane Elsecar	0	2,320	-0	-0	0	-0	-0
16/17 Insurance 7 Wentworth Vw Wombwell	0	-3,147	-0	-0	0	-0	-0
16/17 Insurance 90 Gray St Elsecar	0	-5,389	-0	-0	0	-0	-0
17/18 Barugh Green Cornish CS	278,775	0	304,794	26,019	371,700	371,700	0
17/18 BHS Athersley South CS	2,394,827	37,506	2,619,706	224,879	3,197,965	3,197,965	-0
17/18 BHS Barugh Green Trad CS	378,338	187	413,649	35,311	504,450	504,450	0
17/18 BHS Burton Grange CS	1,147,097	41,345	1,256,749	109,652	1,538,710	1,538,710	0
17/18 BHS Carlton CS	970,058	276	1,061,744	91,686	1,297,508	1,297,508	-0
17/18 BHS Cudworth CS	500,622	1,851	550,182	49,560	677,622	677,622	-0
17/18 BHS Elsecar/Hoyland Kier	676,264	10,789	739,453	63,189	901,939	901,939	0
17/18 BHS Hoyland Common Kier	397,293	5,497	434,463	37,170	530,043	530,043	0
17/18 BHS Shafton CS	209,558	4,646	229,382	19,824	280,358	280,358	0
17/18 BHS Wombwell Kier	1,067,319	317	1,167,058	99,739	1,423,531	1,423,531	0
17/18 Hemmingfield Kier	417,312	219,960	680,954	263,642	556,700	830,618	273,918
17/18 Platts Common/Jump Kier	457,988	553	500,733	42,745	610,650	610,650	0
BHS New Starts	2,615,277	4,592	980,000	-1,635,277	61,984,433	64,226,692	2,242,259
BMBC_D-00310	0	7,774	-0	-0	0	-0	-0
CAPITALISED SALARIES	169,711	0	169,711	0	892,059	892,059	0
Carlton Street Acq 22 Props	359,171	75,000	359,171	0	726,841	726,841	0
Central Heating	505,666	61,300	452,563	-53,103	2,431,921	2,431,921	-0
Churchfield Sprinkler System	7,749	-27	2,452	-5,297	7,749	2,452	-5,297
Community Buildings - General	0	0	0	0	0	0	0
Community Buildings - Hudson Haven	8,335	398	15,063	6,728	8,335	15,063	6,728
Community Buildings - Saville Court	4,083	54	4,083	0	4,083	4,083	0
Community Buildings - Shipcroft	221	222	445	224	221	445	224
Community Buildings - Willowcroft	942	3,364	3,364	2,422	942	3,364	2,422
Community Centre Rewires	64,194	2,616	62,228	-1,966	329,058	329,058	0
Converston 26-32 Rufford Av	180,813	11,980	169,780	-11,033	180,813	180,813	0

Appendix A - Plans vs Outturn Per Corporate Directorate

	2017/18 Plan	2017/18 Actual	2017/18 Outturn	2017/18 Variance	Overall Plan	Overall Outturn	Overall Variance
CRS	186,710	93	186,710	0	186,710	186,710	0
District Heating	257,172	3,573	257,172	0	2,664,996	2,664,996	0
District Heating Elm & Maltas Court	697,819	508,982	588,808	-109,011	721,609	721,610	1
District Heating G6 Meters	3,960	101	3,960	0	3,960	3,960	0
District Heating Pollyfox	30,446	9,498	30,446	0	30,446	30,446	0
Environmental Imps	122,644	2,597	100,000	-22,644	122,644	117,846	-4,798
Environmental Works Pearson Crescent	6,852	-3,785	11,650	4,798	6,852	11,650	4,798
HRA Reserve Fund	930,167	0	275,000	-655,167	13,898,918	13,898,918	0
Insurance 15 Garden St Thurnscoe	183	0	183	0	183	183	0
Major AdaptationsBMBC_D-00279	1,945,800	187,348	1,900,000	-45,800	10,152,333	10,152,333	0
New Build - 18 Locksley Gardens	118,222	0	0	-118,222	1,230,833	1,230,833	0
New Build - 39 Huddersfield Road	10,481	261	10,509	28	10,481	10,509	28
New Build Acq 14 Dw Carr Lane	571,891	71,674	658,380	86,489	1,028,474	1,028,474	0
New Build Acq 14 Dw Cross St	864,994	312,539	424,500	-440,494	864,994	864,994	0
New Build - General	30,464	1,540	200,000	169,536	1,073,693	1,090,719	17,026
New Build - Green Street	5,213	204	14,869	9,656	5,213	14,869	9,656
New Build - Hartcliff Road 21 Dwellings	768,655	721,165	721,165	-47,490	768,655	721,165	-47,490
New Build - Meadow View Hoyland	27,813	-35	27,848	35	27,813	27,848	35
New Build - Roy Kilner Road	54,256	971	75,001	20,745	54,256	75,001	20,745
New Build - Saville Road	1,061	303	1,061	0	1,061	1,061	0
New Build Bungalows	1,184,180	5,903	750,000	-434,180	2,368,360	2,368,360	0
Replacement Items	1,857,326	228,333	1,400,000	-457,326	9,688,320	7,688,320	-2,000,000
Single Property Acquisition	2,977,466	437,626	1,500,000	-1,477,466	6,061,670	6,061,670	0
STOCK REDUCTION/ACQUISITION PROG	75,239	0	0	-75,239	395,480	395,480	0
Structural Extensive / Void Repl	1,214,000	292,580	1,614,000	400,000	6,492,662	8,492,662	2,000,000
WORSBROUGH REGENERATION	50,000	0	40,000	-10,000	50,000	40,000	-10,000
Housing Revenue Account Total	30,724,730	2,586,328	24,100,335	-6,624,395	140,288,350	140,042,698	-245,652
ACCREDITED LANDLORD SCHEME	11,095	1,908	11,095	-0	11,095	11,095	-0
Affordable Housing Enabling	85,688	30,627	85,688	0	85,688	85,688	0
Baden Street Regeneration	47,962	17,725	47,962	0	47,962	47,962	0
Beevor Street Redevelopment	997,334	57,288	997,334	0	997,334	997,334	0
Better Homes Barnsley	54,039	9,032	54,039	0	54,039	54,039	0
Goldthorpe Clusters (Empty Homes)	316,490	31,482	316,490	0	316,490	316,490	0
HCA PROGRAMME	62,328	0	62,328	0	62,328	62,328	0
LAIP - COALFIELDS/ELSECAR	79,726	0	79,726	0	79,726	79,726	0
Local Growth Fund - Better Homes	515,012	5,716	515,012	0	515,012	515,012	0
SMITHIES LANE G&T SITE	62,620	208	62,620	0	62,620	62,620	0
Place Total	2,232,294	153,987	2,232,294	0	2,232,294	2,232,294	0
(5) Create more and better housing Total	37,339,322	3,086,057	28,332,630	-9,006,692	146,902,942	146,657,291	-245,651
(6) Every child attends a good school							
BSF Capital Contribution Variations	210,288	34,456	210,288	-0	210,288	210,288	-0
Core Services - Assets, IT and Finance Total	210,288	34,456	210,288	-0	210,288	210,288	-0
Athersley South Re-Roofing Works Phase 1	1,535	0	1,528	-7	1,535	1,528	-7
Bank End Flood	80	0	0	-80	80	0	-80
Barugh Green Primary Install New Fire Alarm	2,247	7	2,242	-5	2,247	2,242	-5
Birdwell Primary Install new Fire Alarm System	7,588	0	2,920	-4,668	7,588	2,920	-4,668
Burton Road Primary - Increase Admission	10,030	247	9,890	-140	10,030	9,890	-140

Appendix A - Plans vs Outturn Per Corporate Directorate

	2017/18 Plan	2017/18 Actual	2017/18 Outturn	2017/18 Variance	Overall Plan	Overall Outturn	Overall Variance
Capita One Headcount Portal	35,459	35,459	35,459	0	35,459	35,459	0
Capital Maint Allocation	1,103,198	0	0	-1,103,198	1,103,198	0	-1,103,198
Churchfield - Heating to Hall	0	1,934	38,026	38,026	0	38,026	38,026
Churchfields - Increase Admission Number	61,272	1,586	57,510	-3,762	61,272	57,510	-3,762
Cudworth Cherrydale Admissions	4,000	0	0	-4,000	4,000	0	-4,000
Doncaster Road Primary - Replace windows	7,184	0	4,129	-3,055	7,184	4,129	-3,055
Family Centres - ICT	57,472	790	57,472	-1	57,472	57,472	-1
Gawber Primary - Replace Fan Convectore	6,035	2,659	4,975	-1,060	6,035	4,975	-1,060
Gawber Primary - Rewire	0	4,233	103,584	103,584	0	103,584	103,584
Greenfield Condition	61	0	0	-61	61	0	-61
HEALTH & SAFETY REACTIVE WORKS	0	41,279	91,000	91,000	0	91,000	91,000
Hoyland Greenfield - Drainage Repairs	1,250	816	26,250	25,000	1,250	26,250	25,000
Hoylandswaine - Drainage/Resur/Wind/Doors	0	2,952	25,000	25,000	0	25,000	25,000
Hoylandswaine Primary	764	0	0	-764	764	0	-764
Hunningley - Alterations to facilitate bu	6,016	0	384	-5,632	6,016	384	-5,632
Hunningley - Increase Admission - P2	620,352	206,263	747,301	126,949	620,352	747,301	126,949
Hunningley - Increase Admission Number t	19,140	2,026	19,134	-6	19,140	19,134	-6
Keresforth - Resurface Playground	0	791	36,000	36,000	0	36,000	36,000
Keresforth - Windows/Doors Nursery	0	1,447	20,000	20,000	0	20,000	20,000
Keresforth Primary Renew Heating Distribution	7,019	204	4,598	-2,421	7,019	4,598	-2,421
Kexbrough Primary Rewire Junior Block	2,968	0	2,969	1	2,968	2,969	1
Kings Oak Admissions	10,695	0	0	-10,695	10,695	0	-10,695
Lacewood Admissions	22,387	0	8,500	-13,887	22,387	8,500	-13,887
Lacewood Primary - Prov of Mod Classroom	0	0	70,000	70,000	0	70,000	70,000
Ladywood - Roofing	0	4,352	122,762	122,762	0	122,762	122,762
Milefield - Increase Admission Number to	1,002,924	122,014	880,693	-122,231	1,002,924	880,693	-122,231
Milefield - Roofing Replacement/Repairs	440	0	440	0	440	440	0
Milefield Boilers/Roofing	8,374	2,777	8,471	97	8,374	8,471	97
Millhouse - Playground Repairs/Replace	0	5,208	107,392	107,392	0	107,392	107,392
Millhouse - Emergency Lighting	0	1,922	39,982	39,982	0	39,982	39,982
Millhouse Pitched Roofing Renewal	2,491	382	2,491	0	2,491	2,491	0
Oakhill Primary - Alterations to Bulge	5,200	0	3,634	-1,566	5,200	3,634	-1,566
Oxpring - Boundry Walls	0	9,516	9,130	9,130	0	9,130	9,130
Penistone St Johns - Increase Ad - P2	10,555	287	31,548	20,993	10,555	31,548	20,993
Penistone St Johns - Increase Ad - P2A	268,872	133,518	414,544	145,672	268,872	414,544	145,672
Penistone St Johns - Increase Admissions - P3	1,555,428	911	1,550,000	-5,428	1,555,428	1,550,000	-5,428
Penistone St Johns - Alterations for Bul	671	0	123	-548	671	123	-548
Retention Consolidation 16/17	15,032	-147	7,786	-7,246	15,032	7,786	-7,246
Richard Newman Primary - Alterations to	8,007	0	6,243	-1,764	8,007	6,243	-1,764
SCHOOL ACCESS WORKS	17,112	0	16,611	-501	17,112	16,611	-501

Appendix A - Plans vs Outturn Per Corporate Directorate

	2017/18 Plan	2017/18 Actual	2017/18 Outturn	2017/18 Variance	Overall Plan	Overall Outturn	Overall Variance
Shawlands - Holy Rood Replace Heating Boiler	5,409	504	5,408	-1	5,409	5,408	-1
Shawlands - Remodel Entr/Office	0	7,440	110,000	110,000	0	110,000	110,000
Silkstone Common - Kitchen/Hall Floor	0	347	15,000	15,000	0	15,000	15,000
Silkstone Primary Tarmac Repairs to Playground	1,121	0	1,271	150	1,121	1,271	150
Summer Lane Primary - Alterations for Bu	7,799	0	6,683	-1,116	7,799	6,683	-1,116
The Forest Academy - Alterations to Bulg	6,170	559	5,974	-196	6,170	5,974	-196
Thurlstone Primary - Increase Admission	25,330	1,964	38,374	13,044	25,330	38,374	13,044
Wilthorpe Infants - Boilers	0	4,264	119,809	119,809	0	119,809	119,809
Wilthorpe Primary Roof/Building Repairs	8,447	1,753	6,437	-2,010	8,447	6,437	-2,010
Wombwell Park Street - Increase Admissio	4,543	0	6,072	1,529	4,543	6,072	1,529
Worsbrough Common - Convert Quas to Classroom	0	10,530	200,000	200,000	0	200,000	200,000
Worsbrough Common Primary	16,786	-87	6,612	-10,174	16,786	6,612	-10,174
Worsbrough Common Pupil Places	56,574	187	53,989	-2,585	56,574	53,989	-2,585
Worsbrough Common Renew Flat Roof Phase 1	15,170	39	15,128	-42	15,170	15,128	-42
People Total	5,029,207	610,931	5,161,478	132,271	5,029,207	5,161,478	132,271
Keresforth Primary School	150,000	0	0	-150,000	150,000	0	-150,000
Place Total	150,000	0	0	-150,000	150,000	0	-150,000
(6) Every child attends a good school Total	5,389,495	645,388	5,371,766	-17,729	5,389,495	5,371,766	-17,729
(8) Children and adults are safe from harm							
Integrated Learning Disability Day Servi	21,112	5,012	21,112	0	21,112	21,112	0
Communities Total	21,112	5,012	21,112	0	21,112	21,112	0
Autism Innovation	11,994	0	11,994	0	11,994	11,994	0
Better Care Fund - Assistive Technology - Tunstall Unit	25,350	0	25,350	0	25,350	25,350	0
Better Care Fund - Community Equipment & Adaptation	100,000	0	100,000	0	100,000	100,000	0
Better Care Fund - Market Place/Mob Working/NHS Num/Contact	358,646	42,045	358,646	0	358,646	358,646	0
Purchase 3a Springs Lane Child Res Unit	7,971	0	7,971	0	7,971	7,971	0
People Total	503,961	42,045	503,961	0	503,961	503,961	0
(8) Children and adults are safe from harm Total	525,073	47,057	525,073	0	525,073	525,073	0
(9) People are healthier, happier, independent and active							
Assisted Living Technology	173,585	13,467	173,585	-1	173,585	173,585	-1
Telecare Central Call	2,760	0	2,760	0	2,760	2,760	0
Communities Total	176,345	13,467	176,345	-1	176,345	176,345	-1
Additional Allotments - Royston	5,000	0	5,000	0	5,000	5,000	0
Adwick Wash - Biodiversity & Access Improvements	20,000	0	20,000	0	20,000	20,000	0
Barnsley Boundary Footpath Improvements	10,000	0	10,000	0	10,000	10,000	0
Biodiversity & Habitat Improvements in Royston	5,000	0	5,000	0	5,000	5,000	0
Brickyard Pond Improvements	4,968	0	4,968	0	4,968	4,968	0
Bridleway Improve at Reema Dev Site	8,800	0	8,800	0	8,800	8,800	0
Brierley Park	17,407	0	17,407	0	17,407	17,407	0
Broomhill Park Play Refurb	0	750	0	0	0	0	0
Carlton Park - Car Park	30,000	0	30,000	0	30,000	30,000	0
Carrfield & Dearne Road Add Allotment Plots	17,000	17,000	17,000	0	17,000	17,000	0
Darfield Cricket Club	15,000	0	15,000	0	15,000	15,000	0
Dodworth Road Recreation Ground	22,734	4,335	22,734	0	22,734	22,734	0
Former Yorkshire Traction Site Sheffield Road MUGA	88,954	0	88,954	0	88,954	88,954	0
Former Yorkshire Traction Site Sheffield Road Public ROW Lin	111,618	0	111,618	0	111,618	111,618	0
Goldthorpe Recreation Ground MUGA	45,609	0	45,609	0	45,609	45,609	0
GREEN CORRIDOR-GC WIDE	4,966	0	4,966	0	4,966	4,966	0

Appendix A - Plans vs Outturn Per Corporate Directorate

	2017/18 Plan	2017/18 Actual	2017/18 Outturn	2017/18 Variance	Overall Plan	Overall Outturn	Overall Variance
GREEN CORRIDOR-ROYSTON	2,935	0	2,935	0	2,935	2,935	0
High Street Footpath repairs Royston	15,000	0	15,000	0	15,000	15,000	0
Higham Cricket Club Pavilion	70,138	0	70,138	0	70,138	70,138	0
Highgate Lane Allotment DDA Access	3,336	0	3,336	0	3,336	3,336	0
Highgate Lane Replacement Fencing	6,918	2,023	6,918	0	6,918	6,918	0
Hill End Mapplewell 25 Aff Homes	55,000	0	55,000	0	55,000	55,000	0
Leslie Road Play Area	62,170	0	62,170	0	62,170	62,170	0
Little Don Cycle Route	41,183	0	41,183	0	41,183	41,183	0
Mapplewell Park	7,595	0	7,595	0	7,595	7,595	0
Misc POS Royston - Comm Orch & Comm Gdns	13,750	0	13,750	0	13,750	13,750	0
Monk Bretton Park Improvements	15,500	0	15,500	0	15,500	15,500	0
Park Road Parking Facility	450	0	0	-450	450	0	-450
Play Surfaces	13,914	5,520	13,914	0	13,914	13,914	0
Provision of MUGA Grimethorpe	102,163	0	102,163	0	102,163	102,163	0
River Dearne Management Scheme	54,600	0	54,600	0	54,600	54,600	0
Royston Bowling Green	18,787	2,200	18,787	0	18,787	18,787	0
Royston Oakwood Recreation Ground	0	512	0	0	0	0	0
Royston Park Play Equip & Skate Park Refurb	45,902	0	45,902	0	45,902	45,902	0
Royston Pavillion	20,000	0	20,000	0	20,000	20,000	0
Shaw Lane Astro Turf	32,000	0	32,000	0	32,000	32,000	0
Station Road Footpath - Royston	10,000	0	10,000	0	10,000	10,000	0
The Mullins Anti-Vehicle Protection	10,000	0	10,000	0	10,000	10,000	0
The Nook	10,000	8,357	10,000	0	10,000	10,000	0
Thurnscoe Park Infrastructure Improvements	13,851	0	13,851	0	13,851	13,851	0
Thurnscoe Park Play Refurbishment	19,095	0	19,095	0	19,095	19,095	0
TPT Resurfacing Royston North	23,000	0	23,000	0	23,000	23,000	0
West Haigh Wood Grimethorpe	6,877	0	6,877	0	6,877	6,877	0
Wombwell Cemetery Chapel Conversion	0	4,384	3,086	3,086	0	3,086	3,086
Wombwell Main Rec Pavilion	10,000	10,000	10,000	0	10,000	10,000	0
Wortley Rugby Club Car Park	65,000	17,508	65,000	0	65,000	65,000	0
Place Total	1,156,220	72,589	1,158,856	2,636	1,156,220	1,158,856	2,636
(9) People are healthier, happier, independent and active Total	1,332,565	86,056	1,335,201	2,636	1,332,565	1,335,201	2,636
(10) People volunteering and contributing towards stronger communities							
Brierley Hall	5,000	0	5,000	0	5,000	5,000	0
Hedge Laying Penistone	397	0	397	0	397	397	0
Place Total	5,397	0	5,397	0	5,397	5,397	0
(10) People volunteering and contributing towards stronger communities Total	5,397	0	5,397	0	5,397	5,397	0
(11) Protecting the Borough for future generations							
Albert Street Allotments Imps	6,400	0	6,400	0	6,400	6,400	0
Carlton Marsh	115	49	115	0	115	115	0
Coalpit Lane Allotments Imps	7,500	0	7,500	0	7,500	7,500	0
Hoyland Nether Public Hall	31,531	6,374	31,531	-0	31,531	31,531	-0
Pocket Peace Garden Cudworth Park	1,153	64	1,153	0	1,153	1,153	0
Water Reduction Work on Various Sites	7,950	0	7,950	0	7,950	7,950	0
Worsbrough Dale Pavillion	16,184	53	16,184	0	16,184	16,184	0
Communities Total	70,833	6,540	70,833	-0	70,833	70,833	-0

Appendix A - Plans vs Outturn Per Corporate Directorate

	2017/18 Plan	2017/18 Actual	2017/18 Outturn	2017/18 Variance	Overall Plan	Overall Outturn	Overall Variance
Planned Maintenance	500,000	0	500,000	0	500,000	500,000	0
Core Services - Assets, IT and Finance Total	500,000	0	500,000	0	500,000	500,000	0
A628 Barnsley Rd, Noblethorpe	0	114,302	-0	-0	0	-0	-0
A635 Lane Head Rd Cawthorne Fence	0	17,000	0	0	0	0	0
Aids To Pedestrian Movements	0	78	0	0	0	0	0
Assessment Programme	0	3,670	0	0	0	0	0
Barnsley Hotspot Programme	0	1,532	0	0	0	0	0
BIN REPLACEMENT PROGRAMME	0	78,823	-0	-0	0	-0	-0
BSF Highways Implications at ALC's	31,973	0	31,973	0	31,973	31,973	0
Carriageways Planned Maintenance	0	526,402	0	0	0	0	0
Condition Surveys	0	9,888	0	0	0	0	0
Cundy Cross Signalisation	153,879	166,797	153,879	0	153,879	153,879	0
DFT Pothole Fund Scheme	0	27,848	0	0	0	0	0
Drainage Planned Maintenance	0	67,472	-0	-0	0	-0	-0
EA Local Levy Schemes	0	11,000	0	0	0	0	0
Fees For Future Schemes	0	13,928	0	0	0	0	0
FLOOD REPAIR - PRINCIPAL ROADS NEWWORK	16,449	0	16,449	0	16,449	16,449	0
Footways Planned Maintenance	0	156,531	0	0	0	0	0
Grahams Orchard Peel St/Sq	0	110,200	0	0	0	0	0
J36 Slip Road	0	582,514	0	0	0	0	0
Jct 38 to Town Centre Cycle Route	550,000	4,212	550,000	0	550,000	550,000	0
Key Route Barnsley to Doncaster North	0	2,307	0	0	0	0	0
Key Route Barnsley to Wakefield	0	4,959	0	0	0	0	0
Lang Avenue Property Flood Protection	64,221	0	64,221	0	64,221	64,221	0
Mandela Gardens	0	8,399	0	0	0	0	0
New Footways	0	26,011	0	0	0	0	0
Peel Sq TM	81,152	1,866	81,152	0	81,152	81,152	0
Pontefract Rd Cycle Route	0	75,989	-0	-0	0	-0	-0
Residual Exp On Completed Schemes	0	1,862	0	0	0	0	0
Retaining Walls General	0	16,333	-0	-0	0	-0	-0
Road Safety / Danger Reduction	0	3,584	0	0	0	0	0
School Travel	20,000	0	20,000	0	20,000	20,000	0
Shafton Bypass r/about-visibility	0	300	0	0	0	0	0
Social Inclusion	0	300	0	0	0	0	0
Street Lighting Planned Maintenance	0	4,620	0	-0	0	-0	-0
Structures Planned Maintenance	0	40,784	-0	-0	0	-0	-0
Traffic MGT - Server Upgrade	0	1,282	0	0	0	0	0
Traffic Signals	0	1,869	0	0	0	0	0
Traffic Signs & SNP Planned Maintenance	0	47,165	0	0	0	0	0
Vehicle Replacement Programme	2,089,048	0	2,089,048	0	2,089,048	2,089,048	0
Place Total	3,006,722	2,129,825	3,006,722	-1	3,006,722	3,006,721	-1
(11) Protecting the Borough for future generations Total	3,577,555	2,136,365	3,577,554	-1	3,577,555	3,577,554	-1
(12) Customers can contact us easily and use more services online							
Central Library PM	48,584	0	48,584	0	48,584	48,584	0
Customer Services Project	613,516	20,000	613,516	0	613,516	613,516	0
Libraries Mgmt Information System - LMIS	110,513	0	110,513	0	110,513	110,513	0
Replacement Programme for People's Netwo	33,865	0	33,865	0	33,865	33,865	0
Communities Total	806,478	20,000	806,478	0	806,478	806,478	0
(12) Customers can contact us easily and use more services online Total	806,478	20,000	806,478	0	806,478	806,478	0
Grand Total	84,516,098	9,789,577	75,864,103	-8,651,996	224,298,887	223,870,660	-428,228

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Appendix B - Variance Analysis Per Scheme

	2017/18 Variance	2017/18 Slippage	2017/18 Rephasing	2017/18 Variation in Scheme Costs	Overall Variance	Overall Slippage	Overall Rephasing	Overall Variation in Scheme Costs
(1) Create more and better jobs and good business growth								
IT Academy Infrastructure	-159,500	0	0	-159,500	-159,500	0	0	-159,500
Microsoft Licences Refresh	-6,936	0	0	-6,936	-6,936	0	0	-6,936
Core Services - Assets, IT and Finance Total	-166,436	0	0	-166,436	-166,436	0	0	-166,436
M1 Junction 36 Phase 1 Hoyland	537,273	0	537,273	0	0	0	0	0
Place Total	537,273	0	537,273	0	0	0	0	0
(1) Create more and better jobs and good business growth Total	370,837	0	537,273	-166,436	-166,436	0	0	-166,436
(4) Strengthen our visitor economy								
Newcomen Engine	-974	0	0	-974	-974	0	0	-974
Worsbro Mill Milling Equipment	-74	0	0	-74	-74	0	0	-74
Place Total	-1,048	0	0	-1,048	-1,048	0	0	-1,048
(4) Strengthen our visitor economy Total	-1,048	0	0	-1,048	-1,048	0	0	-1,048
(5) Create more and better housing								
Disabled Facilities Grant	-2,382,298	-2,382,298	0	0	-0	0	0	-0
Communities Total	-2,382,298	-2,382,298	0	0	-0	0	0	-0
11/12 Asset Management Database	-132,031	0	0	-132,031	-132,031	0	0	-132,031
14/15 Boiler Replacements	-10,529	0	0	-10,529	-10,529	0	0	-10,529
15/16 BHS Birdwell (Kier)	-13,317	0	0	-13,317	-13,317	0	0	-13,317
15/16 BHS Goldthorpe (Kier)	1,860	0	0	1,860	1,860	0	0	1,860
15/16 BHS Highgate (Kier)	-38,121	0	0	-38,121	-38,121	0	0	-38,121
15/16 BHS Worsbrough Dale (CS)	-72,367	0	0	-72,367	-72,367	0	0	-72,367
15/16 Bolton on Dearne (Kier)	-174,406	0	0	-174,406	-174,406	0	0	-174,406
15/16 Darfield (CS)	-39,559	0	0	-39,559	-39,559	0	0	-39,559
15/16 Lift Replacements Sheff Rd Flats	-20,845	0	-20,845	0	0	0	0	0
15/16 Monk Bretton (CS)	-73,586	0	0	-73,586	-73,586	0	0	-73,586
15/16 Rose Tree Est Window Panels	469	0	0	469	469	0	0	469
16/17 BHS Cudworth / Shafton	-573,375	0	0	-573,375	-573,375	0	0	-573,375
16/17 BHS Dodworth	-444,742	0	0	-444,742	-444,742	0	0	-444,742
16/17 BHS Elsecar	42,053	0	0	42,053	42,053	0	0	42,053
16/17 BHS Gilroyd	-332,573	0	0	-332,573	-332,573	0	0	-332,573
16/17 BHS Hoyland	-207,942	0	0	-207,942	-207,942	0	0	-207,942
16/17 BHS Kendray / Monk Bretton	-223,851	0	0	-223,851	-223,851	0	0	-223,851
16/17 BHS Staincross	-361,423	0	0	-361,423	-361,423	0	0	-361,423
16/17 Central Heating Prog Repl	-114,470	0	0	-114,470	-102,465	0	0	-102,465
17/18 Barugh Green Cornish CS	26,019	0	26,019	0	0	0	0	0
17/18 BHS Athersley South CS	224,879	0	224,879	0	-0	0	0	-0
17/18 BHS Barugh Green Trad CS	35,311	0	35,311	0	0	0	0	0

Appendix B - Variance Analysis Per Scheme

	2017/18 Variance	2017/18 Slippage	2017/18 Rephasing	2017/18 Variation in Scheme Costs	Overall Variance	Overall Slippage	Overall Rephasing	Overall Variation in Scheme Costs
17/18 BHS Burton Grange CS	109,652	0	109,652	0	0	0	0	0
17/18 BHS Carlton CS	91,686	0	91,686	0	-0	0	0	-0
17/18 BHS Cudworth CS	49,560	0	49,560	0	-0	0	0	-0
17/18 BHS Elsecar/Hoyland Kier	63,189	0	63,189	0	0	0	0	0
17/18 BHS Hoyland Common Kier	37,170	0	37,170	0	0	0	0	0
17/18 BHS Shafton CS	19,824	0	19,824	0	0	0	0	0
17/18 BHS Wombwell Kier	99,739	0	99,739	0	0	0	0	0
17/18 Hemmingfield Kier	263,642	0	39,029	224,613	273,918	0	0	273,918
17/18 Platts Common/Jump Kier	42,745	0	42,745	0	0	0	0	0
BHS New Starts	-1,635,277	0	-1,635,277	0	2,242,259	0	0	2,242,259
Central Heating	-53,103	0	-53,103	0	-0	0	0	-0
Churchfield Sprinkler System	-5,297	0	0	-5,297	-5,297	0	0	-5,297
Community Buildings - Hudson Haven	6,728	0	0	6,728	6,728	0	0	6,728
Community Buildings - Shipcroft	224	0	0	224	224	0	0	224
Community Buildings - Willowcroft	2,422	0	0	2,422	2,422	0	0	2,422
Community Centre Rewires	-1,966	0	-1,966	0	0	0	0	0
Conversion 26-32 Rufford Av	-11,033	0	-11,033	0	0	0	0	0
District Heating Elm & Maltas Court	-109,011	0	-109,011	0	1	0	0	1
Environmental Imps	-22,644	0	-13,128	-9,516	-4,798	0	0	-4,798
Environmental Works Pearson Crescent	4,798	0	0	4,798	4,798	0	0	4,798
HRA Reserve Fund	-655,167	0	-655,167	0	0	0	0	0
Major AdaptationsBMBC_D-00279	-45,800	0	-45,800	0	0	0	0	0
New Build - 18 Locksley Gardens	-118,222	0	-118,222	0	0	0	0	0
New Build - 39 Huddersfield Road	28	0	0	28	28	0	0	28
New Build Acq 14 Dw Carr Lane	86,489	0	86,489	0	0	0	0	0
New Build Acq 14 Dw Cross St	-440,494	-440,494	0	0	0	0	0	0
New Build - General	169,536	0	200,000	-30,464	17,026	0	0	17,026
New Build - Green Street	9,656	0	0	9,656	9,656	0	0	9,656
New Build - Hartcliff Road 21 Dwellings	-47,490	0	0	-47,490	-47,490	0	0	-47,490
New Build - Meadow View Hoyland	35	0	0	35	35	0	0	35
New Build - Roy Kilner Road	20,745	0	0	20,745	20,745	0	0	20,745
New Build Bungalows	-434,180	0	-434,180	0	0	0	0	0
Replacement Items	-457,326	0	-57,326	-400,000	-2,000,000	0	0	-2,000,000
Single Property Acquisition	-1,477,466	0	-1,477,466	0	0	0	0	0
STOCK REDUCTION/ACQUISITION PROG	-75,239	0	-75,239	0	0	0	0	0
Structural Extensive / Void Repl	400,000	0	0	400,000	2,000,000	0	0	2,000,000
WORSBROUGH REGENERATION	-10,000	0	0	-10,000	-10,000	0	0	-10,000
Housing Revenue Account Total	-6,624,394	-440,494	-3,582,471	-2,601,428	-245,651	0	0	-245,651
(5) Create more and better housing Total	-9,006,692	-2,822,792	-3,582,471	-2,601,428	-245,651	0	0	-245,651

Appendix B - Variance Analysis Per Scheme

	2017/18 Variance	2017/18 Slippage	2017/18 Rephasing	2017/18 Variation in Scheme Costs	Overall Variance	Overall Slippage	Overall Rephasing	Overall Variation in Scheme Costs
(6) Every child attends a good school								
Athersley South Re-Roofing Works Phase 1	-7	0	0	-7	-7	0	0	-7
Bank End Flood	-80	0	0	-80	-80	0	0	-80
Barugh Green Primary Install New Fire Alarm	-5	0	0	-5	-5	0	0	-5
Birdwell Primary Install new Fire Alarm System	-4,668	0	0	-4,668	-4,668	0	0	-4,668
Burton Road Primary - Increase Admission	-140	0	0	-140	-140	0	0	-140
Capitall Maint Allocation	-1,103,198	0	0	-1,103,198	-1,103,198	0	0	-1,103,198
Churchfield - Heating to Hall	38,026	0	0	38,026	38,026	0	0	38,026
Churchfields - Increase Admission Number	-3,762	0	0	-3,762	-3,762	0	0	-3,762
Cudworth Cherrydale Admissions	-4,000	0	0	-4,000	-4,000	0	0	-4,000
Doncaster Road Primary - Replace windows	-3,055	0	0	-3,055	-3,055	0	0	-3,055
Family Centres - ICT	-1	0	0	-1	-1	0	0	-1
Gawber Primary - Replace Fan Convectur	-1,060	0	0	-1,060	-1,060	0	0	-1,060
Gawber Primary - Rewire	103,584	0	0	103,584	103,584	0	0	103,584
Greenfield Condition	-61	0	0	-61	-61	0	0	-61
HEALTH & SAFETY REACTIVE WORKS	91,000	0	0	91,000	91,000	0	0	91,000
Hoyland Greenfield - Drainage Repairs	25,000	0	0	25,000	25,000	0	0	25,000
Hoylandswaine - Drainage/Resur/Wind/Doors	25,000	0	0	25,000	25,000	0	0	25,000
Hoylandswaine Primary	-764	0	0	-764	-764	0	0	-764
Hunningley - Alterations to facilitate bu	-5,632	0	0	-5,632	-5,632	0	0	-5,632
Hunningley - Increase Admission - P2	126,949	0	0	126,949	126,949	0	0	126,949
Hunningley - Increase Admission Number t	-6	0	0	-6	-6	0	0	-6
Keresforth - Resurface Playground	36,000	0	0	36,000	36,000	0	0	36,000
Keresforth - Windows/Doors Nursery	20,000	0	0	20,000	20,000	0	0	20,000
Keresforth Primary Renew Heating Distribution	-2,421	0	0	-2,421	-2,421	0	0	-2,421
Kexbrough Primary Rewire Junior Block	1	0	0	1	1	0	0	1
Kings Oak Admissions	-10,695	0	0	-10,695	-10,695	0	0	-10,695
Lacewood Admissions	-13,887	0	0	-13,887	-13,887	0	0	-13,887
Lacewood Primary - Prov of Mod Classroom	70,000	0	0	70,000	70,000	0	0	70,000
Ladywood - Roofing	122,762	0	0	122,762	122,762	0	0	122,762
Milefield - Increase Admission Number to	-122,231	0	0	-122,231	-122,231	0	0	-122,231
Milefield Boilers/Roofing	97	0	0	97	97	0	0	97
Millhouse - Playground Repairs/Replace	107,392	0	0	107,392	107,392	0	0	107,392
Millhouse - Emergency Lighting	39,982	0	0	39,982	39,982	0	0	39,982
Oakhill Primary - Alterations to Bulge	-1,566	0	0	-1,566	-1,566	0	0	-1,566
Oxpring - Boundry Walls	9,130	0	0	9,130	9,130	0	0	9,130

Appendix B - Variance Analysis Per Scheme

	2017/18 Variance	2017/18 Slippage	2017/18 Rephasing	2017/18 Variation in Scheme Costs	Overall Variance	Overall Slippage	Overall Rephasing	Overall Variation in Scheme Costs
Penistone St Johns - Increase Ad - P2	20,993	0	0	20,993	20,993	0	0	20,993
Penistone St Johns - Increase Ad - P2A	145,672	0	0	145,672	145,672	0	0	145,672
Penistone St Johns - Increase Admissions - P3	-5,428	0	0	-5,428	-5,428	0	0	-5,428
Penistone St Johns - Alterations for Bul	-548	0	0	-548	-548	0	0	-548
Retention Consolidation 16/17	-7,246	0	0	-7,246	-7,246	0	0	-7,246
Richard Newman Primary - Alterations to	-1,764	0	0	-1,764	-1,764	0	0	-1,764
SCHOOL ACCESS WORKS	-501	0	0	-501	-501	0	0	-501
Shawlands - Holy Rood Replace Heating Boiler	-1	0	0	-1	-1	0	0	-1
Shawlands - Remodel Entr/Office	110,000	0	0	110,000	110,000	0	0	110,000
Silkstone Common - Kitchen/Hall Floor	15,000	0	0	15,000	15,000	0	0	15,000
Silkstone Primary Tarmac Repairs to Playground	150	0	0	150	150	0	0	150
Summer Lane Primary - Alterations for Bu	-1,116	0	0	-1,116	-1,116	0	0	-1,116
The Forest Academy - Alterations to Bulg	-196	0	0	-196	-196	0	0	-196
Thurlstone Primary - Increase Admission	13,044	0	0	13,044	13,044	0	0	13,044
Wilthorpe Infants - Boilers	119,809	0	0	119,809	119,809	0	0	119,809
Wilthorpe Primary Roof/Building Repairs	-2,010	0	0	-2,010	-2,010	0	0	-2,010
Wombwell Park Street - Increase Admissio	1,529	0	0	1,529	1,529	0	0	1,529
Worsbrough Common - Convert Quas to Classroom	200,000	0	0	200,000	200,000	0	0	200,000
Worsbrough Common Primary	-10,174	0	0	-10,174	-10,174	0	0	-10,174
Worsbrough Common Pupil Places	-2,585	0	0	-2,585	-2,585	0	0	-2,585
Worsbrough Common Renew Flat Roof Phase 1	-42	0	0	-42	-42	0	0	-42
People Total	132,271	0	0	132,271	132,271	0	0	132,271
Keresforth Primary School	-150,000	0	0	-150,000	-150,000	0	0	-150,000
Place Total	-150,000	0	0	-150,000	-150,000	0	0	-150,000
(6) Every child attends a good school Total	-17,729	0	0	-17,729	-17,729	0	0	-17,729
(9) People are healthier, happier, independent and active								
Assisted Living Technology	-1	0	0	0	-1	0	0	-1
Communities Total	-1	0	0	0	-1	0	0	-1
Park Road Parking Facility	-450	0	0	-450	-450	0	0	-450
Wombwell Cemetery Chapel Conversion	3,086	0	0	3,086	3,086	0	0	3,086
Place Total	2,636	0	0	2,636	2,636	0	0	2,636
(9) People are healthier, happier, independent and active Total	2,636	0	0	2,636	2,636	0	0	2,636
Grand Total	-8,651,996	-2,822,792	-3,045,198	-2,784,005	-428,228	0	0	-428,228

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 of
Core Services

**TREASURY MANAGEMENT ACTIVITIES & INVESTMENT PERFORMANCE - QUARTER
ENDED 30TH JUNE 2017**

1. Purpose of the Report

1.1 The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management recommends that members be updated on treasury management activities regularly (TMSS, annual and mid-year reports). This report, therefore, ensures that the Council is implementing best practice in accordance with the Code.

2. Recommendations

2.1 It is recommended that Members note:-

- **the Treasury Management activities undertaken during the quarter and compliance with the Prudential Indicators;**
- **the Authority's latest borrowing position; and**
- **the Authority's latest investment portfolio and performance for the quarter.**

3. Economic Summary

3.1 Highlights and key messages:

- UK economic growth held up better than expected in the 6 months following the Brexit vote;
- Growth slowed in the first half of 2017 as inflation rose sharply, putting a squeeze on household spending power;
- Growth is expected to slow further due to political and economic uncertainty relating to the outcome of the Brexit negotiations (particularly in light of the general election result), and
- The UK base rate is likely to remain at 0.25% in the short term, but the case for a rate rise could build if growth and inflation continue as forecast.

3.2 A detailed commentary from our advisors on developments during the quarter is provided in Appendix 3.

4. Interest Rate Forecast

4.1 The table below outlines the latest base rate projections from our advisors:

Base Rate	Jun 2017	Sep 2017	Dec 2017	Mar 2018	Jun 2018	Sep 2018	Dec 2018	Mar 2019	Jun 2019	Sep 2019	Dec 2019	Mar 2020
Capita Asset Services	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%
Capital Economics	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	-

4.2 The UK base rate was cut in August 2016 (from 0.50% to 0.25%) following signs of a sharp slowdown in growth in the second half of the year, however this did not materialise. Inflation rose substantially in the first half of 2017, owing to the fall in value of sterling since the referendum. As a result the base rate has not been reduced further.

4.3 The forecast from our advisors (Capita Assets Services) remains unchanged from the previous quarter, which suggests a rate increase is unlikely to happen until 2019 after the Brexit negotiations have been concluded.

4.4 However the prospect of a rate rise has increased since the Monetary Policy Committee (MPC) met in June, where 3 out of 8 members voted to increase the base rate by 0.25%, which is reflected in the forecast from Capital Economics. This shows that, if strong domestically generated inflation was to emerge (e.g. from wage increases in the UK), the pace and timing of increases could be brought forward to as early as June 2018.

4.5 A detailed commentary from our advisors on the interest rate forecast is provided in Appendix 4.

5. The Authority's Borrowing Position

5.1 The table below outlines the movement on the Authority's borrowing position during the quarter:

	Balance on 01/04/2017 £m	New Borrowing £m	Debt Repaid £m	Balance on 30/06/2017 £m	Net Increase/ (Decrease) £m
Short Term Borrowing	69.603	51.080	(31.400)	89.283	19.680
PWLB Borrowing	414.979	-	(20.918)	394.061	(20.918)
Other Long Term Loans	63.000	-	-	63.000	0.000
Long Term Local Authority	3.897	-	-	3.897	0.000
TOTAL BORROWING	551.479	51.080	(52.318)	550.241	(1.238)

5.2 The Authority's overall debt position reduced by £1.2M during the quarter. Two PWLB loans matured in May reducing the balance by £20M, which was offset by a net increase in temporary borrowing from other Local Authorities, taking advantage of some very low rates.

5.3 A Debt Options analysis has been carried out to assess the current position of the GF and requirements over the next 5 years. It is important to ascertain the right approach in a difficult climate. An analysis has been completed to project the impact of taking various decisions and how this feeds through to the Capital Financing Budget.

5.4 Several options were outlined in the 2017/18 Treasury Management Strategy to address the Authority's borrowing position, as set out in section 8.

New Borrowing

5.5 No new long-term borrowing was undertaken during the quarter, but the borrowing requirements of the Authority, together with the borrowing rates available are being closely monitored by Officers. The latest PWLB certainty rate forecasts are shown within Appendix 4.

Borrowing in Advance of Need

5.6 The Council has not borrowed in advance of need during the quarter ended 30th June 2017.

Debt Rescheduling

5.7 Debt rescheduling opportunities have been limited in the current economic climate and following the increase in the margin added to gilt yields which has impacted PWLB new borrowing rates since October 2010. No debt rescheduling was undertaken during the quarter.

5.8 As mentioned above, various borrowing opportunities are currently being explored with an ongoing review of the Council's treasury management position.

6. The Authority's Investment Portfolio

6.1 The table below outlines the movement on the Authority's investment portfolio during the quarter:

	Balance on 01/04/2017 £m	Investments Made £m	Investments Repaid £m	Balance on 30/06/2017 £m	Net Increase/ (Decrease) £m
Long-Term Investments	7.000	-	-	7.000	-
Short-Term Investments	17.000	17.000	(19.000)	15.000	(2.000)
Money Market Funds / Instant Access	38.250	88.900	(102.550)	24.600	(13.650)
TOTAL INVESTMENTS	62.250	105.900	(121.550)	46.600	(15.650)

6.2 The Authority's overall investment portfolio reduced by £15.65M during the quarter, which can be attributed to the £26.48M pension deficit contribution made in April. The contribution was paid up front (instead of over a 3 year period) to avoid significant interest costs. This resulted in a saving to the Authority which was reflected in the Medium Term Financial Strategy (MTFS).

6.3 All of our investments are in-line with the investment priorities and approved limits set out in the Treasury Management Strategy Statement (TMSS) for 2017/18 (further details below):

1. Security of capital;
2. Liquidity; and
3. Yield.

Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the quarter.

Counterparty	Rating	Principal (£m)	Status
Lloyds	A	5.00	Fixed deposit to 09.10.17
Goldman Sachs International Bank	A	5.00	Fixed deposit to 04.12.17
Leeds City Council	AA	5.00	Fixed deposit to 27.09.17
Svenska Handelsbanken	AA-	9.40	Instant Access
Money Market Funds	AAmmf	15.20	Instant Access
Enhanced Money Market Funds	AAmmf	7.00	Accessible within 3 days
TOTAL INVESTMENTS		46.60	

6.4 Following the base rate cut in August 2016, the Authority has seen interest rate reductions across its instant access accounts and money market funds. Officers are continuing to assess daily cash flows and liquidity requirements to ensure the Authority's investments are the most suitable within the current environment.

6.5 The 7 day London Interbank Bid Rate (LIBID) is used as a performance indicator for measuring the return on investments. The average rate of return on the Authority's investments for the quarter was 0.42%, exceeding the 7 day LIBID benchmark of 0.11%.

7. Compliance with Treasury and Prudential Limits

7.1 It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. The Council's approved Prudential and Treasury Indicators (affordability limits) are included in the approved TMSS.

7.2 During the quarter the Council operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement and in compliance with the Council's Treasury Management Practices. The Prudential and Treasury Indicators are shown in Appendix 1.

8. The Future Outlook for Treasury Management Activities

8.1 Financial Services continue to closely monitor the Council's borrowing position together with projected interest rate forecasts for the next two years.

8.2 Affordability and the 'cost of carry' (the difference between long-term borrowing rates and short-term investment rates) remain important influences on the borrowing strategy and the Authority determines it cost effective in the short-term to use internal resources. However, the Council will not be able to sustain a temporary / internally borrowed position indefinitely and will eventually need to fix out more borrowing in the near future to fund the town centre and other previously approved commitments. In addition to this, the Council has a number of loans that will mature over the next 2-3 years at relatively high rates. Financial Services will again seek to replace these loans at lower rates as part of the process to optimise the Council's longer term borrowing position.

- 8.3 Several borrowing recommendations were outlined in the 2017/18 Treasury Management Strategy including:
- 1) Borrowing from the newly formed Municipal Bond Agency. The Agency has been established to provide an alternative source of funding for Local Authorities from the PWLB. The Agency is a new initiative and has not yet made its first bond issue. Should the bond issue fail to materialise within our required timescales, the Authority will look into alternative borrowing options.
 - 2) Fixing out a proportion of the debt portfolio, to move towards fixing out temporary variable loans as a policy objective. The variable rate debt will not incur a penalty if repaid early, will reduce variable rate risk, but clearly will introduce additional costs to refinance.
 - 3) Reviewing the feasibility of taking out deferred loans to cover off a large variable loan due to mature in 2019/20. Options are available to fix the rate now for a period of up to 5 or 6 years in advance. This would allow the Authority to maintain a short term, cheap position, with the comfort of fixed rate loans being delivered in the future. The risks are, once committed the funds must be taken and the market rates could potentially be cheaper in future although this is unlikely with current interest rates so low. Financial Services are currently looking at options with our advisers and in active discussions with a lending institution to implement a forward loan. It should be noted that arranging the loans could be quite a lengthy process involving a great deal of due diligence with commercial lenders.
- 8.4 In addition to the above, ongoing work is being undertaken to review other areas in the Council's debt portfolio to create further savings. A specific example is the review of the Building Schools for the Future PFI programme. This has already been completed for phase 2 in conjunction with the Local Education Partnership and it is proposed to complete phase 1 and 3 during 2017/18 and 2018/19.
- 8.5 Opportunities to repay the Authority's LOBO loans have been investigated, but at this time further progress has not been made. This is primarily due to the German lenders, FMS, who do not appear to want to engage in discussions to re-negotiate the deal despite initially encouraging dialogue. As a result this option has been discounted for the time being but will be re-established if further opportunities present themselves in future.

8.6 The Authority is aware of two upcoming reforms that may impact on its investment activities in the near future:

- 1) Markets in Financial Institutions Directive (MiFiD II). MiFiD II is a wide-ranging Directive which aims to strengthen the investment services market. It introduces a number of key changes to client categorisation, meaning Local Authorities will have to opt up to professional client status in order to access certain products. To do so they will have to meet a number of qualitative and quantitative tests. These changes are set to take effect from January 2018.
- 2) Money Market Fund Reform. The Money Market Fund Reform introduces a new structural fund - the Low Volatility Net Asset Value (LVNAV) Fund – and some changes to the existing Money Market Funds. These regulations will apply to new funds from July 2018 and existing funds from January 2019.

8.7 The full impact of these reforms is not known at this time however officers will continue to monitor the situation and provide an update in quarter 2.

Prudential and Treasury Indicators as at 30th June 2017

Prudential Indicators	Limit for 2017/18 (£'000)	Quarter 1 Actual (£'000)	Compliance with Indicator?
Maximum Debt Compared to Authorised Limit	990.591	807.964	Yes
Average Debt Compared to Operational Boundary	960.591	798.453	Yes

Maturity structure of fixed rate borrowing	Upper Limit (%)	Lower Limit (%)	Quarter 1 Actual (£'000)	Quarter 1 Actual (%)	Compliance with Indicator?
Under 12 months	0	50	135.913	29	Yes
12 months to 2 years	0	25	24.415	5	Yes
2 years to 5 years	0	25	15.228	3	Yes
5 years to 10 years	0	25	53.472	11	Yes
10 years to 20 years	0	75	27.430	6	Yes
20 years to 30 years	0	75	55.553	12	Yes
30 years to 40 years	0	75	67.400	14	Yes
40 years to 50 years	0	75	86.030	18	Yes

Treasury Indicators	Limit for 2017/18 (%)	Quarter 1 Actual (%)	Compliance with Indicator?
Upper limit of fixed interest rates based on net debt	90	85	Yes
Upper limit of variable interest rates based on net debt	25	15	Yes

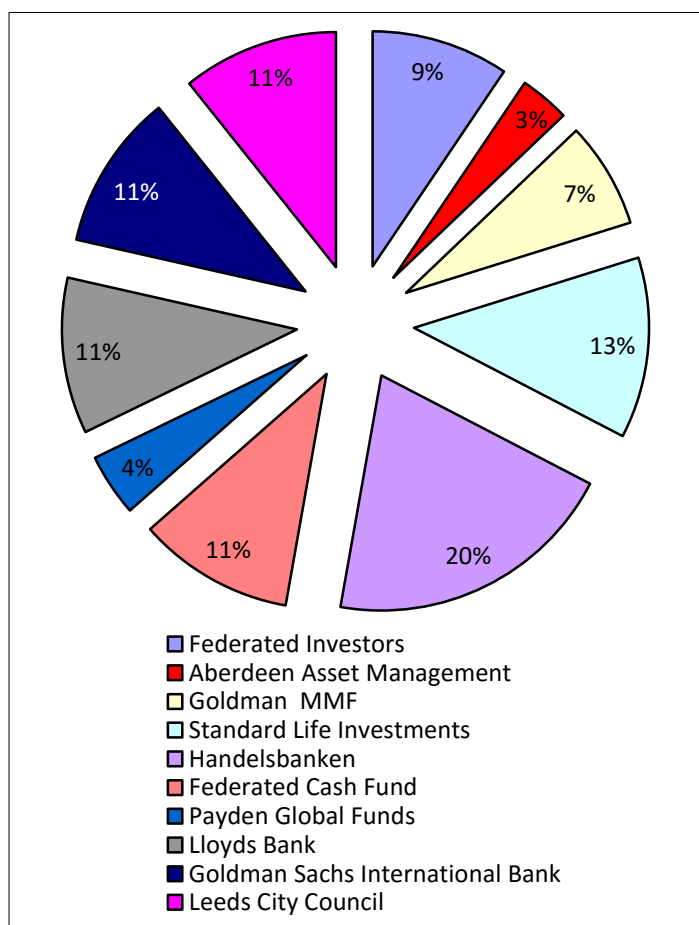
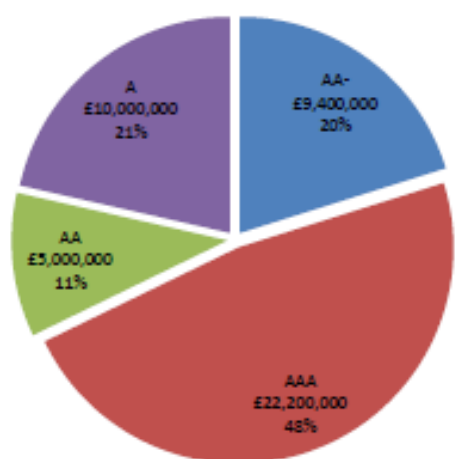
Treasury Indicators	Limit for 2017/18 £'000	Quarter 1 Actual (£'000)	Compliance with Indicator?
Upper limit for principal sums invested over 364 days*	20.000	-	Yes

* The 'long-term investments' referred to in section 6.1 are long-term in the sense that they're invested for an indefinite period, however they can be recalled within 3 days we have excluded them from the indicator above.

Analysis of Investment Portfolio as at 30th June 2017

Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date	Lowest Long Term Rating	Historic Risk of Default
MMF Federated Investors (UK)	4,400,000	0.24%		MMF	AAA	0.000%
MMF Aberdeen	1,600,000	0.16%		MMF	AAA	0.000%
MMF Goldman Sachs	3,400,000	0.16%		MMF	AAA	0.000%
MMF Standard Life	5,800,000	0.22%		MMF	AAA	0.000%
Svenska Handelsbanken AB	9,400,000	0.30%		Call	AA-	0.000%
USDBF Federated Sterling Cash Plus Fund	5,000,000	0.70%		USDBF	AAA	0.000%
USDBF Payden Sterling Reserve Fund	2,000,000	1.54%		USDBF	AAA	0.000%
Leeds City Council	5,000,000	0.25%	27/06/2017	27/09/2017	AA	0.006%
Lloyds Bank Plc	5,000,000	0.55%	06/04/2017	09/10/2017	A	0.016%
Goldman Sachs International Bank	5,000,000	0.64%	02/06/2017	04/12/2017	A	0.024%
Total Investments	£46,600,000	0.42%				0.005%

Rating Exposure



Investments by Counterparty	£	Type
Federated Investors	4,400,000	MMF
Aberdeen Asset Management	1,600,000	MMF
Goldman MMF	3,400,000	MMF
Standard Life Investments	5,800,000	MMF
Handelsbanken	9,400,000	Non-UK Bank
Federated Cash Fund	5,000,000	Short Duration
Payden Global Funds	2,000,000	Short Duration
Lloyds Bank	5,000,000	UK Bank
Goldman Sachs International Bank	5,000,000	UK Bank
Leeds City Council	5,000,000	Local Authority
TOTAL	46,600,000	

Detailed Commentary on Developments during the Quarter (Capita Asset Services)

- During the quarter ended 30th June 2017:
 - The economy showed signs of re-accelerating;
 - There was an intensifying squeeze on households' real earnings;
 - The MPC took a more hawkish turn, with 3 members voting to raise interest rates;
 - A snap General Election delivered a hung Parliament;
 - Face-to-face negotiations with the EU began.
- After sluggish growth of 0.2% in Q1, the early indications are that the economy has re-gained some momentum in Q2. There is some concern, however, about the sustainability of consumer spending. The National Accounts for Q1 showed that the quarterly rise in spending was funded entirely through households reducing their savings to just 1.7% of their income, the lowest level since comparable records began. What's more, unsecured consumer borrowing has been rising at an annual rate of over 10%.
- Annual growth in the headline measure of average weekly earnings was just 2.1% in the three months to April, down from the 2.3% rate recorded in Q1 and below CPI inflation of 2.4% over the same period. Given that inflation picked up to 2.9% in May, the squeeze on real earnings is likely to have intensified since then.
- Inflation has risen faster than expected. But this appears to be because the impact of the drop in the pound is feeding through faster than in previous depreciations, rather than by a larger amount. Accordingly, inflation still looks set to peak before the end of this year, at around 3.2% in Q4. Given that it has accelerated more quickly than anticipated, it should fall back quicker as well. We think that inflation should be close to 2% by the end of 2018.
- Given the continued weakness in wage growth, and the fact that inflation's rise is set to be only temporary, it is perhaps surprising that the Monetary Policy Committee (MPC) appeared to take a more hawkish stance in the second quarter. The Committee came closest to voting for a rate hike since 2007 at its June meeting, with 3 out of 8 members voting to increase the base rate by 0.25%. The outcome of the August bot is not at all clear, although Mark Carney's list of specific conditions, including signs that wage growth is firming, and that business investment and net trade pick up the slack from slower consumer spending growth, may not be met.
- One possibility is that the MPC could vote to simply reverse the emergency cut in interest rates that took place following the EU referendum, but then leaves rates on hold for a while thereafter. This appears to be an argument that one or two MPC members are sympathetic to. That being said, markets still expect rates to remain on hold until August 2018, around six months earlier than they thought at the end of Q1.

Detailed Commentary on Interest Rate Forecasts and Forward View (Capita Asset Services)**May Quarterly Inflation Report Review**

Our treasury management advisers, Capita Asset Services have provided us with the following update to their interest rate forecasts.

	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20
Bank rate	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%
5yr PWLB rate	1.40%	1.50%	1.60%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%
10yr PWLB rate	2.10%	2.20%	2.30%	2.30%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%
25yr PWLB rate	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%
50yr PWLB rate	2.60%	2.70%	2.70%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%

- We've made a number of adjustments to our forecasts to reflect the continuing lower gilt yields since February. We have also made some minor adjustments by lowering a few 25 and 50 year PWLB rate forecasts by 10 bps in later quarters. We have left our forecasts for Bank Rate unchanged.
- The key points from the latest Inflation Report are as follows: -
 - Forecast for GDP growth for 2017 shaved from 2.0% to 1.9% to reflect a weak start in quarter 1 of only +0.3%, (but the Bank expects that figure to be revised to +0.4%); 2018 and 2019 upped from 1.8% to 1.9%. (2016 was 1.8%.)
 - Little change in inflation forecasts; inflation to fall back to 2.2% in just over 2 years' time and to pick up slightly going into 2020.
 - In February, the Bank cut the equilibrium rate of unemployment from 5.0% to 4.5%. This potentially means that the MPC could wait longer before taking action to combat rising inflation.
 - Some MPC members were clearly more concerned about the degree to which they could look through increases in inflation caused by the effective devaluation of the pound since the referendum and the consequent feed through into the CPI measure on inflation.
- Our forecasts assume that there is no cancellation of the emergency cut in Bank Rate in August 2016 from 0.50% to 0.25% and a stop to the Quantitative Easing (QE) programme in the shorter-term. There is a potential risk that the MPC could muster a majority to reverse both before reaching a time when there is a progression to a sustained trend of gentle increases in Bank Rate. Our forecasts for both Bank Rate and PWLB rates would then need revision if both were to occur.

- The Bank also warned that markets were too pessimistic in thinking Bank Rate would not start rising until towards the end of 2019 as the Bank expects wage growth to accelerate due to continuing falls in unemployment and rising vacancy levels. Again, we do feel some caution on this area as wage growth has been remarkably benign despite continuing falls in unemployment; this may reflect hidden levels of unemployment e.g. people wanting to move from part time to full time employment. We do feel that the MPC will focus on inflation risks, ahead of protecting growth, if inflation looks like rising to levels significantly above current forecasts. However, it is very difficult to be at all certain about risks around this, especially when currency movements in the pound, dollar and euro will be very hard to predict and are subject to major unknowns.
- Capital Economics' forecasts for UK economic growth are as follows: 2017 +2.0%; 2018 +2.3%; 2019 +2.0%. They feel that pessimism is still being overdone by the Bank and Brexit will not have as big an effect as initially feared by some commentators. They are forecasting that the first increase in Bank Rate will occur in quarter 2 2018 whereas our first increase is in quarter 2 2019 - after the end of Brexit negotiations.

Capita Asset Services' Forward View

- Economic forecasting remains difficult with so many external influences weighing on the UK. Our Bank Rate forecasts (and also MPC decisions) will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Forecasts for average earnings beyond the three year time horizon will be heavily dependent on economic and political developments. Major volatility in bond yields is likely to endure as investor fears and confidence ebb and flow between favouring more risky assets i.e. equities, or the safe haven of bonds.
- The overall longer run trend is for gilt yields and PWLB rates to rise, albeit gently. A world economic recovery will likely see investors switching from the safe haven of bonds to equities.
- We have pointed out consistently that the Fed. Rate is likely to go up more quickly and more strongly than Bank Rate in the UK and recent events have not changed that view, just that the timing of such increases may well have been deferred somewhat during 2016. While there is normally a high degree of correlation between the two yields, we would expect to see a growing decoupling of yields between the two i.e. we would expect US yields to go up faster than UK yields. We will need to monitor this area closely and the resulting effect on PWLB rates.
 - The overall balance of risks to economic recovery in the UK remains to the downside, particularly with the current uncertainty over the final terms of Brexit.
 - The balance of risks to increases in Bank Rate and shorter term PWLB rates are to the upside and are dependent on how quickly inflation pressures rise and how high the peak will be.
 - Our forecasts are predicated on an assumption that there is no break-up of the Eurozone or EU, (apart from the departure of the UK), within our forecasting time period despite the major challenges that are looming up, and that there are no major ruptions in international relations, especially between the US and China, which have a major impact on international trade and world GDP growth.

- We would, as always, remind clients of the view that we have expressed in our previous interest rate revision newsflashes of just how unpredictable PWLB rates and bond yields are at present. We are experiencing exceptional levels of volatility which are highly correlated to geo-political and sovereign debt crisis developments. Our revised forecasts are based on the Certainty Rate (minus 20 bps) which has been accessible to most authorities since 1st November 2012.

- Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:
 - Geopolitical risks in Europe, the Middle East and Asia, which could lead to increasing safe haven flows.
 - UK economic growth and increases in inflation are weaker than we currently anticipate.
 - Weak growth or recession in the UK's main trading partners - the EU and US.
 - A resurgence of the Eurozone sovereign debt crisis.
 - Weak capitalisation of some European banks.
 - Monetary policy action failing to stimulate sustainable growth and combat the threat of deflation in western economies, especially the Eurozone and Japan.

BARNSELEY 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 EXECUTIVE DIRECTOR, CORE SERVICES
TO CABINET 6th SEPTEMBER 2017**

**Equality Scheme 2015-18
Annual Report July 2016 to July 2017**

1. PURPOSE OF REPORT

- 1.1 In June 2015 Cabinet approved the adoption of a new three year Equality Scheme (2015-18) for the Council. The Annual Report updates Cabinet as to the progress made towards achieving the equality objectives and implementing the associated action plans as identified in the Scheme.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1 Approve the Equality Scheme Annual Report.**
- 2.2 Note the progress made towards the equality objectives**
- 2.3 Consider the key achievements and challenges identified in the Annual Report and support the priorities for the year ahead.**

3. INTRODUCTION

- 3.1 The current Equality Scheme (2015-18) is the third such Equality Scheme for the Council. The implementation of the previous Schemes resulted in the Council making significant improvements to the way it embedded equality and diversity into its day to day activities, its service delivery and planning and performance management processes. More importantly over the life time of the Schemes the Council made important improvements to its services to help challenge and reduce inequality for local people.
- 3.2 However the legislative, policy and financial context within which our work on equality must be developed and implemented has changed markedly in recent years. Likewise the diversity of the borough continues to change and attitudes and expectations develop also. A scheme therefore needs to be cognisant of these changes, and responsive to the significantly reduced resources that the Council can call upon. The current Equality Scheme seeks to address these new challenges whilst continuing to make real progress in promoting equality, diversity and inclusion

in the Council, in our service delivery and in the opportunities available for local people.

4. PURPOSE OF THE EQUALITY SCHEME

4.1 The Equality Scheme details how the Council will put its Equality and Diversity Policy into practice and to meet our Public Sector Equality Duty.

4.2 The Council recognises that all individuals have fundamental human rights and welcomes the diversity of the community living, working and learning in the borough. As a service provider, commissioner, community leader and major employer the Council is committed to promoting equality and tackling social exclusion and, as such, will integrate equality into all its activities, having due regard to the need to:

- Eliminate unlawful discrimination;
- Promote equality of opportunity; and
- Promote good relations between all groups irrespective of their disability, race, sex, religion or belief, sexual orientation, trans gender status, age or marital status.

4.3 These are the three aims associated with the Public Sector Equality Duty and the equality priorities and objectives outlined in the Scheme will enable us to make progress on each of these aims.

4.4 The Scheme:

- Outlines the key challenges that we face as an authority in achieving these three aims;
- Identifies those areas that we consider priorities for addressing (where the greatest inequalities exist that we can have a positive impact upon); and
- Describes how we will make sure we deliver on our plans to promote equality and meet our objectives.

5. EQUALITY SCHEME ACHIEVEMENTS

5.1 The first year of the new Equality Scheme focused on ensuring Council services developed appropriate actions plans to achieve the various objectives outlined in the Scheme. These are monitored and reported regularly to directorate management teams.

5.2 In the second year of the Scheme we have concentrated on implementing these plans and having an impact on the outcomes and measures outlined for each. This has resulted in the development of a number of projects and innovations to help the Council achieve its equality objectives:

- ✓ The “ConnectAbility” pilot project will enable people with communication disabilities to contact the Council more easily. This pilot will begin by developing

more accessible communication channels with Deaf people, such as BSL Video Relay and text messaging services, and greater support to access services on-line, initially for Council Tax and Council Tax Benefit. The learning from this pilot will then be used to enable more customers to self-serve and manage their Council business independently.

- ✓ The Council has successfully applied for a Home Office grant to help support the integration of new arrivals to the borough. The funding will be used to deliver a project focused on targeting poor-quality private rented accommodation, used mainly by new arrivals; to tackle rogue landlords and potential exploitation and to improve the physical environment for all residents.
- ✓ Improved process for embedding equality impact assessments into project planning, budget efficiencies, strategies and policies – now over 80% of these are considered to have a robust Equality Impact Assessment process.
- ✓ A “Purple Ribbon” campaign to raise awareness of Hate Crime involved over 1000 people, mainly children and young people, discussing hate crime in school or college and writing messages of support and solidarity for victims.
- ✓ The Council and the equality forums have continued to widen their reach and involvement, working with other groups and forums such as Wednesday Voice, Dementia Action Alliance, Red Cross and the conversation classes to ensure the widest possible engagement with diverse communities and those who experience the greatest barriers to equal outcomes. For example, a Conversation Class has begun a series of visits to key attractions and amenities in Barnsley, providing feedback on how these could be more accessible and inclusive to new arrivals and attracting new visitors and audiences in the process.

5.3 The Equality Forums have continued to provide invaluable support to the Council in its work to deliver the equality priorities and objectives described in the Scheme. The activities over the past 12 months have also been defined by the increased joint-working and cooperation between the forums. Some notable landmarks over the last year include:

- ✓ All five partners continue to jointly contribute towards the funding and coordination of support and engagement activity with the network of equality forums.
- ✓ The Barnsley LGBT Forum organised and hosted a month-long, multi-event festival during February 2017 to celebrate the 50th anniversary of the decriminalisation of homosexuality in England and Wales. The festival attracted visitors and contributors from across the region to join the activities and festivities.
- ✓ The Better Barnsley programme and the Purple Flag initiative, to promote a safe and inclusive evening and night-time economy, have both benefited from the participation of the equality forums in the “In Town” Group. This group enables relevant officers to consult with diverse communities in an engaging and inclusive way.

- ✓ The Council hosted, with a wide range of partners and employers two Jobs and Skills event for diverse communities in Barnsley. These events enabled people to find out about how to apply for jobs, training and apprenticeships, with advice and guidance available on overcoming the barriers they can sometimes face. The success and learning from these events have encouraged those involved to plan a further Jobs and Skills Diversity Event later this year.
- ✓ In the autumn the Equality Forums came together to present to health commissioners and providers the findings of their discussions and research into the experiences of diverse groups when accessing health services in Barnsley.
- ✓ The My Barnsley Too Forum hosted a mini-festival in June, called the Barnsley Fest-Able, at the Metrodome. Over 120 disabled people attended to have a go at a wide variety of artistic, cultural and sporting activities – Zumba, bowling, drumming, comedy, drama, arts etc. The Forum now plans to go on and build an annual disability festival in Barnsley that is at the heart of the borough’s cultural programme.

6. EQUALITY SCHEME CHALLENGES AND PRIORITIES

- 6.1 Despite these achievements there are a number of significant challenges the Council faces if it is to achieve its equality objectives.
- 6.2 The quality of data we hold on our employees’ diversity is poor. We only know whether about half of all staff are disabled or not, about two thirds regarding their ethnicity and only one quarter for their sexual orientation. This means we cannot be confident whether or not our efforts to improve workforce diversity are proving effective or not. We will therefore be planning improvements to our employee database so we can keep this information confidentially and up to date for all employees.
- 6.3 Barnsley has seen significant increases in the number of reported hate crimes and incidents over the last year. There was a marked increase after the result of the vote to leave the EU, and may have also been affected following terrorist attacks in London and Manchester. We are currently updating the Hate and Harassment Strategy and will work with the local community to see what else can be done to protect local people from hate crime and to encourage reporting.
- 6.4 Further work is needed to ensure there are continued good relations between different communities in Barnsley. We have seen an increased number of new arrivals to the borough, mainly migrant workers from Eastern Europe who make a significant contribution to the local economy, to local community groups and community life. Most new arrivals also work really hard to learn English, fitting in language and conversation classes alongside their shift-work and caring responsibilities for example. Nonetheless we are aware that new arrivals can have an important impact on local services and differences in culture, and the lack of knowledge about local procedures and customs can cause conflict with other local residents. We will continue to help new arrivals to understand local rules and customs and to integrate with the local communities they now live within.

- 6.5 The Council will continue its efforts to develop its vision for Future Council, which will mean new ways of working and delivering services that encourage independence and can be delivered in more innovative and cost-effective ways. Plans and proposals to remodel services must be developed with due consideration given to the potential impact on diverse communities. The Equality and Inclusion service will provide support to Business Units as they develop these plans to ensure the equality impact is given due consideration whilst ensuring the process for doing so is timely and proportionate to the risks involved. Decision-makers at all levels need to make sure they only approve the plans if the relevant equality impacts have been embedded and explained.
- 6.6 The ongoing efforts to promote channel shift (ie encouraging customers to “self-serve” via the website for example rather than visiting an office to seek help from a Council officer) requires the promotion of digital inclusion and an associated reduction in access of face to face and telephone services. However, whilst this channel shift can have very positive impacts on some diverse communities, in others it can lead to greater social exclusion and create barriers to accessing key public services. Care needs to be taken when implementing plans for channel shift so those most in need of support from public services are not left behind in the process.

7. LOCAL AREA IMPLICATIONS

- 7.1 The actions associated with the equality priorities will help to support the development of the Local Area Plans and build on communities’ abilities to be more involved and promote independence.

8. COMPATIBILITY WITH EUROPEAN CONVENTION ON HUMAN RIGHTS

- 8.1 The recommendations in the report do not interfere with the Convention Rights and are in accordance with the Human Rights Act 1998.

9. PROMOTING EQUALITY AND DIVERSITY AND SOCIAL INCLUSION

- 9.1 The purpose of the Equality Scheme is to promote equality and challenge discrimination in the fields of both employment and service delivery and to ensure the Local Authority meets its obligations under equalities legislation.

10. REDUCTION OF CRIME AND DISORDER

- 10.1 Whilst this report is focused on promoting equality and as such will help reduce social inequalities which are recognised as a contributing factor towards crime, this is not its prime purpose, and nor is there anything further that could be included in this report to reduce crime.
- 10.2 The report does include reference to hate crimes and makes it a priority to challenge and prevent these.

11. CONSERVATION OF BIODIVERSITY

11.1 There are no implications for biodiversity within the report.

12. RISK ASSESSMENT ISSUES INCLUDING HEALTH AND SAFETY

12.1 Implementing the Equality Scheme will assist the Council to meet its obligations under relevant equalities legislation (as detailed within the Scheme).

12.2 This will support our control measures for the Strategic Risk Register (3023), “failure to engage stakeholders”.

12.3 There are no Health and Safety implications associated with the report.

12.4 There is a reputational risk for the Council if it fails to deliver improvements on the Equality Priorities highlighted in the Scheme.

13. FINANCIAL IMPLICATIONS

13.1 There are no direct financial implications arising out of this report.

14. EMPLOYEE IMPLICATIONS

14.1 The Scheme includes reference to the need to further improve workforce diversity, a long-standing commitment of the Council and well-embedded within the existing Workforce Development Strategy.

15. COMMUNICATIONS IMPLICATIONS

15.1 The Equality Scheme Annual Report will be promoted to employees, partners, the Equality Forums and other stakeholders in the first instance as they are the primary audience.

16. CONSULTATIONS

16.1 The Equality Scheme Annual Report has been developed based upon discussions with the relevant Service Directors and Managers and the Equality Forums.

17. THE CORPORATE PLAN AND THE COUNCIL'S PERFORMANCE MANAGEMENT FRAMEWORK

17.1 The Equality Scheme contributes towards each of the Outcomes of the Corporate Plan and the Annual Report updates Cabinet on the progress being made and the plans for the next 12 months.

18. LIST OF APPENDICES

18.1 Appendix 1: Equality Scheme Annual Report

Officer Contact:

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787638

Date:

9th August 2017

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EQUALITY SCHEME III 2015-18

Annual Report July 2016 to July 2017



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Glossary of Acronyms

BT	Barnsley Together (Forum for Race Equality)
BBO	Building Better Opportunities
BME	Black and Minority Ethnic
BOLD	Barnsley On-line Learning and Development
BSL	British Sign Language
EAL	English as an Additional Language
EHC	Education, Health and Care Plan
EIA	Equality Impact Assessment
ELG	Early Learning Goal
ESOL	English for Speakers of Other Languages
GEF	Gender Equality Forum
GLD	Good Level of Development
HR	Human Resources
LGBT	Lesbian, Gay, Bisexual and Transgender
MAS	Minimum Access Standard
MBT	My Barnsley Too (Disability Forum)
NEET	Not in Education, Employment, or Training
SEND	Special Education Needs and/or Disabilities
TESOL	Teaching English as a Second or Other Language
VAB	Voluntary Action Barnsley

Glossary of Terms

Accessible Information Standard (AIS)

The AIS is a national standard implemented for health and social care which requires the access and communication needs of service users and carers to be appropriately assessed, recorded, shared and met in all customer interactions. The AIS specifically focuses on access and communication needs related to disability.

ConnectAbility

The ConnectAbility project seeks to improve the accessibility of council services for those people who face significant barriers to accessing services online. This approach considers the provision of information in different formats (e.g. Braille, Easy Read) and the use of different communication mechanisms (e.g. SMS, Video Relay Interpreting).

Deaf

The term Deaf refers to people whose first language is British Sign Language and who are part of the Deaf community and culture. Most Deaf people were born Deaf and may have very limited English, which is a second language. The Deaf community often refer to themselves as a cultural and linguistic minority rather than as having a disability.

People who were brought up with English and lost their hearing later in life are referred to as Hard of Hearing or Deafened.

DisabledGo

The DisabledGo website provides detailed online access guides to over 1,000 places that disabled people visit regularly in Barnsley.

Diverse Groups / Communities

This refers to those sections of the local community who share a "Protected characteristic" – for example, women, LGBT people, disabled people, etc.

Due Regard

The Equality Act 2010 requires public authorities, such as the Council, to give due regard to the impact of its functions, activities and decisions on diverse groups. We do this by undertaking an Equality Impact Assessment (EIA).

Protected Characteristic

The Equality Act 2010 offers protection from discrimination for people who share a protected characteristic – which can be their gender, ethnicity, disability, age, sexual orientation, transgender, religion, pregnancy, or marital status.

Purple Flag Scheme

Purple Flag is an accreditation process similar to the Green Flag award for parks and the Blue Flag for beaches. It leads to Purple Flag status for town and city centres that meet or surpass the standards of excellence in managing the evening and night time economy.

Safe Places

A Safe Place is a shop, business, café or organisation that is there to help you if you are feeling lost, confused, scared, worried or vulnerable when out and about. The scheme is for anyone who may feel vulnerable when out and about including people with learning difficulties, autism, Asperger's, dementia, mental health problems, people experiencing domestic violence etc.

Self-Serve

Self-service refers to encouraging customers to complete their interactions and transactions with the council using the online self-service functions (requiring minimal human intervention). This requires the council to have a variety or menu of online facilities, e-forms and portals available to enable customers to interact with the council independently over the internet – at a time which best suits them. This would reduce the need for customer interactions that are face to face or over the telephone. This can make accessing services easier for some disabled people however for others it can increase barriers (for those who find using computers difficult).

Summary of Achievements and Challenges

Progress and Achievements

The implementation of the Scheme has resulted in the development and implementation of projects and innovations to help the Council achieve its equality objectives:

- The Council has developed a pilot project called “ConnectAbility” to enable people with communication disabilities to contact the Council more easily. This pilot will begin by developing more accessible communication channels with Deaf people (such as BSL Video Relay and text messaging services) and greater support to access services on-line, initially for Council Tax and Council Tax Support. The learning from this pilot will then be used to enable more customers to self-serve and manage their Council business independently.
- The Council has successfully applied for a Home Office grant to help support the integration of new arrivals to the borough. The funding will be used to deliver a project focused on targeting poor-quality private rented accommodation, used mainly by new arrivals; to tackle rogue landlords and potential exploitation and to improve the physical environment for all residents.
- We have improved the process for embedding equality impact assessments into project planning, budget efficiencies, strategies and policies – now over 80% of these are considered to have a robust EIA process, reported to Cabinet.
- A “Purple Ribbon” campaign to raise awareness of Hate Crime involved over 1000 people, mainly children and young people, discussing hate crime in school or college and writing messages of support and solidarity for victims. Young people are a key group where we know levels of reporting of hate crime and harassment is particularly low.
- The Council and the equality forums have continued to widen their reach and involvement, working with other groups and forums such as Wednesday Voice, Dementia

Action Alliance, Red Cross and the conversation classes to ensure the widest possible engagement with diverse communities and those who experience the greatest barriers to equal outcomes. For example a TESOL class have begun a series of visits to key attractions and amenities in Barnsley, providing feedback on how these could be more accessible and inclusive to new arrivals and attracting new visitors and audiences in the process.

The Equality Forums have continued to provide invaluable support to the Council in its work to deliver the equality priorities and objectives described in the Scheme. The activities over the past 12 months have also been defined by the increased joint-working and cooperation between the forums. Some notable landmarks over the last year include:

- All five partners continue to jointly contribute towards the funding and coordination of support and engagement activity with the network of equality forums.
- The Barnsley LGBT Forum organised and hosted a month-long, multi-event festival during February 2017 to celebrate the 50th anniversary of the decriminalisation of homosexuality in England and Wales. The festival attracted visitors and contributors from across the region to join the activities and festivities, culminating in the “Pop Goes the Festival” event at Elsecar Heritage Centre.
- The Better Barnsley programme and the Purple Flag initiative (to promote a safe and inclusive evening and night-time economy) have both benefited from the participation of the equality forums in the “In Town” Group. This group enables relevant officers to consult with diverse communities in an engaging and inclusive way. For example the group undertook a visit to the temporary markets giving valuable feedback on how welcoming, accessible and inclusive they were for diverse groups and suggested improvements that could be built into the planning for the Glassworks development.
- The Council hosted, with a wide range of partners and employers (public, private and voluntary sector), two Jobs and Skills events for diverse communities in Barnsley. These enabled people to find out about how to

apply for jobs, training and apprenticeships, with advice and guidance available on overcoming the barriers they can sometimes face. The success and learning from these events have encouraged those involved to plan a further Jobs and Skills Diversity Event later this year.

- In the autumn the equality forums came together to present to health commissioners and providers the findings of their discussions and research into the experiences of diverse groups when accessing health services in Barnsley. This led to a report, published jointly with Healthwatch Barnsley, with specific recommendations for improving health equality in Barnsley.
- In June, My Barnsley Too hosted a mini-festival at the Metrodome, called the Barnsley Fest-Able. Over 120 disabled people attended to have a go at a wide variety of artistic, cultural and sporting activities – Zumba, bowling, drumming, comedy, drama, arts etc. The Forum now plans to go on and build an annual disability festival in Barnsley that is at the heart of the borough’s cultural programme.

Key Challenges

Despite these achievements there are a number of significant challenges the Council faces if it is to achieve its equality objectives. These include:

- The quality of diversity data we hold for our employees is poor. We only know whether about half of all staff are disabled or not, about two thirds regarding their ethnicity and only one quarter for their sexual orientation. This means we cannot be confident whether or not our efforts to improve workforce diversity are proving effective or not. We will therefore be planning improvements to our employee database so we can keep this information confidentially and up to date for all employees.
- Barnsley has seen significant increases in the number of reported hate crimes and incidents over the last year. There was a marked increase after the result of the vote to leave the EU, and may have also been affected following recent terrorist attacks in London and Manchester. We are currently

updating the Hate and Harassment Strategy and will work with the local community to see what else can be done to protect local people from hate crime and to encourage reporting.

- Further work is needed to ensure there are continued good relations between different communities in Barnsley. We have seen an increased number of new arrivals to the borough, mainly migrant workers from Eastern Europe, who make a significant contribution to the local economy, to local community groups and community life. Most new arrivals also work really hard to learn English, fitting in language and conversation classes alongside their shift-work and caring responsibilities for example. Nonetheless we are aware that new arrivals can have an impact on local services and differences in culture, and the lack of knowledge about local procedures and customs can cause conflict with other local residents. We will continue to help new arrivals to understand local rules and customs and to integrate into their local community.
- The Council continues its efforts over the next four years to develop its vision for Future Council, which will mean new ways of working and delivering services that encourage independence and can be delivered in more innovative and cost-effective ways. Plans and proposals to remodel services must be developed with due consideration given to the potential impact on diverse communities. The Equality and Inclusion service will provide support to Business Units as they develop these plans to ensure the “equality impact” is given due consideration whilst ensuring the process for doing so is timely and proportionate to the risks involved. Decision-makers at all levels need to make sure they approve the plans only if the relevant equality impacts have been embedded and explained.
- The ongoing efforts to promote channel shift (ie encouraging customers to “self-serve” via the website for example rather than visiting an office to seek help from a Council officer) require the promotion of digital inclusion and an associated reduction in access of face to face and telephone services. However whilst this channel shift can have very positive

impacts on some diverse communities, in others it can lead to greater social exclusion and create barriers to accessing key public services. Care needs to be taken when implementing plans for channel shift so those most in need of support from public services are not left behind in the process.

Developing a Vibrant Town Centre

Safe Places



The Safe Place Scheme has been relaunched and promoted. New venues are being recruited to join the scheme and previous venues given refresher training.

More people with learning difficulties, autism and mental health conditions are learning about, and joining, the scheme. In July over 30 users of the scheme joined a treasure hunt around the town centre so they could become more familiar with the venues and the staff working in them.

A new Steering Group has been established and an Improvement Plan agreed to make the scheme more effective.

Over the next year we will increase the number of Safe Places in towns and villages across the borough and continue to promote use of the scheme to new groups such as people with dementia and victims of domestic violence.

- ↑ There are currently 220 registered users of the Safe Place scheme. This is up from 191 users in 2016.
- ↓ There are currently 32 Safe Places in Barnsley. This is down from 67 in 2016, largely due to ensuring that venues meet a set of minimum requirements before they can continue to be included in the scheme. We anticipate this figure to increase over the next few months as venues are helped to meet these new criteria.

 You can find a [full list of the venues](#) here.

Breast-Feeding Welcome



The Breast-Feeding Welcome Here scheme has been launched and is being widely supported by shops, services and businesses in the town.

To be part of the Scheme businesses and venues must be able to demonstrate that they provide a welcoming and supporting atmosphere for breastfeeding families.

↑ There are currently 58 Breast-feeding Friendly venues in Barnsley. This is up from 41 venues in 2016.

 You can find a [full list of the venues](#) here.

Purple Flag



Purple Flag is an accreditation for town and city centres that meet or surpass the standards of excellence in managing the evening and night time economy. It includes a comprehensive set of standards, management processes and good practice examples designed to help transform with a research, training and development programme, improving town and city centres.

We are working with the Equality Forums to ensure that we can achieve the Purple Flag status for the town centre, and as a result ensure it is a safe, welcoming, inclusive and accessible place for all Barnsley's diverse communities to visit.

The forums are now working with the project group to plan further assessments of the town centre and to ensure schemes such as Best Bar None meet the needs of all diverse communities.

Email EqualityandDiversity@barnsley.gov.uk to request a copy of the Markets report.

Pride Over Prejudice Festival



The Barnsley LGBT Forum, with the Council and other partners, formed the “POP Steering group” in order to plan, coordinate and deliver an LGBT festival as part of the celebrations to commemorate the 50th anniversary of the decriminalisation of homosexuality.

The festival took place in February 2017, during LGBT History month, and involved a wide range of events and activities including:

- Barnsley’s LGBT History Research project (“Uncovered: Barnsley’s LGBT Past”). The findings of the research will now be transformed into a guided walking tour, for the anniversary event. The research material will also provide some educational material, to be used in schools.
- Film Festival weekend, showing films such as “Pride” and “Victim”.
- Workshops on domestic abuse, sexual violence and healthy relationships,
- A substance misuse in the LGBT community workshop,
- A Rocky Horror Sing-a-long
- The POP Bake off! at Barnsley College.
- Slice of Life – A discussion on the subject of being disabled and LGBT in partnership with the MBT forum and the Twice Proud group.

- Love is Love Mural Project (produced with Creative Recovery). The piece is over 5 canvasses and it reflects the thoughts and feelings of a variety of LGBT people in Barnsley, taking a look back in time and bringing it up to the present day.
- A photographer was commissioned to capture the festival “in the moment”, 50 photographs from the photographers reel which was displayed at the 50th Anniversary event in July, enabling viewers to get a feel of the festival and reflecting the different faces of Barnsley’s LGBT community.
- A film project that documented some of the focus of the festival, the reason as to why this festival was taking place, offering further interviews and details of some of the major projects and activities that happened in February 2017.
- The ‘POP Goes the Festival’ event at Elsecar Heritage Centre attracted a diverse range of people to listen to music, browse the stalls, take part in activities such as arts and circus skills and watch a fire-performance.
- ✓ The POP Festival involved 24 events and activities in February 2017.
- ✓ Posts on the POP Festival Facebook page reached 13,797 people, receiving 233 likes, 12 comments and 186 shares.

My Barnsley Too “Fest-Able”



The My Barnsley Too Forum hosted a mini-festival in June, called the Barnsley Fest-Able, at the Metrodome. Over 120 disabled people attended to have a go at a wide variety of artistic, cultural and sporting activities – Zumba, bowling, drumming, comedy, drama, arts etc.

At the event many people volunteered to help develop a much bigger disability festival in Barnsley, possibly one that takes place every year

and one that is part of the mainstream cultural programme for the Borough. Discussions are underway to look into how this could be supported and involve the maximum number of disabled people, their families, friends and supporters.

- ✓ The Fest-Able attracted over 120 disabled people of all ages, plus their families and supporters.

Conversation Class Visits

The Council has supported a local English class (TESOL UK) for new arrivals to visit local attractions to seek feedback on their accessibility and inclusivity for those who have limited spoken English.

The group have so far visited the market, the Cooper Gallery, Cannon Hall and Elsecar. They have provided valuable feedback that could help these venues attract new audiences and customers. We will continue working with the Conversation Class and other groups to improve the Visitor Economy.

- ✉ Email EqualityandDiversity@barnsley.gov.uk to request a copy of the feedback reports.

Disabled Go Website



The Disabled Go website provides access reviews of over 1,000 venues in Barnsley. These were refreshed in April 2017 to make sure they were up to date and reflect the building work that has been taking place in the town centre and elsewhere.

Over the last year the Council has worked to promote the scheme to local disabled people which has resulted in much greater awareness and usage of the access guides.

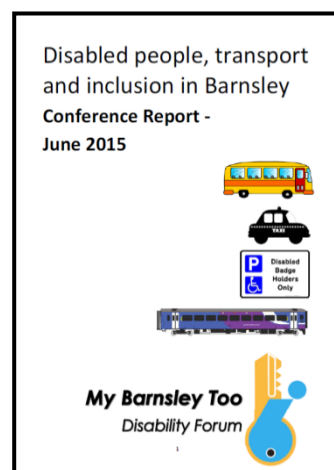
We have also checked how many are in different towns and villages and will look to extend coverage in these areas in the future. We also

want to ensure that all key tourist attractions and Safe Places are covered by the scheme.

- ↑ In 2016 there were 12,569 page views of the Disabled Go access guides in Barnsley, compared to 6,004 views in 2015.

- ✉ Visit www.disabledgo.org to search for access guides to venues in Barnsley.

Access to Transport



The My Barnsley Too Forum has continued to promote equal access to transport. This has included:

- Continuing to raise awareness of the barriers disabled people face when using public transport in Barnsley.
- Meeting with Taxi Licensing and taxi drivers to discuss the problems disabled people have experienced using taxis and private hire vehicles.
- Taxi Licensing have worked with the MBT Forum to raise awareness with disability groups of how to book Safe Taxis and to warn about the dangers of illegal taxis.
- Meeting with SYPTE to discuss problems disabled passengers have faced at the Transport Interchange.
- Meeting with Northern Rail to raise concerns about the potential removal of guards from trains and the impact this could have on disabled rail passengers.

Increase skills to get more people working

More and Better Jobs



The Council, with its partners has developed an “Employment and Skills Strategy: More and Better Jobs” (2016 - 2021). The strategy aims to “To embed a shared ambition, not just for any jobs, but for better jobs that grow Barnsley’s businesses in the long term.” It has 4 priorities:

1. To raise the ambition of Barnsley business, institutions, people and communities.
2. To improve education, employability and work-readiness.
3. To improve routes into work.
4. To enhance business skills and progression within the workplace.

It aims to do this by:

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

Some people face significant barriers to employment and skills. The strategy will ensure that the needs of these groups are fully incorporated:


- Disabled people

- People with long term health conditions
- People recovering from mental health problems
- BME people, including refugees and new arrivals to the Borough
- Young people leaving care

The More and Better Jobs Task Force steers the strategy. It is private sector led, enabling the Council to strengthen its relationships with private sector employers and promote stronger engagement.

The Task Force is promoting the Employer Pledge which will enable local employers to provide offers to help people get ready for work, get into work and get on in work.

It has also brought together stakeholders with employers to agree a set of 10 key work readiness competencies needed by business and which can be incorporated into employability support and learning for both young people and adults.

 [View the More and Better Jobs Strategy here.](#)

Better support and opportunities for young disabled people and care leavers

We participate and lead a variety of projects to open up a range of opportunities for young disabled people and care leavers in the local area and within our workforce.

Within the Sheffield City Region the Council is helping support vulnerable people into employment in Barnsley. These include:

Work and Health Programme:

This focuses on claimants with health conditions, disabilities and those who have been unemployed for 2 years or more and it starts in November 2017. However this new programme has a greatly reduced capacity than its predecessor and so there is a need for additional and complementary interventions.

Employment Support:

This pilot supports claimants at risk of long term unemployment with complex barriers and multiple needs, and features a key worker model of support, offering holistic support continually motivating and progressing claimants, supporting employer relationships and labour market relationships.

Health Led Employment Led Trial:

The trial focuses on supporting people with muscular skeletal disorders and/or mild to moderate mental health conditions to stay in employment or gain employment.

Building Better Opportunities:

This is a person-centred employment project targeting people who are inactive in the labour market, including people with physical and mental health conditions, learning disabilities and complex needs. The project is being hosted by the Recovery College and went live in March 2017.

In 2017/18 we will ensure that the coordination of these projects is overseen by the Stronger Communities Partnership and fully integrated into the Early Help Strategy work.

Other initiatives local to Barnsley include:

Pathways to Success:

The continued implementation of the 'Pathways to Success' approach has helped to support young people to develop their employability and transferable skills. It includes supported placements, Council-wide traineeships, increases to the apprenticeship programme and development of undergraduate placements and graduate internships. It establishes specific support for vulnerable young people such as people with SEND, Care Leavers and Looked After Children. All Council Business Units are encouraged to engage with the programme by offering suitable opportunities for young people.

Supported Internship Strategy:

Additionally, we coordinate the borough's Supported Internship Strategy aimed at young people aged 16 to 24 who have a statement of Special Educational Needs, a Learning Difficulty Assessment, or an EHC plan, who want to move into employment and need extra support to do so.

✓ We currently have 27 opportunities offered

by 9 different employers across the borough with around 66.67% of the opportunities being filled.

Enterprise Adviser Network:

The network sees local business leaders volunteer one day a month to support schools to develop their careers, information, advice and guidance by enhancing employer engagement in students' education. For both Barnsley's special schools the Enterprise Advisers have been drawn from the employers engaged in the Supported Internship Strategy, ensuring a clear pathway for SEND learners into the programme.

Corporate Apprenticeship Scheme:

The implementation of apprenticeship reforms from April 2017 will result in an increase in the number of apprenticeships. We will continue to ensure that 10% of these new apprenticeships are taken by disabled people and care leavers. These will offer a broader range of sectors in which care leavers and disabled young people can gain skills, experience and qualifications.

✓ In 2016/17 we created and filled 2 supported apprenticeship opportunities for disabled young people, plus one in each of our main supply chain partners Berneslai Homes, NPS and NORSE.

✓ The Corporate Apprenticeship Scheme also contains five ring fenced opportunities for young people in care or care leavers, all of which were filled during 2016/17

Traineeships:

Current traineeship placements are offered to young people from external providers, although a model has been established to deliver traineeships by the Council's Adult Skills and Community Learning aimed at vulnerable young people such as those in care, care leavers, youth offenders and NEETs.

✓ The Council commits to 10% of Council apprenticeships to be taken by disabled people and care leavers. Currently 3 of the 32 places are filled by Care leavers and 3 by disabled people / educational need.

✓ Barnsley Council offered 3 traineeships to young people, 2 of which led to progression to an apprenticeship and 1 is ongoing.

More BME, disabled and 'non-gender-typical' apprentices.



The Targeted Youth Support service is delivered from the Better Barnsley shop which includes a vacancy board, an ongoing provider presence and targeted advice. This prominent central presence allows impartial advice and guidance to be delivered including opportunities for non-gender-typical occupations, BME apprentices and more disabled people.

Following the success of the Jobs and Skills Fairs in 2016, we are planning with other employers and training providers to hold another Jobs and Skills Fair on 7th December which will target all diverse groups.

- ✓ 22 different employers and training providers who attend diversity Jobs and Skills Fairs in 2016/17
- ✓ 150 members of the public attended diversity Jobs and Skills Fairs in 2016/17
- ✓ 50% of members of public who attended diversity Jobs and Skills Fairs found the events "very useful" and a further 29% found them "Fairly Useful".

Every Child Attends a Good School

Good and outstanding provision for EAL learners

The Barnsley Alliance Board has developed a risk assessment, self-evaluation and peer review framework for school and academy governing bodies aimed at improving their capacity to challenge and hold to account school leaders for their school's performance on the attainment of vulnerable groups of pupils, including the issue of EAL pupil provision and progress.

Following an Ofsted evaluation of EAL provision, during 2015, an EAL Action Plan has formed part of the work programme for the Alliance Board's "Closing The Gap" sub-group, together with the continuing development of the Barnsley 'Champion Schools' initiative. During 2016/17 a growing number of primary and secondary schools have taken up use of the resources and capacity provided through the Queen's Road Primary Academy and Horizon Community college, as part of the initiative.

From 2016/17, Ethnic Minority Pupil Provision will be a funding factor in the Barnsley Schools Block Funding Formula, as recommended by the Barnsley Schools Forum.

The latest validated education outcomes for 2016 show a consistent improvement in the attainment of EAL pupils across the key stages of the National Curriculum.

Early Years Foundation Stage:

- ↑ The % of EAL pupils demonstrating a good level of development improved from 39.7% in 2015 to 52.3% in 2016.
- ↑ The gap in attainment between EAL pupils and their peers has closed from 24% in 2015 to 15% last year.

Key Stage 1

- ↑ The % of EAL pupils achieving the expected standard in phonic knowledge at the end of Year 1 improved from 61.1% (2015) to 70.3% (2016).
- ↑ The gap between EAL pupils and their peers reduced from 12.6% (2015) to 6.3% (2016).

- ★ However, more needs to be done to tackle the gap in expected standards between EAL pupils and non EAL pupils, relating to Reading, Writing and Mathematics, at the end of Year 2 (36% compared to 60%).

Key Stage 2

- ★ The % of EAL pupils achieving the expected standard in Reading, Writing and Mathematics was 38.7% in 2016 compared to 52.9% among non-EAL pupils.
- ★ Remedial activity, including intervention will focus on improvement of reading standards across all categories of pupils.

Key Stage 4

- ↑ In 2015, the percentage of EAL pupils achieving 5 GCSEs at Grade A*-C (including English & Maths) was 52.6% compared to 49.5% of non EAL pupils. Whilst the EAL percentage rose to 53.5% during 2016, the percentage of non-EAL pupils leapt to 54.7%. However, the outlook for EAL pupil achievement at this Key Stage remains positive.

Engaging EAL learners' families in school life

There has continued to be ongoing dialogue with the Barnsley Together Forum for Race Equality. This has included a co-operation agreement that addresses the following issues:

- Parents access to ESOL provision and opportunities to become community governors in school and academy governing bodies.
- Helping monitor the number and achievement of (a) migrant families with children and (b) unaccompanied asylum seeking children, arriving and settling in Barnsley.
- How to report racial harassment and racial bullying in schools, which could impact on attendance.
- Provision for translating documents.
- School places and other services for supporting EAL families with children.

Children and Adults are Safe from Harm

Increased reporting of hate and harassment incidents



The local approach to tackling hate and harassment is now within the remit of the Community Tolerance & Respect sub-group of the Safer Barnsley Partnership. A revised Community Challenge Board will scrutinise information from this sub-group.

A new delivery plan and performance management framework has been developed, which will enable regular monitoring of progress, and hold all contributing partners to account. Task & Finish Groups will examine specific issues.

A number of training and awareness sessions have been held, covering migration, Prevent and hate crime reporting, including some specific ones delivered for the Adult Social Care and Culture & Museums services. Migration Yorkshire helped to deliver one of these training sessions.

Over the last year the number of reported incidents of race hate crime has increased significantly. Although this increase may in part be due to increased awareness and rates of reporting it is felt that this is, at least in part, an indication of a real increase in racist attacks and abuse. This increase in reported incidents began after the Brexit vote in June 2016.

As part of the national Hate Crime Awareness Week in October 2016 the Council, in partnership with SY Police, ran a Purple Ribbon campaign whereby members of the community wrote their messages of support for the victims of hate crime and tied these to a tree with a purple ribbon. Over one thousand messages of support, the vast majority of which were contributed by children

and young people through schools and colleges in Barnsley.

The LGBT Forum continued working with schools in partnership with, Barnsley Council and Stonewall on reducing homophobic, bi-phobic and transphobic bullying in schools.

The LGBT Forum, in partnership with Fostering Barnsley and Unison, tackled the subject of LGBT families as part of the International Day Against Homophobia, Biphobia and Transphobia. This event was held in the Town Centre and offered information and advice to LGBT families, particularly around fostering and adoption as well as raising awareness of the 50th Anniversary event.

The Gender Equality Forum were involved in a “Strength in Diversity” event as part of International Women’s Day, hosted by an organisation called Tapepuka. The focus of the event was to give people a space to share stories, to raise awareness of different kinds of organisations and support services available in the local community, to build confidence in the attendees to make contact with these services, and to help people to make more community connections. The GEF were represented on the day and GEF co-Chair delivered a presentation to the attendees.

-  Average number of repeat victims has fallen from 9 per month to 7 per month.
-  Number of reports made via website up from 11 in 2014 to 25 in 2015.
-  Continued very low reporting rate by young people.

Increased understanding and awareness of domestic violence and its impact

March 2016 saw the publication of the Government Strategy “Ending Violence Against Women And Girls”. This enabled the development of a domestic violence service specification in preparation to go out to tender for a whole new system. The new service was implemented in April 2017.

The aims of the service are:

- A reduced number of people who experience sexual and domestic violence.
- People and families achieve enduring recovery from sexual and domestic violence.
- Empower children and young people to assert the inappropriateness of sexual and domestic violence and other precursor behaviours.
- Local communities will support people and families who experience sexual and domestic violence.
- Local communities will be empowered to confront the behavior that harbours perpetrators of sexual and domestic violence.
- Encourage and support victims to take the court pathway to completion.
- Increase successful prosecutions of those perpetrators of sexual and domestic violence.

Elements of provision under the new service include early intervention and education, primary care and identifying potential harm, and safeguarding. There will be a whole family approach, incorporating support for young people who either experience or observe sexual and domestic violence; and also support for elderly people suffering abuse.

Specialist provision will be available, including support for people with substance misuse and multiple and complex needs. Positive support networks will be in place to support therapeutic and long term recovery.

Local Safeguarding Boards provide a robust training programme available for local workforces, to ensure awareness is raised about the complexity of domestic and sexual violence, coercion and control.

People Volunteering and


Contributing - Engaged Citizens

More community projects to encourage community cohesion and equality

There has been a continuation of the recorded number of Ward Alliance funded projects which promote equality and inclusion, this work will continue over the next 12 months with an aim to ensure that case studies are also collected to demonstrate the impact of such projects.

In the next 12 months there will be a focus on increasing the number of crowd funding applications from diverse groups.

In the next 12 months work will continue to better equip Elected Members for having difficult conversations in the community, particularly focusing on cohesion issues.

 The following performance measures will be used to assess the progress the Council is making in 2017/18:

Percentage of new projects or project reviews undertaken with an Equality Impact Assessment included as part of the decision making process.

Increased representation of diverse groups in the decision-making process

The Scrutiny function in Barnsley has begun to make use of expert witnesses in the last 12 months, with the aim to involve representatives of the various equality forums and other diverse groups in this role as the initiative develops.

Elected members are asking more questions in relation to diverse communities on the scrutiny panel, however it is acknowledged that this doesn't replace the lived experience of community members and so expert witnesses will also continue to be utilised in 2017-18.

In order to strengthen the use of expert witnesses, particularly from diverse communities, the scrutiny work plan will continue to be shared


with the Equality and Inclusion service. Officers supporting both the Equality Forums and Scrutiny function will meet on a quarterly basis to identify where this engagement will be appropriate and subsequently Equality Forum delegates will be invited to act as expert witnesses at the relevant meetings and on relevant task and finish groups. The use of engagement activity or local research reports will be also be used for this purpose.


Increased electoral registration and voting amongst diverse groups

Electoral registration among diverse groups has increased and electoral registration among all groups in the borough is at its highest ever. However, some of the planned targeted activity among diverse groups has not been able to occur due to the unexpected snap general election.

The public awareness strategy is reviewed annually to ensure that the access needs of different sections of the community will need to be taken into account within this review. The EIA, with support of the Equality and Inclusion service, should further support the understanding of the barriers to be considered – and the mitigating actions required.

The team have also outlined that they intend to make use of better local data in 2017, giving them a clearer idea of the demographics of those people who registered to vote and where they maybe need to undertake some future targeting.

 In December 2016*; 75% of 16-24 year olds, 87.5% of BME people, 98% of older people were on the electoral register. In the same time period disabled people were 10% less likely to be registered than those who do not identify as a disabled person.

 *These figures are identified by comparing current numbers registered against the numbers identified in the census from each group in 2011. It is acknowledged there are limitations to using the 2011 census data as we know that this doesn't offer the most accurate and up to date population data. The elections team will work to improve this data in 2017-18.

People Volunteering and Contributing - Active Citizens

Diversity in volunteering

The way in which volunteer demographic information is collected has been revised, supporting better information gathering. A better understanding of the volunteer demographic profile, including diversity profile, will help to identify any gaps or particular areas of concern in 2017-18.

In the next 12 months the Volunteering and Engagement Team and the Love Where You Live campaign, will proactively advertise volunteering opportunities to the Equality Forums and other local community groups to encourage wider participation. Its success will be monitored so further targeting can be planned if needed.

As part of a review of the “volunteer journey” in partnership with the VAB, an analysis of volunteer demographics will be undertaken to better understand where participation is proportionately lower. This will then enable further targeted work to be undertaken, with these sections of the community, to ensure there is equal access to volunteering opportunities and to address any potential barriers.



The following performance measures will be used to assess the progress the Council is making on volunteering in 2017/18:

- Number of volunteers who are disabled
- Number of volunteers who are BME
- Number of volunteers who are LGBT
- Number of volunteers who are aged under 25, 25 to 64, and 65 and over.

Helping new arrivals to settle and integrate

Following the development of plans to help new arrivals to settle, integrate and contribute to the community, additional funding has been sourced by the council and partners to allow targeted projects to be delivered.

English language tuition, formal and informal is now being successfully delivered in more venues

across the borough, including in workplace premises.

The council officer and elected member cohesion roles continue to enhance our understanding of the issues facing new arrivals and resident communities and properly address these issues.

Support and advice for those most affected by welfare reform

A review of Barnsley’s welfare advice services took place during 2015/16. In 2017/18, commissioners will continue to monitor performance in terms of the commissioned services ability to uphold their contractual obligations, and ensuring that service delivery is able to meet local need, as commissioned.

There will remain to be some Area Councils who have independent contracts to provide welfare advice services, based on local area priorities and identified need. This will potentially mean that there are some gaps in provision and access to information and advice in some areas in the borough.

The EIA for the Welfare Review identified a number of issues including the risks associated with the potential cessation of the Deaf Advice Service. In order to mitigate any disproportionate impact on the Deaf community, this service was built into the current contract specification to ensure that this provision is not an additional ask but is embedded into service delivery.

Customers can contact us easily

Meeting customers' access needs



The ConnectAbility project will initially be piloted within Council Tax, who are looking to produce an accessible offer for the Deaf community. This offer includes the availability of a BSL video relay service, a text message facility and a BSL video. Individual ConnectAbility assessments will be undertaken later in 2017/18 in order to plan to meet additional access and communication needs.


The Minimum Access Standards (MAS) and the Accessible Information Standards are being used to help develop the ConnectAbility project. These will help to identify the service priority and in building a robust assessment process.

The MAS will also continue to be developed in 2017, with a further emphasis on enabling departments to be able to self-assess, creating a sustainable and accessible tool to be used across the organisation.

The Council, in partnership with Healthwatch Barnsley and the Deaf Forum, hosted a "Social Care and Equipment" event to discuss the barriers Deaf people experience when accessing adult social care services or to seek advice about equipment and adaptations. The event used a mixture of interactive BSL performances and BSL interpretation to ensure the event was accessible and inclusive. Over 30 Deaf people attended and gave their views and concerns to service commissioners. An action plan to improve access is now being developed as a result of the event.

- ✓ Council Tax have produced a BSL Video in partnership with the Deaf Forum. This will now be embedded onto the Council's

website and promoted to the Deaf community.

 The following performance measures will be used to assess the progress the ConnectAbility pilot is making in 2017/18:

Number of services that meet the Minimum Access Standard. Target = 4.

Number of disabled customers who have their communication barriers assessed and planned. Target = 30.

Clear Vision and Values

A workforce with the skills and confidence to implement equality and inclusion



In 2017 Barnsley Council achieved Investors in People Gold which emphasised that diversity and differences amongst the workforce are valued and recognise that Equality and Diversity is promoted across the whole organisation.

We continue to provide on-line training resources on equality and inclusion for our workforce and we have significantly increased the proportion of the workforce who have undertaken this training within the previous 3 years.

A new Trans Awareness course has been developed and is available for employees on BOLD. This course aims to ensure that the organisation has an inclusive workplace for Trans people, giving employees and managers a better understanding of the complexities of gender identity, a better awareness of trans issues and an understanding of how these may feature in the workplace.

Courses are available on the following topics:

- Equality and Inclusion
- Dignity at Work
- Accessible Communication
- Transgender Awareness

Next year the emphasis will be on the development of training courses for the Equality Impact Assessment process and to update the current course content.

↑ The number of Equality and Diversity related course completions has more than doubled from 47 course completions per hundred employees in April 2017, up from 20 in 2016.

This equates to the completion of 182 accessible communication, 582 dignity at work and 701 Equality and Diversity courses.

✓ Achieved Investors in People Gold – Equality and Diversity is promoted across the organisation.

A leadership team with the skills and confidence to promote equality and inclusion.

In 2017 Barnsley Council achieved Investors in People Gold which highlighted that the council offers a fair process and equality of opportunity in relation to development and recruitment, recognising that people have different needs whilst arranging appropriate and fair access. Strategies are in place to promote Equalities and Diversity and are linked to the overall business strategy.

The Council's Leadership Programme embedded the principles of equality and inclusion in the course design and significant focus was given to the importance of these for effective leadership.

A number of leadership projects initiated as a result of the Programme are equality-related such as those focusing on customer access, employment of disabled people and community safety in the town centre.

The Leadership Programme will continue to embed equality and inclusion over the next year as it rolls out to wider groups of managers and employees.

Over the last year significant improvements have been made to the involvement of Elected Members with the work of the Equality Forums. An All Members Briefing Session was held to

inform members of the Forums' work and priorities, regular emails keep members up to date with forthcoming events, and members are increasingly engaged through social media.

Training and briefing sessions for Elected Members delivered during 2016/17 have included topics such as the Public Sector Equality Duty and Community Cohesion and Migration.

The Council will this year identify an Elected Member to be champion for each Equality Forum. Their role involves making effective links with forum delegates, to offer advice and support as required.

Senior managers have increasingly been involved in the work of the Equality Forums, gaining a better understanding of the issues and barriers that forum members can face. Examples include:

- Organising visits by forums to key venues and attractions and acting on the feedback.
 - Liaising with forums to develop projects and initiatives such as the Museums Service (Hear My Voice), with Cultural Services to develop a proposal for a Disability Festival and Customer Services to improve access to services with the ConnectAbility pilot.
 - The Service Director Education, Early Start And Prevention meets regularly with the Race Equality Forum to address the needs of children with English as an additional language.
 - Senior managers and commissioners met with the Deaf community to discuss their experience trying to access social care.
- ✓ In 2016/17 there were 14 community engagement activities undertaken with the Equality Forums.
- ✓ Achieved Investors in People Gold – Equality and Diversity are promoted and linked to overall business strategy.

A Flexible and Diverse Workforce

A workforce that reflects the diversity of the local population



The Council achieved Disability Confident status in 2016. By being part of the scheme we are helping to:

- challenge attitudes towards disability
- increase understanding of disability
- remove barriers to disabled people and those with long-term health conditions
- ensure that disabled people have the opportunities to fulfil their potential and realise their aspirations

By being Disability Confident we are recognised as going the extra mile to make sure disabled people get a fair chance by

- getting the right people for our business
- keeping and developing our people

We undertake a regular review of our workforce diversity and assessment of our recruitment and selection process. This has led to the following key findings:

- ↑ In April 2017 2.3% of the workforce are BME. This is up from 1.9% in April 2016.
- ↓ In April 2017 3.0% of the workforce are disabled. This is down from 3.2% in April 2016.

We are aware however that our workforce database does not currently enable us to automatically update the diversity records for new starters and, as a result, there is an increasing number of employees for whom we do not know whether they are BME or disabled. We

will therefore work during 2017/18 to find a cost-effective solution to this problem.

- ↓ We hold no disability data for 48.5% of the workforce.
- ↓ We hold ethnicity profile data for 32.2% of the workforce.

We will investigate ways we can encourage people from diverse groups to apply for vacancies and apprenticeships with the Council, and look at ways we can enable them to do this more successfully than in the past.

We will, for example, host a Diversity Jobs and Skills Fair in collaboration with our partners and other employers and training providers in Barnsley. This will seek to build on the success of similar events held in 2016/17 for BME people and disabled people.

- ✓ 22 employers and training providers attended the diversity Jobs and Skills Fairs in 2016/17.
- ✓ 150 members of public attended the diversity Jobs and Skills Fairs in 2016/17.
- ✓ 50% of members of public who attended the diversity Jobs and Skills Fairs found the events “very useful”.

All Human Resource policies when being drafted or reviewed are assessed for their equality impact.

The Council has continued to undertake a robust annual Equal Pay Audit.

This year we will focus efforts on:

- Helping people from diverse communities to understand the application process and how to find out about our vacancies.
- Considering how initiatives such as Supported Internships, Supported Apprenticeships, Job Carving and Disability as Lived Experience can support improved employment opportunities for disabled people.
- Reviewing whether there are any ways our recruitment process could be more accessible to diverse groups.

Making Equality Mainstream

Giving 'due regard' to equality when taking decisions

The Equality Act 2010 requires public authorities, such as the Council, to give due regard to the impact of its functions, activities and decisions on diverse groups. We do this by undertaking an Equality Impact Assessment (EIA).

The Equality and Inclusion service provides support to business units and management teams to ensure that all decisions about future service design and delivery, policies and procedures have fully given due regard to the equality implications and taken mitigating action where necessary.

To do this we forward plan with services to prioritise those decisions which could have the greatest impact on diverse communities so we can plan for full assessments of the potential equality impacts to take place, and to involve the community in helping to assess the impacts where appropriate.

The result is that more cabinet reports are reporting robustly on the equality implications but this is still too low.



81% of Cabinet reports included a robust assessment of potential equality impacts. This is up from 75% in 2016/17.

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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 of Core Services**

Health, Safety and Emergency Resilience Report 2016/2017

1. Purpose of Report

This report seeks to present issues raised in the 2016/2017 Health, Safety and Emergency Resilience Report. The 2016/2017 report provides a comprehensive overview of health, safety and emergency resilience activities and performance within the Authority.

2. Recommendations

- 2.1 That the Authority's Health, Safety and Emergency Resilience performance for 2016/2017 is noted and continuous efforts made to improve upon performance in this area.

3. Introduction

3.1 Health, Safety and Emergency Resilience Report 2015/2016: Executive Summary

3.1.1 The year April 2016 to March 2017 has seen further improvements in the Council's health, safety and emergency resilience performance and also the implications of challenges faced in delivery of these services and maintenance of this performance. Positive indicators seen in 2016/2017 are shown below (with comparative data for 2015/2016 shown in parentheses):

- A decrease in accidents reported to 151 (159) accidents (accompanied by an increase in the reporting rate to around 100%).
- A decrease in specified [major] injuries to 0 (2).
- The majority (96%) of audits show a satisfactory level of compliance with the Council's governance arrangements for health and safety
- A decrease in days lost due to accidents to 323 (721) days
- An decrease in RIDDOR recordable accidents to 14 (27) with 14 (25) over three day injuries; 7 (20) over seven day injuries and 0 (2) major injuries with the Council's performance when compared to national statistics remaining favourable
- An improvement in compliance with requirements to develop risk assessments to 74% (66%) – (77% corporately and 69% in schools)
- A decrease in the number of employer's liability claims to 23 (33) with 11 (14) related to accidents and 12 (19) to work related ill health

3.1.2 However, some negative indicators are also seen:

- An increase in reports of violence and aggression reported to 205 (200) incidents
- An under-reporting of near miss accidents

Overall a number of opportunities for improvements exist with these outlined below along with proposals to address them:

Opportunity for improvement 2016/2017	Proposed action in 2017/2018
1. Reporting of near misses is far lower than reasonably expected	As detailed in the body of this report it is by the reporting and investigation of these incidents that accidents may be prevented. As outlined above, managers are requested to reiterate the need for near miss reporting and treat these as any other reported incident with a proportionate investigation and actions to prevent recurrence.
2. Despite improvement made percentage completion of risk assessments remains lower than optimal – this is the corner-stone of sound health and safety management	These subjects indicate the need for basic health and safety management by the identification of hazards and risks and implementation, maintenance and monitoring of reasonable and proportionate risk controls.
3. The majority of reported accidents have basic causes indicating the need to focus on basic health and safety management	Managers are requested to ensure that risk assessments and safe systems of work are completed for employees/activities and implemented as necessary and these communicated to employees.
4. Reports of violence and aggression account for the majority of incidents reported	These reports reflect the often challenging nature of the provision of public services. The provision of essential public services is not an acceptance that employees should be exposed to violence and aggression. To reinforce this the Council has adopted a 'zero tolerance' policy with the Council to always seeking, as appropriate, apposite sanctions being brought on those carrying out occurrences of violence and aggression.
5. Up take of BOLD training is less than the uptake of the face-to-face training previously provided by the Health, Safety and Emergency Resilience Service	Managers are requested to ensure that all identified health and safety training needs are actioned and ensure that as necessary employees access the relevant BOLD course. The uptake of BOLD training has increased during the year but the number of delegates remains below that would be expected given the number of Council employees. In 2017/2018 the possibility of making minimum health and safety training mandatory as with other courses will be explored.
6. The resilience of Business Units to support the Council's response to an emergency	A separate action plan has been agreed by the Senior Management Team to revitalise the resilience of

	Business Units with each Business Unit charged with the development of their own resilience plan to detail how they would support the implementation of the Council's resilience plan. Some progress towards this has been made in 2016/2017 and a commitment has been made for this to be completed in 2017.
7. Need for increased volunteer numbers to support the Council's response to an emergency	Whilst there has been good support from Council staff to act as volunteers, the voluntary nature of volunteering means that a response is not guaranteed and therefore a much larger pool of volunteers is required than needed to allow for volunteers to not be available when required, particularly out of hours. Volunteer numbers remain relatively low compared to overall employee numbers and several requests for additional volunteers have been issued during the year and there has been a slight increase. Resourcing of Business Unit Emergency Response Plans is specifically addressed in the plan template.

- 3.1.3 Despite these negatives, reflecting the Council's overall performance in this area, the Council has not experienced any formal enforcement action by the Health and Safety Executive or South Yorkshire Fire and Rescue and achieved the Royal Society for the Prevention of Accidents (RoSPA) Order of Distinction for Occupational Safety and Health and the British Safety Council International Safety Award.
- 3.1.4 During 2015/2016 the Health, Safety and Emergency Resilience Service has worked internally and with multi-agency partners on maintaining and improving the Council's emergency resilience.
- 3.1.5 This year reiterates the need for a greater reliance on Business Units to fulfil aspects of the overall health, safety and emergency resilience function.

3.2 Current context of the service provision of the Health, Safety and Emergency Resilience Service

- 3.2.1 During 2016/2017 the Health, Safety and Emergency Resilience Service maintained the breadth of the services provided and capacity with which to deliver these services. However, the reduced overall capacity of the Service since 2011 emphasises the need for departments to dovetail service provision and appropriate and reasonable standards of health and safety. As the Service's service delivery is based on legal requirements, the curtailment and/or cessation of these services does not remove the need for the function but rather realigns the responsibility to operational departments. This, if not adequately managed by departments, may lead to decreased compliance with legislative requirements

and therefore increased potential for both criminal and civil liabilities. This is coupled with a reduced ability of the Service to monitor these standards within the Council. The Council's ongoing budget situation does not discount the possibility of future further reductions in either the breadth of service delivery or service capacity – all this will lead to difficult questions regarding what the Council expects from this Service and what it is able to deliver and what standards of health, safety and emergency resilience are to be maintained.

3.2.2 It is essential therefore that the fundamental improvement in the Council's health and safety performance – an improvement in the welfare of the Council's staff and a reduction in suffering as a result of accidents and ill health – must not be overlooked. The Council operates and more importantly, is able to operate in a manner which dovetails service provision and appropriate and reasonable standards of health and safety.

3.3 Overview of the content of the Health, Safety and Emergency Resilience Report 2016/2017

3.3.1 The report identifies the major causes and effects of accidents to employees and outlines remedial, responsive and proactive measures to reduce the risk of injury and work-related ill-health.

3.3.2 This report contains data in respect of the causes of accidents, the types of injury occurring and the parts of body injured. The report provides details of the cost of accidents to the Authority. Whilst the primary concern of the Authority is the health, safety and well being of its employees, this is nevertheless an important issue in economic terms. This issue is considered further with the incorporation of details provided by the Service Director Finance regarding Employer's Liability Claims.

3.3.3 The Report also details health, safety and emergency resilience initiatives for 2017/2018 that it is hoped will maintain performance in this area.

3.3.4 The report deals with the issue of Work Related Violence to Employees. It outlines the number of reported work related violent incidents to employees. It also provides details of the services of the Health, Safety and Emergency Resilience Service as they relate to statutory occupational health.

4. Consideration of alternative approaches

4.1 Due to the nature of this report, alternative approaches are not considered. However, as discussed above, the current challenges faced by the Council may lead to further reports to Cabinet on this matter in due course.

5. Proposal and justification

5.1 Accept the annual Health, Safety and Emergency Resilience Report 2016/2017 as a summary of current health, safety and emergency resilience performance within the Authority. This supports the Corporate Health and Safety Policy, the statutory requirement for the management of health and safety and the Annual Governance Statement.

6. Delivering Sustainable Community Strategy Ambitions and Local Area Agreement Outcomes

6.1 There are no foreseen implications of this report.

7. Long term sustainability of the proposal

7.1 The Report emphasises the need for maintained focus on the overall health and safety and emergency resilience function in order to uphold standards.

8. Impacts on local people

8.1 There are no foreseen implications of this report.

9. Compatibility with European Convention on Human Rights

9.1 There are no foreseen implications of this report.

10. Promoting equality and diversity and social inclusion

10.1 There are no foreseen implications of this report.

11. Reduction of crime and disorder

11.1 There are no foreseen implications of this report.

12. Conservation of bio-diversity

12.1 There are no foreseen implications of this report.

13. Risk management issues including health and safety

13.1 The report contributes to the Council's strive to maintain high standards of health and safety and emergency resilience. The report identifies risks and proposes appropriate control measures.

14. Financial implications

14.1 Whilst there are no financial implications stemming directly from the report, unless health and safety matters are continually addressed, the costs detailed in the Report may escalate.

14.2 The Health, Safety and Emergency Resilience Service, by development and implementation of the Occupational Health and Safety Management Strategy, can develop policies and procedures on health and safety, but without the day to day commitment of senior managers, managers, and those in supervisory roles, to ensure that these policies and procedures are effected, these measures are impotent

14.3 To appreciate the financial implications of health and safety, the report gives a detailed breakdown of the total number of accidents reported in 2016/2017 for the Authority, and the number of these that resulted in the injured person being absent from work.

15. Employee implications

15.1 Improvements in health and safety across the Council enrich the quality of employees' working life.

15.2 It is pleasing to note that in the 2015 Employee Survey 90% of staff responded positively to the statement "I know what I need to do in my role to minimise health and safety risks". A further 7% did not disagree with the statement (albeit that they additionally did not agree but this does imply that they at least in part know what to do to minimise risks and have

sufficient competence to recognise the opportunity for improvement) with only 2% of the workforce disagreeing (but again this is recognised by staff who can then raise their concern with their managers and/or Safety Representative).

16. Glossary

16.1 Not applicable

17. List of appendices

Appendix A – Health, Safety and Emergency Resilience Report 2016/2017.

18. Background Papers

18.1 See Appendix A

19. Annex – consultations

19.1 Financial implications

Whilst there are no financial implications stemming directly from the report, unless health and safety matters are continually addressed, the costs detailed in the report may escalate.

19.2 Employee implications

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19.3 Legal implications

The report assists the Council to fulfil its statutory duties under the Health and Safety at Work etc. Act 1974, the Civil Contingencies Act 2004 and the Fire Safety (Regulatory Reform) Order 2005 and associated legislation

19.4 Policy implications

The report supports the Council's Corporate Health and Safety Policy. There are no foreseen implications of this report.

19.5 ICT implications

There are no foreseen implications of this report.

19.6 Local Members

There are no foreseen implications of this report.

19.7 Health and safety considerations

The report assists the Council to fulfil its statutory duties under the Health and Safety at Work etc. Act 1974 and associated legislation. The report supports the Council's Corporate Health and Safety Policy.

19.8 Property implications

The report supports the Council's Corporate Health and Safety Policy as it applies to the safety of premises. There are no foreseen implications of this report.

19.9 Implications for other services

Measures outlined in the report impact upon all departments within the Council.

19.10 Implications for service users

The report assists the Council to fulfil its statutory duties under the Health and Safety at Work etc. Act 1974 and associated legislation.

19.11 Communications implications

There are no foreseen implications of these proposals.

Simon Dobby, Head of Corporate Health, Safety and Emergency Resilience;

3rd July 2017;

Telephone extension 2289

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Barnsley Metropolitan Borough Council Health, Safety and Emergency Resilience Report 2016/2017

Executive Summary

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During 2016/2017 the Health, Safety and Emergency Resilience Service has worked internally and with multi-agency partners on maintaining and improving the Council's emergency resilience.

This year reiterates the need for a greater reliance on Business Units to fulfil aspects of the overall health, safety and emergency resilience function.

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1 Introduction

Performance management is integral to good business practice. The aim of this annual Health, Safety and Emergency Resilience Report is to assist in the continuous improvement of health, safety and emergency resilience within the Council. The Report's associated objectives are to:

- Provide a commentary on health, safety and emergency resilience within the Council
- Detail the Council's health and safety performance
- Outline the work undertaken throughout 2016/2017 by the Health, Safety and Emergency Resilience service
- Provide a brief overview of the activities of the Council's Financial Services as they relate directly to the health, safety and emergency resilience function

The Health, Safety and Emergency Resilience Service extends its thanks to the Financial Services for their assistance and contribution to the compilation of this Report. In addition, the Health, Safety and Emergency Resilience Service extends its gratitude to all Directorates, Business Units, Services and employees at all levels for their continued efforts, assistance and contribution to the Council's health, safety and emergency resilience record.

2 Health, safety and emergency resilience commentary

2.1 Health, safety and emergency resilience management

There are legal, moral and business reasons for managing health and safety in a suitable and sufficient manner. The overall health and safety function within the Council involves all employees at all levels. United Kingdom health and safety legislation requires organisations to ensure the health, safety and welfare of their employees and others who may be affected by their work activities. The general duties are contained within the Health and Safety at Work etc Act 1974. The Management of Health and Safety at Work Regulations 1999 reinforce the general duties contained within the 1974 Act. As their name suggests these Regulations relate directly to the management of health and safety and require that various measures be taken. The Regulations detail requirements for arrangements to be in place to manage operations with regard to health and safety. The Health and Safety Executive develop and issue 'Approved Codes of Practice' that detail how organisations can comply with their corresponding Regulations.

By its nature work cannot be entirely hazard free. However, it can be managed to minimise risks and the effects on employees and the Council. Therefore the Council needs robust management systems to ensure that it manages health, safety and emergency resilience in an appropriate and proportionate manner.

In a similar manner to health and safety, there are legal, moral, and business reasons for managing emergency resilience. The Civil Contingencies Act 2004, places duties on the Council as a Category 1 responder to emergencies, which are defined as:

“An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK”.

The duties placed on the Council are to:

1. Assess local risks and use this to inform emergency resilience arrangements/management
2. Put in place emergency plans
3. Put in place business continuity management arrangements
4. Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
5. Share information with other local responders to enhance co-ordination
6. Co-operate with other local responders to enhance co-ordination and efficiency
7. Provide advice and assistance to businesses and voluntary organisations about business continuity management.

The Council has a fully documented health and safety management system that also encompasses emergency resilience, which is based on the nationally accepted standards produced by the Health and Safety Executive (HSE) (HSG65 '*Managing for health and safety*') and the British Standards Institution (BS 18001:2007 '*Occupational health and safety management systems - specification*'). In November 2016 the Health, Safety and Emergency Resilience Service's accreditation to the British Standard for occupational health and safety management BS OHSAS 18001:2007 – Occupational Health and Safety Management Systems – Specification was once again confirmed for application of the Council's occupational health and safety management system. The system follows the basic management process of 'plan-do-check-act' and comprises the following elements:

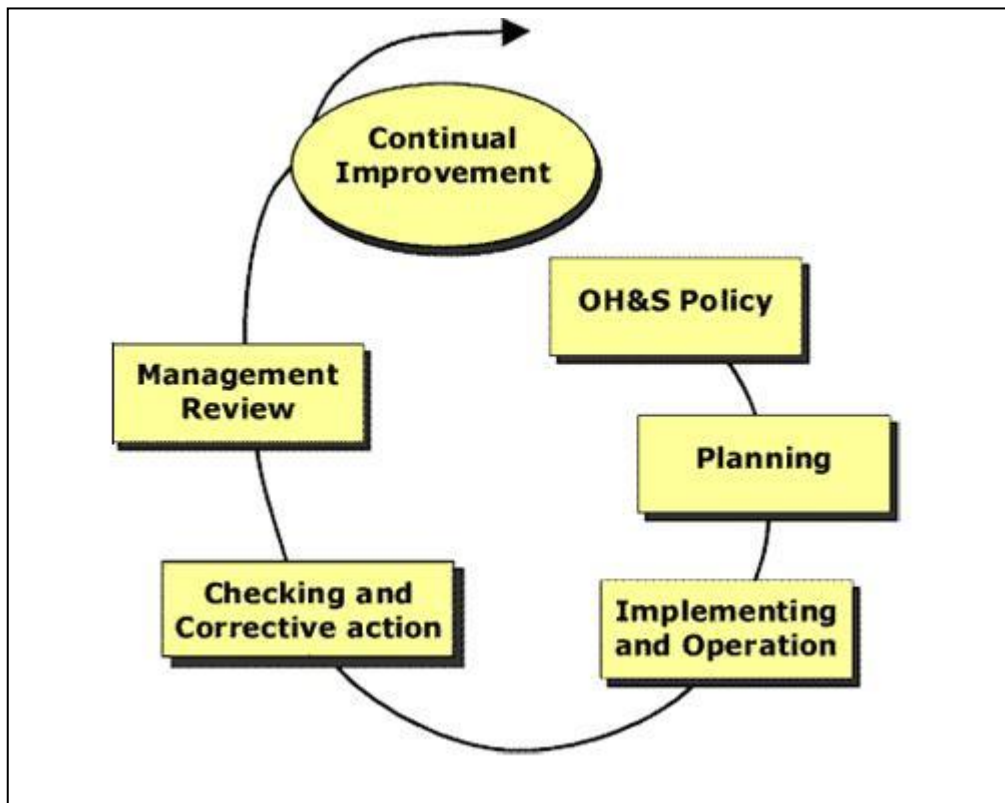


Figure 1: elements in the Council's occupational health and safety management system

The topics covered by the Council's occupational health and safety management system, comprise a full A to Z.

2.1.1 Policy

The Council's Corporate Health and Safety Policy sets a clear direction for the Council to follow. It details responsibilities and provides a framework for continuous improvement. Directorates endorse the Corporate Health and Safety Policy to set the clear direction for the Directorate to follow.

The Council's Chief Executive and Senior Management Team endorse the Corporate Health and Safety Policy. Health and safety is a standard agenda item on all senior and other management team meetings. Senior managers attend forums where the workforce and their representatives are involved in the management of health and safety, with the Council's Joint Employees' Consultative Committee (JECC) receiving a health and safety briefing at each meeting. The Council's decision-making process includes specific and explicit requirements to include health and safety and risk management in all Council decisions. Both Cabinet and the Senior Management Team consider these requirements when debating and deciding upon their actions.

2.1.2 Planning

Health and Safety Standards produced by the Health, Safety and Emergency Resilience Service provide an effective performance management structure for delivering the Corporate Health and Safety Policy. The Standards outline the key management requirements for the element of health, safety and emergency preparedness (e.g. first aid). Subsequently the Standards introduce the topic concerned by explaining the topic, outlining the risks associated with it, providing hyperlinks to the HSE guidance where appropriate, and giving a brief overview of the legal requirements.

Based on the Health and Safety Standards, Directorates, Business Units and Services (as appropriate) develop and maintain their own Management Procedures. The Management Procedures detail how health and safety is managed operationally within the Directorate, Business Unit or Service. Managers refer to the Health and Safety Standards and their Directorate, Business Unit or Service Management Procedures for specific guidance on the management of health and safety for the activities and workplaces for which they are responsible. A template for the production of Management Procedures is provided with each Health and Safety Standard, which are all available from the health and safety web pages on the intranet.

2.1.3 Implementing and operation

The procedures and guidance produced by the Health, Safety and Emergency Resilience Service enable managers to follow a planned and systematic approach to implementing the health and safety policy through an effective management system. The aim of the occupational health and safety management system is to minimise risks by a process of elimination or control. The Health and Safety Standards provide managers with guidance on the key activities for managing elements of health and safety, and form the basis of a system for individual managers to manage health and safety in their own areas of responsibility. A range of risk assessment templates are available to assist risk assessors in the completion of general occupational risk assessments and specific supporting assessments for specific hazards such as personal safety and manual handling.

2.1.4 Checking and corrective action

Active self-monitoring is essential in enabling managers to measure their health and safety performance. Compliance Scoring Sheets provide managers with a simple checklist to monitor their compliance with regard to various elements of health, safety and emergency resilience, and identify where opportunities for improvement exist. The scoring sheets:

- Are topic specific
- Reflect the requirements of the Health and Safety Standard
- Are self regulating and measured (managers set their own monitoring programme and measures the performance of their own systems and procedures)
- Are simple (yes/no answers and a percentage scoring system)
- Are comparative to show where improvement has been made or opportunities for improvement exist
- Are auditable

Managers implement a programme of active monitoring using the Compliance Scoring Sheets. To additionally actively monitor health and safety performance the workplace inspection sheet produced by the Health, Safety and Emergency Resilience Service allows managers to visually inspect their work areas for defects and examples of good practice. Managers are required to develop and implement a programme of workplace inspections.

2.1.5 Management review

The arrangements for periodic and systematic auditing by the Health, Safety and Emergency Resilience Service enable the Council to learn from experience and share best practice. The Council acknowledges the many stakeholders in the overall health, safety and emergency resilience function and ensures that health and safety management is integral to the overall management of the organisation. The Council provides comprehensive guidance to its managers and employees regarding health and safety management. To enable Directorates, Business Units and Services and their managers to effectively manage health and safety appropriate guidance is required to inform them of the legal and best practice (the spirit of the law) requirements they need to meet, and, more importantly, how to meet them. This need is fulfilled by the Council's health and safety management system – the overall aim of which is continual improvement.

2.2 Health, safety and emergency resilience advice

The Council's Health, Safety and Emergency Resilience Service provides the statutory 'Competent Person' service that imparts comprehensive advice and assistance to the Council and external organisations on:

- Health and safety (including health surveillance)
- Civil contingencies/emergency resilience (emergency planning, response and recovery and business continuity)
- Fire safety (from April 2015 the service provision for fire safety altered within the Service. The level of service provided reduced from the level of member of a professional fire safety body to that of a technician. Therefore, the scope of the work undertaken by the Service is part of the general provision of health and safety advice rather than a dedicated fire safety resource, and is limited to lower risk premises. This does not negate the need for advice regarding higher risk premises therefore this advice is commissioned by services as necessary).

The Service employs professional Chartered Health and Safety Practitioners (through the Institution of Occupational Safety and Health (IOSH), Europe's leading professional body for health and safety). In order to maintain and extend its competence the Service is:

- Registered with BSI as meeting the requirements of BS OHSAS 18001:2007 – Occupational health and safety management systems – requirements
- An IOSH accredited training centre for Managing Safely, Working Safely, Managing Safely Re-certification and Working with Environmental Responsibilities
- A corporate member of the Royal Society for the Prevention of Accidents (RoSPA), the British Safety Council and the Fire Protection Association

The service is fully comprehensive covering the areas described in Figure 2 overleaf:

The Council's Health, Safety and Emergency Resilience Service provides a 'Competent Person' service that imparts comprehensive advice and assistance on all aspects of:

- Health and safety
- Civil contingencies/emergency resilience
- Fire safety

The details of the service provided by each section are as follows:

1. Health and safety

- Provision of general and specific advice on health and safety matters (including the provision of general advice on the health and safety aspects of occupational health matters)
- Development and maintenance of the Council's and school's health and safety management system and policy
- Maintain/up-date the Council's Health and Safety Intranet site
- Audit and inspection of Council departments, services and schools
- Contractors' health and safety assessment scheme (CHAS) assessment of [local Barnsley based] contractors [with less than 5 employees] to the Council and schools and on-site monitoring of contractors
- Operation and maintenance of the Council's accident reporting systems and provision of accident investigation support following Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR) incidents
- Consultation with employees via Joint Employees Consultative Committee (JECC) and local and Corporate Health and Safety Committees
- Development of the Council's Annual Health, Safety and Emergency Resilience Report
- Provide first point of contact for the Council with all enforcement agencies
- Support in undertaking specific risk assessments (e.g. COSHH, manual handling, noise and vibration)
- Delivery of information, instruction and training including provision of IOSH accredited Managing and Working Safely and Working with Environmental Responsibilities courses
- Provision of Radiation Protection Officer service to secondary schools
- The commissioning of health surveillance

2. Civil contingencies/emergency resilience

- Development and maintenance of the Council's Corporate Resilience Plan and Business Continuity Plan
- Maintenance of the Council's Corporate Emergency Control Room and 24/7 Emergency Incident Officer arrangements
- Provision of general and specific advice on emergency resilience matters
- Delivery of information, instruction and training and exercises
- Provision of incident investigation/review following emergencies

3. Fire safety (at the level of Technician Membership (TIFPO) of the Institute of Fire Prevention Officers¹)

- Development of policies, procedures and standards relating to fire safety
- Provision of general and specific advice on fire safety matters
- Fire risk assessment and review (including assessment of the physical premises, operations carried out within the premises and fire safety strategy for the premises) of lower risk Council and school premises and advice on where higher level advice and support is required
- Provision of specific fire safety/awareness training for Fire Marshals and Fire Wardens

Figure 2: support provided by the Health, Safety and Emergency Resilience Service

¹ After successful completion of the course relevant to this level The Fire Service College (source: <http://www.fireservicecollege.ac.uk/courses/prevention-protection/fire-safety-management-and-fire-risk-assessment/>, accessed 16/09/2014) provide that delegates will be able to: 1) describe the legislative framework and the mechanism of enforcement of fire safety; 2) understand the generic principles of 'means of escape' and 'fire safety'; 3) appreciate the importance of structural fire protection; 4) evaluate the likely behaviour of building materials in a fire situation; 5) recognise the basic functions of fire alarms and emergency lighting; 6) advise on the selection and siting of fire fighting equipment and fire safety signs and notices; 7) recognise and interpret commonly used fire risk assessment methodologies; 8) conduct a fire risk assessment of a small building; 9) determine the appropriate action to secure compliance with the Regulatory Reform (Fire Safety) Order 2005; and 10) complete a fire risk assessment report.

2.3 Health, safety and emergency resilience targets 2016/2017

Targets or goals for health, safety and emergency resilience within the Council are set both internally and externally. These targets range from demonstrable reductions in accidents to employees/work related ill health to the adoption of elements of the Council's health and safety management system. Internally, the Corporate Health and Safety Policy includes the targets that:

1. All Business Units and/or Services will implement the Council's Occupational Health and Safety Management System to a standard that would meet the Health, Safety and Emergency Resilience Service's "Good" rating upon audit, with an increased good rating of 90%.
2. Each Business Unit and/or Service (as appropriate) will produce all required risk assessments.
3. Each Business Unit and/or Service (as appropriate) will have an action plan to implement the health and safety competencies detailed in Section 8 of the Corporate Health and Safety Policy.
4. All Business Units and/or Services (as appropriate) will have up to date, tested and exercised Business Continuity Plans based on the new business continuity template.
5. All Business Units will produce a Business Unit Emergency Plan based on the new template.

2.4 Consultation with employees with regard to health, safety and emergency resilience

The Council has corporate methods for involving all employees in health and safety management. As a hierarchy these forums are:

- Corporate Joint Employee Consultative Committees (comprising senior management and employee representatives, elected members and representatives of the Health, Safety and Emergency Resilience Service)
- Corporate Health and Safety Committee (comprising management and employee representatives and a representative of the Health, Safety and Emergency Resilience Service)

In addition there are departmental committees and the Health, Safety and Emergency Resilience Service involves managers' and employees' representatives in the development of management practices for the holistic health, safety and emergency resilience function.

2.5 Health, safety and emergency resilience targets for 2017/2018

The targets for 2017/2018 are set by the Corporate Health and Safety Policy and remain:

1. All Business Units and/or Services will implement the Council's Occupational Health and Safety Management System to a standard that would meet the Health, Safety and Emergency Resilience Service's "Good" rating upon audit, with an increased good rating of 90%.
2. Each Business Unit and/or Service (as appropriate) will produce all required risk assessments.
3. Each Business Unit and/or Service (as appropriate) will have an action plan to implement the health and safety competencies detailed in Section 8 of the Corporate Health and Safety Policy.

4. All Business Units and/or Services (as appropriate) will have up to date, tested and exercised Business Continuity Plans based on the new business continuity template.
5. All Business Units will produce a Business Unit Emergency Plan based on the new template.

3 Health and safety performance²

3.1 Accidents and incidents

It is widely accepted throughout industry and commerce that the collation of accident, incident and ill health statistics can assist in improving health and safety within an organisation. These statistics can identify trends and once identified, measures can be put in place to reduce the incidence of accidents and incidents. Monitoring of performance allows the Council to improve its health and safety management system and risk control. The collation of accident data assists in ensuring that there is a systematic review of performance, based on data from the monitoring of the health and safety management system as a whole. Regular performance measurement ensures there is a strong commitment to continuous improvement involving the constant development of policies, systems and techniques of risk control. Performance is assessed by reference to the targets outlined above and comparison with national statistics. Please note that the move to Future Council in April 2015 means that comparison cannot be made between the former and current structures in terms of accident statistics from previous reports.

3.1.1 Accident analysis

Figure 3 details the accidents reported in 2016/2017. From April 2012 the requirement for accident reporting under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations was altered from accidents where the employee had over three days of absence due to the accidents, to over seven days of absence due to the accident. However, employers are still required to collate information on accidents where over three days of absence arose hence both for this and comparative purposes this data remains included in this report. From Figure 3 it can be seen that the total number of accidents reported in 2016/2017 for employees of the Council was 151. Of these:

- 14 resulted in the injured person being absent from work for more than 3 days and of these;
- 7 additionally resulted in the injured person being absent from work for more than 7 days.

In addition of the 151 reported accidents:

- 0 resulted in specified [major] injury.
- 23 resulted in the injured person being absent from work (resulting in 323 days lost).
- 60 resulted in first aid treatment being required.
- 28 resulted in medical treatment being required following the accident.

It is useful for organisations, or departments within organisations, to compare their health and safety performance with others. Obviously, no two departments are identical in terms of size (or indeed nature of work) and therefore a method of calculation is needed that removes the size differences to allow comparisons to be made. This is achieved by calculating the 'incident rate', as shown in Figure 4. When interpreting the data in Figure 4 it is essential to bear in mind the following points:

1. The accident definition being used: the Council's figures include accidents where no physical injury occurred. The Health and Safety Executive's national figures only include statutorily reportable accidents where major injury (e.g. fracture other than to fingers or toes) or injuries resulted in absences over 7 (formerly 3) days.
2. Employees and the nature of their work vary throughout the Council and nationally. Variations may be to such an extent that it is not appropriate to make comparisons. For example,

² Performance data for 2016/2017 excludes employees in schools where the Council is not the employer (academies, church schools etc.) and other Council associated organisations (Berneslai Homes, NPS(Barnsley)).

comparing the incident rate of manually based services and predominantly office based services.

The incident rate is calculated by using the following formula:

$$\text{Incident Rate} = \frac{\text{Total Number of Accidents}}{\text{Number of Persons Employed}} \times \text{Unit Number of Employees (1000)}$$

Directorate	Reported accidents	Lost time accidents	Over 3 day accidents	Over 7 day accidents	Specified [Major] injury accidents	First aid accidents	Medical treatment accidents (where the employee attended hospital or their GP)	Days lost due to accidents
Communities	47	5	3	0	0	16	6	28
People	18	0	0	0	0	9	0	0
Place	24	5	5	2	0	7	4	119
Core	3	0	0	0	0	1	0	0
Public Health	0	0	0	0	0	0	0	0
Primary Schools	37	7	5	4	0	16	5	116
Secondary Schools	19	6	1	1	0	10	7	60
Through School	3	0	0	0	0	0	1	0
Special Schools	0	0	0	0	0	0	0	0
Total/Overall	151	23	14	7	0	59	23	323
<i>2015/2016</i>	<i>159</i>	<i>37</i>	<i>25</i>	<i>20</i>	<i>2</i>	<i>39</i>	<i>34</i>	<i>721</i>

Figure 3: accidents statistics by Directorate

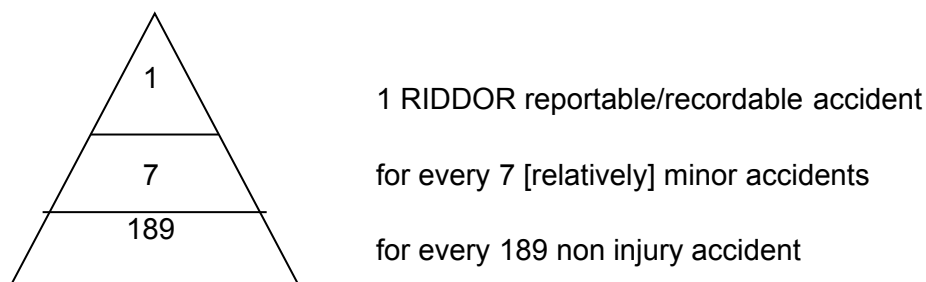
Directorate	Incident rate per 1,000 employees	Over-three day accidents incident rate per 1,000 employees	Over-seven day accidents incident rate per 1,000 employees	Specified [Major] injury incident rate per 1,000 employees	RIDDOR accident rate per 1,000 employees
Communities	66.6	7.1	0	0	0
People	24.5	0	0	0	2.7
Place	26.4	5.5	2.2	0	2.2
Core	4.6	0	0	0	0
Public Health	0	0	0	0	0
Primary Schools	17.3	2.3	1.9	0	1.9
Through School	15.3	0	0	0	0
Secondary Schools	18.5	0	1.0	0	1.0
Special Schools	0	0	0	0	0
Total/Overall	23.4	2.2	1.1	0	1.1
<i>2015/2016</i>	<i>25.8</i>	<i>3.9</i>	<i>3.2</i>	<i>0.3</i>	<i>3.6</i>

Figure 4: incident rates by Directorate

The Health and Safety Executive's (HSE) have previously published 'accident ratios' that relate numbers of accidents in one category to the number of accidents in another. The three categories used are:

1. Reportable injury (major or over 7-day lost time injury (major injury where a serious injury occurred, as defined under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013, for example a broken leg; over 7-day lost time injury where an injury resulted in the employee being absent from work for over 7 days (excluding the day of the accident). Both these types of injury are reportable to the HSE under RIDDOR 2013 (if reported to HSE as a major injury, the accident, where applicable, is not additionally reported as an over 7-day injury). For comparative purposes, and in the absence of revised ratios, also included in this category are the formerly reportable and now solely recordable over 3 day accidents.
2. Minor injuries (accidents where an injury occurred which resulted in the employee being absent for 3 days or less or those resulting in no time lost).
3. Non-injury accident (accidents that did not result in injury and are also referred to as 'near miss' accidents)

The accident ratios previously used by the Health and Safety Executive are:



From the above triangle it can be seen that for every 1 RIDDOR reportable accident, 7 minor injury accidents would be expected. The above ratios can be applied to the Council's accident figures for 2016/2017 and show that 14 formerly reportable accidents occurred corresponding to 98 minor injury accidents indicating that the reporting of accidents in 2016/2017 is statistically in excess of 100% and whilst this gives a degree of confidence in the level of accident reporting within the Council it would be unreliable to assume that all accidents are reported.

Figure 5, overleaf, shows the overall incident rate for accidents in the Council from 2012/2013 to 2016/2017. Figure 5 also shows the overall decreases made over the years in total numbers of accidents, over three day accidents, number of days lost due to accidents and the cost of accidents (see Section 3.7 for further details regarding costs of accidents). The Health and Safety Executive (HSE) collate and produce national statistics for health and safety. In 2016/2017 the Council's over seven day incident rate (1.1) is below the national incident rate published by the Health and Safety Executive (4.12) - see Figure 5. Based on data in Figure 5 it may be anticipated that looking further ahead the Council's incident rate will remain below that of the Health and Safety Executive. However, it must be noted that *any* projection is based on data available, and that whilst it is envisaged that the downward trend in accidents (and consequently lost time) may continue, some fluctuation in accident numbers and rates should be expected (albeit acknowledging that whilst the Council employs people and continues to directly provide a full range of services, there will be accidents and ill health and therefore a natural plateauing of performance should be expected).

The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 additionally require reports to be made where a member of the public (such as a school pupil) is injured in an activity relating to the employer's undertaking *and* is taken directly to hospital following the

accident. In 2016/2017 **6** such accidents were recorded (these figures include church schools where although the staff are not employed by the Council, the pupils are within the Council's school system):

- 2 in primary schools
- 4 in secondary schools

Further application of the above accident ratios indicates that for the 14 RIDDOR reportable/recordable accidents reported in 2016/2017, 2,646 no injury 'near misses' accidents would *statistically* be expected (which although a high number equates to around 1 for each employee per year). However, only 5 such accidents were reported in 2016/2017 indicating a continued significant under-reporting of such incidents in the Council (and a decrease on the 14 reported in 2015/2016 despite services actively being encouraged to report these incidents and the need for this included in the health and safety training provided by the Health, Safety and Emergency Resilience Service). Therefore, an extremely valuable source of intelligence is being lost as analysis of the causes of near miss accidents would better inform risk control measures that would in turn lead to accident prevention. This highlights the need for reiteration of the need to report accidents/incidents rather than injuries – i.e. report any and all incidents which occur rather than solely those where an injury occurred. The processes are in place within the Council to report such incidents and the need for their reporting is included in the baseline health and safety training provided by the Health, Safety and Emergency Resilience Service. Therefore all departments are again actively requested at every opportunity to restate the need to report near miss accidents.

Year ⁽⁵⁾	Total number of accidents reported	Number of over 3-day accidents recorded	Number of over 7-day accidents reported	Number of Specified [Major] injury accidents reported	Number of days lost due to reported accidents	Number of days lost per employee (based on accidents reported)	Overall incident rate (per 1,000 employees)	Over 3-Day Incident Rate (per 1000 employees) (HSE National Extrapolated Over 3-Day Incident Rate (per 1000 employees) in brackets) ⁽¹⁾	Over 7-Day Incident Rate (per 1000 employees) (HSE National Extrapolated Over 7-Day Incident Rate (per 1000 employees) in brackets) ⁽¹⁾	Direct cost of days lost (based on days lost and the cost of the working days lost)(in brackets)) ⁽²⁾	Direct cost avoidance based on maximum days lost in 1999 (based on days lost and the cost of the working days lost) ⁽³⁾
2012/2013	213	22	12	2	295	0.02	28.9	2.9 (7.1) ⁽⁴⁾	Not applicable	£22,022 (£74.65)	£280,497
2013/2014	211	25	19	7	720	0.08	24.9	Not available ⁽⁷⁾	3.0 (6.2)	£54,072 (£75.10)	£250,271
2014/2015	182	27	23	2	732	0.10	25.6	Not available ⁽⁷⁾	3.2 (6.1)	£56,986 (£77.85)	£258,501
2015/2016	159	25	20	2	721	0.12	25.8	Not available ⁽⁷⁾	3.2 (4.1)	£56,822 (£78.81)	£262,556
2016/2017	151	14	7	0	323	0.05	23.4	Not available ⁽⁷⁾	1.1 (4.1)	£24,202 (£74.93)	£279,452
Maximum recorded	(835 recorded in 1999)	(170 recorded in 1998)	(23 recorded in 2016/2017)	(15 recorded in 2006/2007)	(4,052.5 recorded in 1999)	(0.39 recorded in 1999)	(133.3 recorded in 1998)	Not applicable	Not applicable	(£215,741 in 2000/2001)	Not applicable

Figure 5: accident statistics and costs 2012/2013 to 2016/2017

1. National incident rate figures for the total number of accidents are unavailable due to the HSE only compiling figures for accidents reportable to the enforcing authority under the RIDDOR legislation. The HSE's extrapolated incident rate is calculated by "scaling up" the HSE's annually published estimated figure for the reporting of accident. The latest available national data is for 2016/2017 and the HSE estimate that "*non-fatal data is subject to significant under-reporting (current levels of reporting for employees is estimated at around a half;*" (RIDDOR Background Quality Report, HSE, November 2016, <http://www.hse.gov.uk/statistics/pdf/riddor-background-quality-report.pdf?pdf=riddor-background-quality-report>, accessed 19th June 2017). To allow comparison with the Council's data in which due to robust absence management policies the assumed level of over 3-day/over 7-day accident reporting is 100%, the HSE figure is doubled. Note that from 2013, there was no longer a requirement to report over 3-day accidents to the HSE as this changed to over 7-days in line with the revisions to RIDDOR. Therefore the table will no longer contain statistics for over 3-day accidents in the comparison column.
2. For further details see Section 3.7 Cost of accidents to employees.
3. This cost is calculated based on the costs saved by the Council not having the number of days lost in 1999. For example, if in 2012/2013 the Council was still losing 4,052 days due to accidents the direct cost would have been £302,519 rather than the actual direct cost of the days lost (£22,022). Therefore the direct cost avoidance £280,497.
4. The HSE's incident rate for 2016/2017 is taken to be the same as for 2015/2016 because at the time of writing, the data for 2016/2017 was yet to be published, anticipated October 2017.
5. Accident, violence and aggression and sickness absence data are only shown for five consecutive years (including 2016/2017), historic data from 1997 is available from the Health, Safety and Emergency Resilience Service.
6. The cumulative cost avoidance prior to 2012/2013 were: 2000/2001 - £7,065; 2001/2002 - £91,458; 2002/2003 - £128,141; 2003/2004 - £176,159; 2004/2005 - £203,682; 2005/2006 - £174,721; 2006/2007 - £155,638; 2007/2008 - £178,977; 2008/2009 - £213,400; 2009/2010 - £256,609; 2010/2011 - £267,284; and 2011/2012 £263,104 – equating to a total of £2,116,238 for this period and an overall total of £3,447,515 from 2000/2001 to 2016/2017.
7. Following the change to RIDDOR HSE no longer publish national incident rate data for over three day injuries therefore a comparison is not available.

Further analysis of the overall accident and incident data indicates the causes and effects of the events.

Main cause of accident	Number of accidents
Slipped, tripped or fell on the same level	50
Injured while handling, lifting or carrying	40
Hit by a moving, flying or falling object	17
Burns	17
Hit by something fixed/stationary	13
Other	6
Use of equipment/machinery	3
Hit by moving vehicle	2
Contact with electricity	2
Fell from a height	1
Total	151

Figure 6: causes of accidents

Figure 6 shows the causes of accidents, from which it can be seen that slips, trips and falls on the same level remain the largest cause of accidents.

Part of body	Number of accidents
Upper Limb	68
Back/Trunk	32
Lower Limb	28
Head	10
Face	7
Multiple Injuries	3
Eyes	3
No Injury	0
Total	151

Figure 7: part of body injured in accidents

From Figure 7 it can be seen that accidents resulting in injury to the upper limbs make up the largest proportion of the figures. From Figure 8, it can be seen that accidents resulting in sprain/strains make up the largest proportion of the figures.

Type of injury	Number of accidents
Sprain/ Strain	49
Bump/ Bruising	42
Cut/ Laceration	24
Burn	18
Break/fracture	6
No injury/near miss	5
Dislocation	3
Electric shock	2
Bite	1
Foreign body	1
Total	151

Figure 8: type of injury

Both Figures 7 and 8 show a relatively low number of no injury or near miss accidents. Based on the accident ratios outlined above there this indicatively an under reporting of these types of

accident. Therefore opportunities are being lost to investigate these incidents with a view to preventing their recurrence and hence incidents which do result in injury. It is important to remember that the reporting of incidents (i.e. what happened) rather than outcomes (i.e. injury) is key and therefore departments are requested to make additional efforts to both advocate and report near misses.

The causes of accidents and the injuries sustained again stress the need for a “*back to basics*” approach to accident and incident prevention by the regular inspection of workplaces for hazards and risks and application of the risk control hierarchy – basic risk assessment and control. When considering the control measures required the ERCSP hierarchy must be considered by asking:

1. Can the work activity realising the hazards and risks be **eliminated**? If not,
2. Have the hazards and risks been **reduced**? If not,
3. Has exposure to the hazards and risks been **controlled**? If not,
4. Have appropriate **safe systems of work** been implemented, including safe working procedures and appropriate information, instruction and training? If not, and as a last resort,
5. Has appropriate **personal protective equipment** been issued?

However, albeit that the above control measures must be viewed as a hierarchy suitable and sufficient risk control measures are likely to be a combination of control measures.

3.1.2 Aggression and violence analysis

Violent incidents are defined as:

- Any intentional acts that cause apprehension, fear, psychological or physical injury to an employee arising out of or in connection with their authorised duties
- The deliberate damage to the property or belongings of an employee that is attributable to the carrying out of duties on behalf of the Council.

The Council’s violent incident categories are: physical violence, aggression, verbal, sexual or racial abuse, and intentional damage to property. As with accidents, analysis of the incidence of aggression and violence can be undertaken.

The compilation of the figures (Figure 9) shows an increase in the reported number of violent incidents in 2016/2017, with reported violent incidents increasing by a total of 5 from 2015/2016. However there is a decrease in days lost due to incidents of violence and aggression to 69 from 197.

Directorate	Reported incidents of violence and aggression	Days lost due to incidents of violence and aggression	Incident rate per 1,000 employees
Core	0	0	0
Communities	36	0	51.0
People	20	0	27.0
Place	5	69	5.5
Primary Schools	128	0	60.0
Secondary Schools	4	0	3.9
Through School	11	0	56.0
Special Schools	0	0	0
Total/Overall	205	69	31.8
<i>2015/2016</i>	<i>200</i>	<i>197</i>	<i>32.4</i>

Figure 9: incidents of violence and aggression by Directorate

Of the accidents shown in Figure 9, in Place 69 days were lost due to one particular incident. The employee was physically attacked by a member of the public and this incident was RIDDOR reportable.

Figures 11 and 12, again overleaf, then detail the types of injuries that were sustained in these incidents and part of body injured.

The above figures show a higher incidence of 'violent' incidents within Communities and schools. This disparity reflects the nature of the work carried out. Communities and school employees encounter some of the Council's most challenging clients. However, despite the nature of the work carried out by Communities and schools providing a 'front-line' service should not lead to violence or aggression. This reiterates the need for an assessment to be carried out on clients of the Council when receiving any service ranging from social care to compulsory education to ascertain their requirements from *both* the client's and employee's perspective. There is a need for ensuring that the resources available for clients are appropriate to their needs, whilst also ensuring that the safety of employees, who are entrusted with the provision of services for these clients, is not compromised.

Directorate	Aggression	Harassment	Physical violence	Sexual harassment	Verbal Abuse	Intentional Damage to Property	Racial Abuse	Total
Core	0	0	0	0	0	0	0	0
Communities	19	0	8	0	8	0	1	36
People	10	0	10	0	0	0	0	20
Place	1	0	2	0	3	0	0	5
Primary Schools	33	0	91	0	4	0	0	128
Secondary Schools	2	0	2	0	0	0	0	4
Through School	7	0	4	0	0	0	0	11
Special Schools	0	0	0	0	0	0	0	0
Total/Overall	72	0	117	0	15	0	1	205

Figure 10: types of incidents of violence and aggression

Part of body	Number of incidents
Upper Limb	69
No Injury	47
Lower Limb	36
Head	31
Back/Trunk	11
Multiple Injuries	11
Total	205

Figure 11: part of body injured in incidents

Type of injury	Number of incidents
No Injury	82
Bruise	47
Bite	36
Cut/Graze	20
Distress	12
Sprain / Strain	8
Total	205

Figure 12: type of injury

3.1.3 Incident analysis

In addition to events that injured or could have injured people, the Council has the facility and procedures to record the occurrence of incidents that gave or could have given rise to loss or damage to property, plant, products or the environment, production losses or increased liabilities, this not being the result of aggression or violence. The incidents reported during 2016/2017 relate to fire incidents and security incidents (including acts of vandalism to Council property) and 'prevent' concerns that were subsequently reported to the police.

3.1.4 Safety observation analysis

In addition to events that injured or could have injured people, the Council has the facility and procedures to record the occurrence of situations that could give rise to loss or damage to property, plant, products or the environment, production losses or increased liabilities. A very small number of reports were again made in 2016/2017. Employees may raise concerns verbally or via team meetings thus meaning that the form is not required in many cases. However, this also reiterates the need for the form to be used by employees to raise concerns with their managers where necessary.

3.1.5 Specified [major] injury analysis

In 2016/2017 no specified (formerly referred to as major) injuries to a Council employee were recorded. The recording of specified injuries is based upon the outcome of an accident rather than the route cause. Therefore an element of providence is involved in the occurrence of a specified injury. For example, the same simple slip or trip may result in a range of outcomes and therefore focussing on the outcome rather than the cause of the accident misses what should be the crux of the matter.

3.2 Work related ill-health

For several years data relating to work-related ill-health have been included in Health, Safety and Emergency Resilience Reports. However, sickness absence data is comprehensively reported via the Council's Performance Management Framework. As data may vary depending on the date it was extracted from databases, where data is shown is different reports there may therefore be inconsistencies between published data. Therefore detailed information relating to sickness absence will now only be included in Performance Management reports. However, for comparative purposes broad-brush data is shown below in Figure 13.

As with accidents and incidents it is accepted that the collation of work related ill health statistics can assist in improving health and safety within an organisation. The Council records the reported reasons for employee absences. Of the categories of absence reported it is considered that those concerning musculoskeletal illness and mental/emotional wellbeing issues are most likely to be associated with some aspect of work – that is not to state that these illnesses are caused by work but acknowledging that work may either directly or indirectly be associated with the illnesses, which indeed may be wholly attributable to factors outside work. However, regardless of the root cause the issue manifests itself at work and still leads to absence.

Year	Total absence days attributed to mental/emotional wellbeing related ill health	Number of absences attributed to mental/emotional wellbeing related ill health	Total absence days attributed to musculoskeletal related ill health	Number of absences attributed to musculoskeletal related ill health	Total absence days	Total number of absences
2012/2013	23,665	886	9,683	757	33,347	1,623
2013/2014	23,490	909	10,690	937	34,180	1,746
2014/2015	24,022	1,122	10,212	882	34,234	2,004
2015/2016	11,745	250	8,796	317	20,541	567
2016/2017	12,529	637	6,936	671	19,465	1,308

Figure 13: comparison of absences attributed to mental/emotional wellbeing and musculoskeletal related ill health from 2012/2013 to 2016/2017

3.3 Cost of accidents to and ill health associated with work in employees

It is possible to work out the approximate total cost to the Council of days off due to accidents at work in any given period. For 2016/2017 the direct salary cost due to employee absence following accidents at work is:

Median ³ salary scale point		'Add on' costs		Total Cost to Authority
SCP 25 – Grade 5		Superannuation and National Insurance		Salary, superannuation and National Insurance
£22,434	+	£4,915	=	£27,350 per year

Therefore:

£27,350	/	365 days	=	£74.93 average cost per day
£74.93	x	323 lost days	=	£24,202

From the direct salary cost due to employee absence following accidents at work and the Employer's Liability Insurance and employer's liability claims costs for 2016/2017, the total measurable costs of accidents to the Council can be derived (noting that the unmeasurable costs of accidents are estimated by the Health and Safety Executive to be an average of 10 times the measurable costs):

Employee liability claims total (1993 to 2016/2017)	(a) =	£9,490,755 (934 claims)
Employer's liability insurance premium	(b) =	£74,000 per year
Average direct costs per year	(c) =	£469,448
Direct salary cost 2016/2017	(d) =	£24,202

³ The median salary used for this purpose relates to the Council's former 11 grade salary structure to allow direct comparison with information relating to prior to April 2014 (when the Council's current 17 grade salary structure was introduced).

Total of direct costs for 2016/2017 (e) = £493,650

Where:

(c) = ((a) / 24 years) + (b)

(e) = (c) + (d)

However, it is important not to overlook the cost avoidance of reductions in accidents. In 1999 the number of days lost within the Council due to accidents was 4052.5 days. As seen in Figure 5 based on the reductions in days lost made up to 2016/2017 and the average cost per day lost, this now represents an avoidance of 3,729.5 days per year and a direct cumulative cost avoidance of £3,447,515 – investment in health and safety does indeed pay dividends.

With data regarding days lost due to ill health available it is possible to calculate the cost of ill health and hence an overall cost of accidents and occupationally related ill health within the Council. Albeit that this is not an additional cost to the Council, this may be viewed as a production loss with staff unavailable to undertake their duties. The known direct salary costs of *potentially* occupational ill health are:

£27,350 / 365 days = £74.93 average cost per day

£74.93 x 19,465 lost days = £1,458,512

The reduction of this time lost, which is marked in 2016/2017, and associated costs is a key consideration of the Wellbeing Intervention Team within the Human Resources and Business Support Business Unit which is responsible for the development, co-ordination and implementation of wellbeing strategies in order to reduce absence levels (including introduction of preventative measures, targeted interventions, policy development and training).

3.4 Risk assessment

Risk assessment is a specific legal requirement of health and safety legislation and the basic building-block of the fundamental health and safety principle of the implementation of a safe system of work. The Management of Health and Safety at Work Regulations first entered the statute books in 1992 and were subsequently revised in 1999 and include a general duty for employers to carry out risk assessments to identify hazards and risks and determine appropriate control measures. In addition risk assessment is a requirement of a plethora of other specific Regulations. All these Regulations, and in particular Regulation 3 of the Management of Health and Safety at Work Regulations 1999 require the Council as an employer to make a suitable and sufficient assessment of the risks to health and safety of:

- Its employees to which they are exposed whilst at work
- Persons not in the Council's employment arising out of or in connection with the undertakings of the Council

The purpose of the risk assessment is to identify the measures that the Council needs to take to comply with its statutory duties – i.e. to ensure, so far as is reasonably practicable, the health, safety and welfare of its employees or others who may be affected by its undertakings. Hence statutory duties require the Council to identify and implement suitable control risks.

The Council's internal accident recording form (HS2(E)) Report of an accident to an employee) includes details of the risk assessments that relate to the work activities being undertaken at the time of the accident. The form asks managers and supervisors "had a risk assessment been carried out for the activity undertaken prior to the accident?" with a simple 'yes/no' response being given. Subsequently the form asks "has a risk assessment been reviewed/developed for the activity undertaken after the accident?" The response to these questions is logged by the Health, Safety and Emergency Resilience Service and is integral to its accident/incident recording and monitoring function, i.e. was there a risk assessment before the accident and after the accident

was this reviewed or as necessary developed? The information provided by managers and supervisors on the HS2(E) form has been collated below in Figure 16.

The responses provided by managers (Figure 16) indicate that a risk assessment had been undertaken for the work activity being carried out prior to the accident in 74% of incidents reported, an increase on the 66% reported in 2016/2017. Therefore, based on the information supplied on the accident form, up to 26% of the accidents reported the activity being carried out at the time of the accident did not have an associated risk assessment or the form was not fully completed by the manager who did not indicate that a risk assessment was actually completed.

The reasons for managers/supervisors providing a negative response to questioning regarding the existence of risk assessments remain the same as those reported in past reports:

1. Managers/supervisors do not understand the importance of full and accurate completion of the form (the form becomes a disclosable document in the event of enforcement action or civil proceedings)
2. Time pressures mean that managers/supervisors do not check the existence of the documents
3. Managers/supervisors do not know that the documents exist
4. The documents do not exist (evidence identified as part of audit would support this, see Section 3.7)

The consequences of not carrying out risk assessments may include:

- Prosecution/enforcement action due to breach of statutory duty
- An increased risk of injury/ill health to employees and others who may be affected by the Council's activities
- Increased losses to the Council
- Decreased ability to defend any civil actions brought against the Council

In view of this departments requested to review their need for and application of risk assessment to ensure that the risks of all tasks undertaken by employees have been considered and reasonable precautions taken.

Directorate	Pre-accident Risk Assessment				Post-accident Risk Assessment			
	Number of accidents where a risk assessment was indicated as being completed for the activity prior to the accident	Percentage of accidents where a risk assessment was indicated as being completed for the activity prior to the accident	Number of accidents where a risk assessment was not indicated as being completed for the activity prior to the accident	Percentage of accidents where a risk assessment was not indicated as being completed for the activity prior to the accident	Number of accidents where, following the accident, a risk assessment was completed/ reviewed for the activity being undertaken prior to the accident	Percentage of accidents where, following the accident, a risk assessment was completed/ reviewed for the activity being undertaken prior to the accident	Number of accidents where, following the accident, a risk assessment was not completed/ reviewed for the activity being undertaken prior to the accident	Percentage of accidents where, following the accident, a risk assessment was not completed/ reviewed for the activity being undertaken prior to the accident
Communities	41	87%	6	13%	15	32%	32	68%
People	12	63%	7	37%	10	53%	9	47%
Place	18	78%	5	22%	15	65%	8	35%
Core	0	0%	3	100%	1	33%	2	67%
Public Health	0	0%	0	0%	0	0%	0	0%
Corporate subtotal	71	77%	21	23%	41	40%	51	60%
Primary Schools	29	78%	8	22%	21	57%	16	43%
Secondary Schools	9	47%	10	53%	4	27%	15	73%
Special Schools	0	0%	0	0%	0	0%	0	0%
Through School	3	100%	0	0%	1	33%	2	67%
Schools subtotal	41	69%	18	31%	26	44%	33	56%
Total/Overall	112	74%	39	26%	67	44%	84	56%
2015/2016	105	66%	54	33%	55	35%	104	65%

Figure 14: responses provided to the question "had a risk assessment been carried out for the activity undertaken prior to the accident?" and the question "has a risk assessment been reviewed/developed for the activity undertaken after the accident?"

3.5 Enforcement action against the Council

During 2016/2017 the Council has not been issued with any formal notices or been the subject of any prosecutions from any of the enforcing authorities, namely the Health and Safety Executive (HSE, including notice of contravention), the Environment Agency or South Yorkshire Fire and Rescue Service.

3.6 Occupational road risk issues

According to the Royal Society for the Prevention of Accidents (RoSPA), research commissioned by the Health and Safety Executive and others suggests that nationally between 25% and 33% of fatal and serious road traffic incidents involve someone who was at work at the time (between 800 and 1000 people). These figures include all categories of road users – drivers, motorcyclists and cyclists as well as pedestrians and those working at the side of the road. In 2016/2017 two employee accidents involving vehicles were reported. Occupation road risk must be managed like any other health and safety issue.

3.7 Health and safety audits

During 2016/2017 the Health, Safety and Emergency Resilience Service has continued to undertake a programme of health and safety audits. All audits carried out by the Service produced a score judged against pre-determined criteria. The scores achieving each category are:

- Grade A – good – 90% or above: the Business Unit and/or Service or school have/has achieved a satisfactory standard in managing health and safety with only a few improvements required (i.e. very few or no gaps/weaknesses exist and controls are effective).
- Grade B – improving – 70 – 89%: the Business Unit and/or Service or school is not achieving an acceptable level of managing health and safety with many improvements required (i.e. some minor gaps/weaknesses exist but generally strengths outweigh weaknesses and controls are generally effective).
- Grade C – less than satisfactory – below 70%: the Business Unit and/or Service or school have/has very serious weaknesses in the management of health and safety with significant improvements to be made within six months.

When viewing the standards achieved it must be borne in mind that the ultimately acceptable standard of health and safety management must be compliance with the Council's standards for the management of health and safety and hence close to 100%.

3.7.1 Health and safety audits of Council services

A two year audit programme for services commenced in 2016/2017 with the aim of verifying the self-audits completed by services in 2016/2017. The results of the 10 verification audits carried out from April 2016 the results are outlined below in Figure 15.

Standard	Number of audits achieving the standard	Percentage of audits achieving the standard
Good	10	100%
Improving	0	-
Less than satisfactory	0	-
Total	10	100%

Figure 15: results of health and safety audits of services

From the results of the audits carried out by the Health, Safety and Emergency Resilience Service the “top-five” recurrent issues highlighted as requiring improvement by services are outlined below in Figure 16 along with the actions taken by the Health, Safety and Emergency Resilience Service to address these issues. However, it must be noted that the majority of these issues need to be, and indeed are, addressed by the immediate implementation of current regimes and that each audit report provides a detailed time-bound action plan for addressing the opportunities for improvement identified.

Issue identified by audit	Action to address
1. Health and Safety Standards/Management Procedures developed and reviewed as necessary (including following any changes to organisational arrangements, workplace or working practices)	<ul style="list-style-type: none"> To develop the Health and Safety Standards/Management Procedures and reviewed as necessary (including following any changes to organisational arrangements, workplace or working practices).
2. Process for ensuring that the latest version of corporately produced documents with regard to occupational health and safety management are used.	<ul style="list-style-type: none"> Service to have a process for ensuring that the latest version of corporately produced documents with regard to occupational health and safety management are used.
3. Risk assessments carried out (RA2) on all occupation groups identified on the RA1 form by trained, competent persons.	<ul style="list-style-type: none"> Risk assessments to be carried out (RA2) on all occupation groups identified on the RA1 form by trained, competent persons.
4. A procedure in place for reviewing risk assessments before activities are introduced, annually, following an accident and when there are any significant changes.	<ul style="list-style-type: none"> To implement a procedure for reviewing risk assessments before activities are introduced, annually, following an accident and when there are any significant changes.
5. Service to ensure that a review of operational management systems for health and safety is undertaken.	<ul style="list-style-type: none"> Service to ensure that a review of operational management systems for health and safety is undertaken.

Figure 16: issues identified by health and safety audits of services

3.7.2 Health and safety audits of Secondary, Through Schools and Special Schools

The audits of secondary, through and special schools were based upon the requirements of the Council’s Occupation Health and Safety Management System. The breakdown of the grades achieved is outlined below in Figure 17.

Standard	Number of audits achieving the standard	Percentage of audits achieving the standard
Good	5	83%
Improving	0	0%
Less than satisfactory	1	17%
Total	6	100%

Figure 17: results of safety audits of secondary, through schools and special schools

From the results of the audits carried out by the Health, Safety and Emergency Resilience Service the “top-five” recurrent issues highlighted as requiring improvement by secondary, through and special schools are outlined below in Figure 18 along with the actions taken by the Health, Safety and Emergency Resilience Service to address these issues. However, it must be noted that the

majority of these issues need to be, and indeed are, addressed by the immediate implementation of current regimes and that each audit report provides a detailed time-bound action plan for addressing the opportunities for improvement identified.

Issue identified by audit	Action to address
1. Arrangements in place to monitor and review business continuity plans and associated arrangements.	<ul style="list-style-type: none"> • Arrangements to be in place to monitor and review business continuity plans and associated arrangements.
2. Organisations have a radioactive source history, for each source, including the results of regular inspections and leak tests.	<ul style="list-style-type: none"> • Organisation to have a radioactive source history, for each source, including the results of regular inspections and leak tests.
3. Business continuity plan completed and signed by relevant persons.	<ul style="list-style-type: none"> • Business continuity plan to be completed and signed by relevant persons.
4. Relevant action cards identified and suitable staff allocated for recovery purposes.	<ul style="list-style-type: none"> • Relevant action cards to be identified and suitable staff allocated for recovery purposes.
5. Organisation demonstrate that they have a programme of health and safety monitoring, that scores are generated for each monitoring standard of the A-Z and that governors/trustees are kept informed of the organisations progress and any pertinent health and safety information.	<ul style="list-style-type: none"> • Organisation to demonstrate that they have a programme of health and safety monitoring, that scores are generated for each monitoring standard of the A-Z and that governors/trustees are kept informed of the organisations progress and any pertinent health and safety information

Figure 18: issues identified by health and safety audits of secondary, through and special schools

3.7.3 Health and safety audits of Primary Schools

The audits of primary schools were based upon the requirements of the Council's Occupation Health and Safety Management System. Figure 19 shows that of the 34 audits carried out the results.

Standard	Number of audits achieving the standard	Percentage of audits achieving the standard
Good	33	97%
Improving	1	3%
Less than satisfactory	0	0%
Total	34	100%

Figure 19: results of health and safety audits of primary schools

From the results of the audits carried out by the Health, Safety and Emergency Resilience Service the "top-five" recurrent issues highlighted as requiring improvement by primary schools are outlined below in Figure 20 along with the actions taken by the Health, Safety and Emergency Resilience Service to address these issues. However, it must be noted that the majority of these issues need to be, and indeed are, addressed by the immediate implementation of current regimes and that each audit report provides a detailed time-bound action plan for addressing the opportunities for improvement identified.

Issue identified by audit	Action to address
1. Outdoor adventure playgrounds, sail canopies, trim trails and other outdoor furniture inspected periodically by a	<ul style="list-style-type: none"> • Outdoor adventure playgrounds, sail canopies, trim trails and other outdoor furniture to be inspected periodically by a

competent persons.	competent persons.
2. Appropriate COSHH assessments been obtained and are up-to-date.	• Appropriate COSHH assessments to be obtained and up dated.
3. Building security policy for the premises which has been signed and dated and an associated risk assessment produced with an action plan of required control measures.	• Building security policy for the premises to be signed and dated and an associated risk assessment produced with an action plan of required control measures.
4. Business continuity plan completed and signed by relevant persons.	• Business continuity plan to be completed and signed by relevant persons.
5. Organisation's Resilience Plan completed with relevant contact details and arrangements for the premises and systems are in place to ensure that it is regularly reviewed.	• Organisation's Resilience Plan to be completed with relevant contact details and arrangements for the premises and systems are in place to ensure that it is regularly reviewed.

Figure 20: issues identified by health and safety audits of primary schools

3.8 Comparison of health, safety and emergency resilience targets with health and safety performance

The performance in relation to the targets for 2016/2017 set by the Corporate Health and Safety Policy is outlined below:

1. All Directorates, Business Units and Services will implement the Council's Occupational Health and Safety Management System to a standard that would meet the Health, Safety and Emergency Resilience Service's "Satisfactory" rating upon audit.

All the audits completed in the period achieved the satisfactory rating, an improvement on that reported in 2015/2016 (44%). That is not to say that opportunities for improvement were not identified with each audit reinforced by a prioritised action plan for managers to follow in order to address opportunities for improvement. The audit programme will be continued during 2016/2017.

2. Each Directorate, Business Unit and Service will produce all required occupation group risk assessments.

Based on the analysis of accidents in Section 3.3 above, this has still not been fully achieved with albeit with compliance improved (74%, with this substantiated by audit) in 2016/2017, thus necessitating further work by services.

3. Each Directorate, Business Unit and Service will have an action plan to implement the health and safety competencies detailed in Section 8 of the Corporate Health and Safety Policy.

Based on service audits completed in the period all the services had appropriate action plans. This is reinforced by only 4% (28% in 2015/2016) of the accredited training courses programmed by the Health, Safety and Emergency Resilience Service being cancelled in 2016/2017. Given the number of staff employed by the Council and number of courses programmed there should be sufficient throughput of staff to deliver all these courses. Therefore services are reminded of the need to ensure that all staff attend the appropriate training for their responsibilities.

4. All Directorates, Business Units and Services (as appropriate) will have up to date, tested and exercised Business Continuity Plans.

The Corporate Business Continuity Priorities were reissued in April 2017 based on returns received up to March 2016. All Business Units are included in the priorities. An open offer to undertake testing and exercising of these plans is in place.

In addition to the target detailed above, a number of general opportunities for improvement were identified in the Health, Safety and Emergency Resilience Report 2015/2016. These are summarised below with an update on progress:

Opportunity for improvement 2015/2016	Proposed action in 2016/2017	Progress made
1. Percentage accident reporting has decreased to 90.1% meaning that around 1 in 10 accidents go unreported and hence actions cannot be taken to prevent their recurrence	The need for accident reporting is included in all training delivered by the Health, Safety and Emergency Resilience Service and forms part of the induction process for all staff. Managers are requested to reiterate the need for accident reporting and follow up as necessary where they post-event hear about accidents that have occurred – a late report is better than no report!	Percentage reporting in 2016/2017 has increased to around 100%.
2. Reporting of near misses is far lower than reasonably expected	As detailed in the body of this report it is by the reporting and investigation of these incidents that accidents may be prevented. As outlined above, managers are requested to reiterate the need for near miss reporting and treat these as any other reported incident with a proportionate investigation and actions to prevent recurrence.	Despite the actions taken in 2016/2017 the level of near miss reporting has not improved. The actions will be continued in 2017/2018.
3. Increase in days lost per employee due to accidents which from a health and safety perspective reflects lower overall employee numbers but maintenance by the Council of a full range of front-line services	These subjects indicate the need for basic health and safety management by the identification of hazards and risks and implementation, maintenance and monitoring of reasonable and proportionate risk controls. Managers are requested to ensure that risk assessments and safe systems of work are completed for employees/activities and implemented as necessary and these communicated to employees.	Accident statistics have all improved in 2016/2017.
4. Percentage completion of risk assessments remains low – this is the cornerstone of sound health and safety management		Risk assessment compliance has increased in 2016/2017 but remains less than optimum highlighting the need for the actions to be continued in 2017/2018.
5. The majority of reported accidents have basic		Basic health and safety issues remain the common causes of

causes indicating the need to focus on basic health and safety management		accidents in 2016/2017, again reiterating the need the actions to be continued in 2017/2018.
6. Reports of violence and aggression account for the majority of incidents reported	These reports reflect the often challenging nature of the provision of public services. In particular two incidents have led to almost 200 days lost. The provision of essential public services is not an acceptance that employees should be exposed to violence and aggression and to support this during 2016/2017 a 'zero tolerance' policy will be developed with the proposal for the Council to always seek, as appropriate, apposite sanctions being brought on those carrying out occurrences of violence and aggression.	The zero tolerance policy was introduced in 2016/2017 and a slight increase in reports of incidents were received. The fact that violence and aggression has formed a pattern of being the largest cause of reports of incidents reiterates the need to balance the health and safety of staff with the provision of public services.
7. Need for improvement in occupational health and safety management by services based on the less than optimal audit results	Each audit completed elicited a detailed, prioritised action plan for the service/school to bring their management processes up to a standard that would lead, with ongoing maintenance, to a satisfactory audit outcome.	There has been a general increase in audit scores in 2016/2017 and audits will continue in the coming year.
8. Compared to previous years school audit results are not as favourable as previous years		
9. Up take of BOLD training is less than the uptake of the face-to-face training previously provided by the Health, Safety and Emergency Resilience Service	Managers are requested to ensure that all identified health and safety training needs are actioned and ensure that as necessary employees access the relevant BOLD course.	The uptake of BOLD training has increased during the year but the number of delegates remains below that would be expected given the number of Council employees. In 2017/2018 the possibility of making minimum health and safety training mandatory as with other courses will be explored.
10. Development of business continuity plans by all services	The support of Senior Management Team has been sought in expediting the completion of outstanding business continuity plans.	The Corporate Business Continuity Priorities were reissued in April 2017 based on returns received up to March 2016. All Business Units are included in the priorities. An open offer to undertake testing and exercising of these plans is in place.

11. The resilience of Business Units to support the Council's response to an emergency	A separate action plan has been agreed by the Senior Management Team to revitalise the resilience of Business Units with each Business Unit charged with the development of their own resilience plan to detail how they would support the implementation of the Council's resilience plan.	Some progress towards this has been made in 2016/2017 and a commitment has been made for this to be completed in 2017.
12. Need for increased volunteer numbers to support the Council's response to an emergency	Whilst there has been good support from Council staff to act as volunteers, the voluntary nature of volunteering means that a response is not guaranteed and therefore a much larger pool of volunteers is required than needed to allow for volunteers to not be available when required, particularly out of hours. This issue has been subject to discussion by Senior Management Team previously and a revised report on the matter will be developed.	Volunteer numbers remain relatively low compared to overall employee numbers and several requests for additional volunteers have been issued during the year and there has been a slight increase. Resourcing of Business Unit Emergency Response Plans is specifically addressed in the plan template.

3.9 Awards presented to the Council in recognition of its health, safety and emergency resilience performance

The Council has progressively improved and/or maintained its health and safety performance over the last 18 years. In recognition of this the Council has for the second time been awarded the Royal Society for the Prevention of Accidents (RoSPA) [now second highest with the introduction of the Patron's Award] achievement award for occupational health and safety – the Order of Distinction 2017. In addition the Council has again been awarded an International Safety Award, by the British Safety Council for 2017. Whilst this report highlights a number of opportunities for improvement these peer reviewed awards reflect the commitment by the Council to good standards of health and safety management and the efforts made by Business Units and services in this area.



4 Overview of the service delivery of the Health, Safety and Emergency Resilience Service

4.1 Introduction/service context

During 2016/2017 the Service maintained the breadth of the services provided and capacity with which to deliver these services. The reduced overall capacity of the Service since 2011 emphasises the need for departments to dovetail service provision and appropriate and reasonable standards of health and safety and emergency resilience. As the Service's service delivery is based on legal requirements, the curtailment and/or cessation of these services does not remove the need for the function but rather realigns the responsibility to operational departments. This, if not adequately managed by departments, may lead to decreased compliance with legislative requirements and therefore increased potential for both criminal and civil liabilities. This is coupled with a reduced ability of the Service to monitor these standards within the Council. The Council's ongoing budget situation does not discount the possibility of future further reductions in either the breadth of service delivery or service capacity – all this will lead to difficult questions regarding what the Council expects from this Service and what it is able to deliver and what standards of health, safety and emergency resilience are to be maintained.

It is essential therefore that the fundamental improvement in the Council's health and safety performance – an improvement in the welfare of the Council's staff and a reduction in suffering as a result of accidents and ill health – must not be overlooked. The Council operates and more importantly, is able to operate in a manner which dovetails service provision and appropriate and reasonable standards of health and safety. The Service's Business Plan for 2016/2017 provides further details of the Service's operations, staffing, and finances for 2016/2017.

4.2 Work programme and initiatives for 2016/2017

4.2.1 Active work programme

During 2016/2017 the Health, Safety and Emergency Resilience Service has worked to improve the health, safety and welfare of the Council's employees and others who may be affected by the Council's activities. The work of the Service is both active (i.e. planned and programmed) and reactive (i.e. responding to the needs of its customers). In addition to the reactive projects undertaken by the Service, active objectives implemented in 2016/2017 were to:

1. Maintain of delivery of health, safety and emergency resilience services to the Council's services
2. Maintain the BS 18001:2007 accreditation for the development and maintenance and subsequent application of the Council's occupational health and safety management system through an external audit in November 2016. The latest audit (which will be repeated in November 2017) concluded that:

“The audit objectives have been achieved and the certificate scope remains appropriate. With the exception of the nonconformity identified, the audit team concludes based on the results of this audit that BMBC Health, Safety and Emergency Resilience Unit does fulfil the standards and audit criteria identified within the audit report and it is deemed that the management system continues to achieve its intended outcomes”.

3. Deliver the information, instruction and training programme discussed in 4.3 below
4. Deliver the audit (discussed in 3.7 above) programme

5. Deliver the fire risk assessment programme
6. In 2016/17 the Service carried out the planned provision shown in Figure 21. In addition to the Service also developed and reviewed a total of 20 templates/documents.

Provision	Communities	People	Place	Core	Schools (Secondary)	Schools (Primary)	Schools (Special)	Through Schools	Academy Schools	External	Total
Premise Inspections	0	1	0	0	5	31	0	0	0	0	37
Fire Risk Assessment	3	3	7	0	0	10	0	0	5	0	28
Contractor approval applications	0	1	7	0	0	15	0	0	1	2	26
On-site contractor monitoring	0	0	8	0	0	6	0	0	3	7	24

Figure 21: Planned service delivery by the Health, Safety and Emergency Resilience Service

7. Civil contingencies arrangements
 - 7.1 Resilience arrangements and business continuity

In February 2017 the Senior Management Team accepted and endorsed a blueprint to refresh emergency resilience with the Council. Several events/issues during the period had produced recommendations regarding improving the arrangements for emergency planning, response, recovery and business continuity. In order to consolidate these recommendations an action plan was drawn up and has been implemented based on the Council's duties as a Category One responder within the Civil Contingencies Act and proposed actions to refresh/clarify the Council's approach to fulfilling these duties.

The Council's Emergency Response Plan (formerly Resilience Plan) which provides the framework for response including co-ordination, decision making processes, response templates and role based action cards was rewritten to include a new 3 tier response process following closely national police response procedures in early spring 2017. To accompany and support this a revised Business Unit Emergency Response Plan template was issued to Business Units. These plans, when complete will provide a plan for implementing an emergency response by a Business Unit on the premises of 'doing their normal job in extraordinary circumstances' by mustering, marshalling, deploying and managing their resources. These plans will be implemented in 2017/2018.

A new Adverse Weather Plan was drafted with a view to this being implemented in summer 2017. This will provide a procedure for the distribution of weather warnings throughout the Council and define a framework for response to weather events based on the warnings received.

A fully revised Corporate Business Continuity Priorities was finalised in March 2017 based revisions to Service Business Continuity Plans from November 2016 to March 2017.

New processes introduced this year included a weekly Gold On-call Officer briefing sheet giving an overview of events, weather, flooding and any ongoing issues. This is issued at the start of each duty period. A quarterly BMBC Resilience Newsletter saw its first edition released in February 2017. This document is designed to inform Council responders including gold/silver representatives and volunteers of current resilience issues, news and internal / external training opportunities.

All volunteer Forward Liaison Officers were issued with Response Packs to enhance their knowledge gained in training sessions provided over the past. The pack includes role specific risk assessment and action plans to ensure that they are fully aware of their duties working with the emergency services and ensuring their health and safety while responding.

7.2 Emergency Resilience Training and Exercising

Volunteer staff training continued with a view to building their competence in the areas of Rest Centre management/staffing and Forward Liaison Officer. The Metrodome was used for two training / role playing exercise session which enhanced their knowledge of the evacuee registration process and how other agencies such as NHS and Police Casualty Bureau staff would work alongside them. Barnsley Premier Leisure staff also took part in the training as a response partner for the first time.

Staff volunteer Forward Liaison Officers were given introductory training sessions through 2016 which gave them a basic understanding of the role requirements and health and safety aspects. The second round of training started in March 2017 with all three emergency services presenting alongside the Council's Civil Contingencies Advisors.

Work continued with the police Counter Terrorism Unit in presenting a third exercise session following the two successful events to BMBC Gold and Silver representatives in the previous year. This session was centred around a potential terrorist incident in a busy residential area which included community, highways, vulnerable persons and educational establishment related issues.

Silver Team training was delivered throughout the year with much better attendance than in previous years in part due to a raised awareness of national and international events, it is hoped that this momentum will carry on into 2017 and beyond.

The Service continued a long standing arrangement with Barnsley College presenting emergency planning training sessions to students undertaking various courses; this has led to a closer relationship which will include attendance at future BMBC Rest Centre exercises. Staff volunteers from the Council were involved in a police security which took place at a large shopping centre in March 2017. This 'live' role playing exercise tested the emergency services and shopping centres response to a terrorist attack.

Business Continuity promotion continued with a fourth presentation to the Barnsley Care Forum for Care Home / Domiciliary care managers.

The Service are also developing an on-line introduction to Emergency Planning course which will be available to all staff on the BOLD training system.

7.3 Events

Barnsley was chosen to host the penultimate stage of the Tour de Yorkshire to take place in late April 2017. The preparation and planning for this started in winter 2016 with the Service being fully involved throughout with internal services and external partners to ensure the safe and efficient passage of the event through the borough and that any associated event were organised to current legislative standards. [Subsequently Gold and Silver representatives were briefed to attend remote multi-agency control rooms and the Service

organised the setting up and staffing of a BMBC control room based in Penistone town hall on the day to co-ordinate the event and offering resilience if anything should go wrong on the day.]

7.4 Incident Response

In mid-August 2016 a large scale town centre building fire took place at a disused former public house / nightclub (Chicago Rock). The Service was involved from early in the incident providing the role of Forward Liaison Officer at the scene and ensuring that all relevant services within the Council were kept informed of what was happening at the scene and taking requests from emergency services for assistance with staff and resources. The response also involved acting as advisors to senior managers at meetings and on site over a two week period when many of the main road arteries into the town centre were inaccessible. There were also ongoing cordon security issues, external business issues and advice regarding business continuity was given to internal and external occupiers of the Centre Library which was also heavily affected. The Service also hosted a structured debrief of all relevant officers and staff that took part in the response or were affected by the incident. The subsequent report to Senior Management Team and recommendations were presented and accepted in early 2017.

7.5 Collaborative Working

The multi-agency work and collaboration continued within the South Yorkshire Local Resilience Forum (SYLRF) as one of the eight core partners. The Service continued to represent the Chief Executive at the full LRF meetings and provide the Deputy Chair of the LRF Business Management Group (the tactical group supporting the LRF). The service is also a leading partner at the Risk Assessment and Planning Group (which produces the South Yorkshire Community Risk Register).

The Service also continued to actively support and in some areas lead within the other SYLRF sub-groups; fulfilling the Council's statutory duties under the Civil Contingencies Act 2004. This included representation at the Training and Exercise Group, Human Aspects Group, Telecommunications Group and in task and finish groups such as the fire service led Waste and Recycling Group.

A large scale flooding related SYLRF event named Exercise 'Wendy' took place in June 2016, this was attended by BMBC Gold and Silver Representatives and helped enhance their competence as Strategic and Tactical level managers in conjunction with all other Category 1 and 2 responders.

BMBC Gold and Silver Representatives also represented SY LRF at Exercise 'Blackstart' which simulated a nationwide prolonged power outage. This brought together strategic/tactical representatives from the whole region to work together to find the best solutions to a varied collection of issues related to this area.

4.2.2 Reactive work programme

The reactive service delivery carried out by the Service in 2016/2017 is outlined below in Figure 22, with this in addition to the routine telephone and face-to-face advice given to services.

Enquiry	Communities	People	Place	Core	Schools (Secondary)	Schools (Primary)	Schools (Special)	Through Schools	Academy Schools	Public Health	External	Total
Accident investigations	0	0	2	0	2	4	0	0	0	0	0	8
Complaint investigations	1	0	1	0	0	0	0	1	0	0	1	4
Reactive follow-up to telephone calls	4	5	8	3	4	40	0	1	2	0	4	71
Workstation risk assessments	4	13	4	12	0	0	0	0	0	6	0	39
Workplace risk assessments	0	4	5	1	1	4	0	0	1	0	0	16
Requests to attend health and safety meetings	12	5	20	28	5	35	2	0	9	10	24	150
Total	21	27	40	44	12	83	2	2	12	16	29	288
2015/2016	30	27	45	39	25	99	1	3	26	0	39	334

Figure 22: Reactive service delivery by the Health, Safety and Emergency Resilience Service

4.3 Health and safety training

One of the most useful tools in improving health, safety and emergency resilience performance is the provision of information, instruction and training. This provision is not only desirable but also a legal requirement under the Health and Safety at Work etc Act 1974 and the Civil Contingencies Act 2004. Details of the health and safety training provided by the Service are shown in Figure 25. A total of 1,258 employees attended a wide variety of training courses delivered by the Service (in addition 176 external employees attended these courses). The Service is accredited by the *Institution of Occupational Safety and Health (IOSH)* to deliver its *Managing and Working Safely* courses. It is important that the Council invests in training, albeit recognising that this provision is only one of a plethora of measures required to improve health, safety and emergency resilience performance.

In 2016/2017 the Service trained or facilitated the training of 1,258 of the Council's employees (approximately 20%, an increase from the 16%). This equates to around 0.2 days health and safety training per employee. However, it must be noted that these figures do not include health and safety related training provided internally by Directorates, Business Units and Services such as induction and job specific (e.g. scaffolding erection) training.

Course	Communities	People	Place	Core	Public Health	Schools (Secondary)	Schools (Primary)	Schools (Academy)	Through Schools	External	Total
Evac Chair	0	0	0	0	0	7	0	15	0	0	22
Fire marshals and wardens	45	43	49	35	0	0	183	174	0	2	831
IOSH Managing Safely	14	3	4	18	3	9	9	6	0	14	80
IOSH Managing Safely Recertification	18	2	11	2	0	1	10	3	0	22	69
IOSH Working Safely	21	1	33	91	0	0	8	1	0	113	268
Manual handling	0	0	0	0	0	0	87	1	0	0	88
Risk assessment	0	0	0	0	0	0	0	0	0	0	0
Cautionary Contacts Database	17	5	8	5	0	0	0	0	0	1	36
Needlestick and Drug Waste	0	0	8	0	0	0	0	0	0	24	32
Working at Height	0	0	8	0	0	0	0	0	0	0	8
Total	115	54	121	151	3	17	597	200	0	176	1434
2015/2016	160	29	110	90	0	56	254	262	1	507	1478

Figure 23: training delivered by the Health, Safety and Emergency Resilience Service

During 2016/2017 the Service updated training courses for the Barnsley Online Training and Development (BOLD) system which all staff have the ability to access to undertake a short course at their own workstation. The usage figures for this training are detailed below in Figure 24. The relatively low uptake of these courses highlights the need for services to make full use of the resource available to maintain and extend health and safety training for employees.

Course	Communities	People	Place	Core	Public Health	Public Health	Schools (Primary)	Through Schools	Academy Schools	External	Total
Fire Awareness	29	22	4	5	0	0	0	0	0	0	60
Display Screen Equipment	62	26	8	5	1	0	0	0	0	37	139

Manual Handling	9	18	7	28	1	4	53	0	79	0	199
Local Resilience Forum	0	0	0	0	0	0	0	0	0	0	0
Business Continuity	1	0	1	3	0	0	0	0	0	0	5
Total	101	66	20	41	2	4	53	0	79	37	403
<i>2016/2017</i>	<i>39</i>	<i>41</i>	<i>29</i>	<i>13</i>	<i>6</i>	<i>21</i>	<i>32</i>	<i>0</i>	<i>9</i>	<i>0</i>	<i>191</i>

Figure 24: training delivered by the Health, Safety and Emergency Resilience Service through BOLD

4.4 Provision of statutory occupational health services

General occupational health provision is managed by the Employee Wellbeing Team within Human Resources and Business Support with statutory health surveillance facilitated by the Health, Safety and Emergency Resilience Service. Statutory health surveillance is externally commissioned. The interventions undertaken in 2016/2017 are detailed below in Figure 25.

Directorate	Health surveillance								Total
	Asbestos	Audiometry	Driver medical	Hand-arm vibration screening	Night worker assessment	School crossing patrol assessment	Spirometry	Vaccination - hepatitis B	
Communities	0	0	1	0	0	0	0	0	1
People	0	0	0	0	0	0	0	0	0
Place	0	280	9	150	0	5	200	19	663
Core	0	0	0	0	0	0	0	0	0
Public Health	0	0	0	0	0	0	0	0	0
Primary Schools	0	0	4	0	0	0	0	4	8
Secondary Schools	0	0	0	0	0	0	0	0	0
Special Schools	0	0	0	0	0	0	0	0	0
External	0	30	0	24	0	0	0	0	54
Total	0	310	14	174	0	5	200	23	726
<i>2016/2017</i>	<i>0</i>	<i>255</i>	<i>24</i>	<i>209</i>	<i>0</i>	<i>0</i>	<i>114</i>	<i>59</i>	<i>661</i>

Figure 25: Occupational health services commissioned

Note: External services are provided through service level agreement to external organisations

4.5 Traded health, safety and emergency resilience services

Income generation accounts for a significant proportion of the budget of the Health, Safety and Emergency Resilience Service and hence the work of the Service. The Service offers a range of services to the public and private sector including training and consultancy. This external work incorporates the external training outlined in 4.3 above. During 2016/2017 the Service has:

- Continued its accreditation as an Institute of Occupational Safety and Health (IOSH) training centre/provider (which it has been since 2002) providing nationally recognised training both internally and externally
- Operated a Safety Schemes in Procurement (SSIP) accredited 'consultancy' which exceeded its income target and where 100% of clients responding to the Service's satisfaction survey rated the Service as 'good' or 'excellent'
- Worked with, providing professional services to 37 different clients in addition to the internal service provided to Business Units and community and voluntary controlled schools. In addition external training services have been provided to 22 external clients.

From April 2016 the Service has been listed on the national Occupational Health and Safety Consultants Register (OHSCR).

4.6 Work programme and initiatives for 2017/2018

During 2017/2018 the Health, Safety and Emergency Resilience Service will work to maintain the health, safety and welfare and resilience of the Council and its employees and others who may be affected by the Council's activities. The work of the Service will continue to be both active (i.e. planned and programmed) and reactive (i.e. responding to the needs of its customers). Active initiatives outlined in the Service's Core Service Offer (April 2016) are in the broad areas of:

1. Provision of competent health and safety advice, as required by the Management of Health and Safety at Work Regulations 1999 at the level of Member of the Institution of Occupational Safety and Health (CMIOSH)
2. Development of occupational safety and health management systems to ensure a consistent and coherent approach
3. Development of general occupational health and safety management system as it applies to asbestos, legionella, electrical installations and gas installations
4. Noise assessment:
5. Advice to identify the need for vibration assessment and advice on vibration management and control
6. Audit to assist in assurance and identify areas of concern:
7. Recording, monitoring and investigation of accidents and incidents
8. Assessment and monitoring of contractors
9. Provision of general information, instruction and training including suitably licenced training for employees and managers
10. Organisation and monitoring of statutory health surveillance
11. Fire risk assessment and audit (to assist in assurance and identify areas of concern)

12. Fire safety training
13. Provision of advice on emergency resilience/civil contingencies to and monitor the resilience of the Council
14. Putting in place and training and exercising and monitoring of emergency plans
15. Putting in place, and training and exercising and monitoring of business continuity management arrangements
16. Supporting putting in place arrangements to make information available to the public about civil protection matters and supporting the maintaining of arrangements to warn, inform and advise the public in the event of an emergency

5 Financial Services support and performance with regard to health, safety and emergency resilience

5.1 Support for health, safety and emergency resilience initiatives

The process of risk management involves the identification, analysis and economic control of all risks that threaten the assets or objectives of the Council. The Council's Risk Management Section has supported initiatives aimed at improving the health and safety performance and emergency resilience of the Council during 2016/2017 and this has included collaborative working on risk issues.

5.2 Employers' liability claims 2016/2017

During 2016/2017 the Council received a total of 23 employers' liability claims, which represents a decrease of 10 claims from the 33 received in 2015/2016. Figure 26 shows the annual number of claims received over the last 5 years.

Year	Number of accident claims	Number of disease claims	Total claims
2012/2013	23	27	50
2013/2014	21	40	61
2014/2015	20	14	34
2015/2016	14	19	33
2016/2017	11	12	23

Figure 26: Employers' Liability Claims 2012/2013 to 2016/2017

Of the 23 claims reported during 2016/2017, 11 have resulted from accidents in the workplace with the remaining 12 being industrial disease claims. The total estimated cost of the reported in year claims was £458,095. This represents an overall increase of £30,541 over costs established in 2015/2016. Inclusive of the 2016/2017 movements, the Council currently have 85 ongoing employers' liability claims with total estimated reserves of £1,806,280. Of these claims 26 have resulted from accidents, 59 from industrial diseases. Figure 27 shows a breakdown of these claims by alleged cause/type.

Alleged cause of claim	Number of claims
Noise induced hearing loss	50
Accident	26
Mesothelioma/asbestosis	6
Hand/arm vibration syndrome and/or vibration white finger	2
Work related upper limb disorder	1

Figure 27: Analysis of ongoing employers' liability claims by alleged cause.

6 Health, safety and emergency resilience legislation review

Health and safety legislation is issued in April and October of each year. In line with the Government's drive to reduce the 'burden' on organisations of legislation (including health and safety) minimal health and safety legislation has been issued in 2016/2017. Whilst not legislative there have been a number of higher profile prosecutions that have reinforced the impact of the Sentencing Council's *'Health and safety offences, corporate manslaughter and food safety and hygiene offences: Definitive guideline'* (see Health, Safety and Emergency Resilience Report 2015/2016). These prosecutions have seen a fine of £1 million for a local authority for health and safety offences and the re-confirmation that for local authorities their revenue budget is the basis for the calculation of fines. Whilst these cases do not impose and/or alter any of the Council's health and safety duties they do reinforce the importance of appropriate implementation by Business Units and services of the Council's occupational health and safety management system.

7 Conclusion

The year April 2016 to March 2017 has seen further improvements in the Council's health, safety and emergency resilience performance and also the implications of challenges faced in delivery of these services and maintenance of this performance. Positive indicators seen in 2016/2017 are shown below (with comparative data for 2015/2016 shown in parentheses):

- A decrease in accidents reported to 151 (159) accidents (accompanied by an increase in the reporting rate to around 100%).
- A decrease in specified [major] injuries to 0 (2).
- The majority (96%) of audits show a satisfactory level of compliance with the Council's governance arrangements for health and safety
- A decrease in days lost due to accidents to 323 (721) days
- An decrease in RIDDOR recordable accidents to 14 (27) with 14 (25) over three day injuries; 7 (20) over seven day injuries and 0 (2) major injuries with the Council's performance when compared to national statistics remaining favourable
- An improvement in compliance with requirements to develop risk assessments to 74% (66%) – (77% corporately and 69% in schools)
- A decrease in the number of employer's liability claims to 23 (33) with 11 (14) related to accidents and 12 (19) to work related ill health

However, some negative indicators are also seen:

- An increase in reports of violence and aggression reported to 205 (200) incidents
- An under-reporting of near miss accidents

Overall a number of opportunities for improvements exist with these outlined below along with proposals to address them:

Opportunity for improvement 2016/2017	Proposed action in 2017/2018
1. Reporting of near misses is far lower than reasonably expected	As detailed in the body of this report it is by the reporting and investigation of these incidents that accidents may be prevented. As outlined above, managers are requested to reiterate the need for near miss reporting and treat these as any other reported incident with a proportionate investigation and actions to prevent recurrence.
2. Despite improvement made percentage completion of risk assessments remains lower than optimal – this is the corner-stone of sound health and safety management	These subjects indicate the need for basic health and safety management by the identification of hazards and risks and implementation, maintenance and monitoring of reasonable and proportionate risk controls.
3. The majority of reported accidents have basic causes indicating the need to focus on basic health and safety management	Managers are requested to ensure that risk assessments and safe systems of work are completed for employees/activities and implemented as necessary and these communicated to employees.
4. Reports of violence and aggression account for the majority of incidents reported	These reports reflect the often challenging nature of the provision of public services. The provision of essential public services is not an acceptance that employees should be exposed to violence and aggression. To reinforce this the Council has adopted a 'zero tolerance'

	policy with the Council to always seeking, as appropriate, appropriate sanctions being brought on those carrying out occurrences of violence and aggression.
5. Uptake of BOLD training is less than the uptake of the face-to-face training previously provided by the Health, Safety and Emergency Resilience Service	Managers are requested to ensure that all identified health and safety training needs are actioned and ensure that as necessary employees access the relevant BOLD course. The uptake of BOLD training has increased during the year but the number of delegates remains below that would be expected given the number of Council employees. In 2017/2018 the possibility of making minimum health and safety training mandatory as with other courses will be explored.
6. The resilience of Business Units to support the Council's response to an emergency	A separate action plan has been agreed by the Senior Management Team to revitalise the resilience of Business Units with each Business Unit charged with the development of their own resilience plan to detail how they would support the implementation of the Council's resilience plan. Some progress towards this has been made in 2016/2017 and a commitment has been made for this to be completed in 2017.
7. Need for increased volunteer numbers to support the Council's response to an emergency	Whilst there has been good support from Council staff to act as volunteers, the voluntary nature of volunteering means that a response is not guaranteed and therefore a much larger pool of volunteers is required than needed to allow for volunteers to not be available when required, particularly out of hours. Volunteer numbers remain relatively low compared to overall employee numbers and several requests for additional volunteers have been issued during the year and there has been a slight increase. Resourcing of Business Unit Emergency Response Plans is specifically addressed in the plan template.

Despite these negatives, reflecting the Council's overall performance in this area, the Council has not experienced any formal enforcement action by the Health and Safety Executive or South Yorkshire Fire and Rescue and achieved the Royal Society for the Prevention of Accidents (RoSPA) Order of Distinction for Occupational Safety and Health and the British Safety Council International Safety Award.

During 2016/2017 the Health, Safety and Emergency Resilience Service has worked internally and with multi-agency partners on maintaining and improving the Council's emergency resilience.

The Council's longer-term investment in and commitment to sensible, proportionate health and safety management has indeed been successful. Nevertheless, in these challenging times where budgets are of ongoing and significant concern to the Council it could be relatively simple to conclude that health and safety standards could be reduced as they are too onerous and therefore provide an opportunity to save precious resources. It is essential, therefore, that the fundamental

improvement in the Council's health and safety performance – an improvement in the welfare of the Council's staff and a reduction in suffering as a result of overall longer-term accidents and ill health – must not be overlooked. The Council operates and more importantly, is able to operate in a manner which dovetails service provision and appropriate and reasonable standards of health and safety. Indeed this can only be viewed in a positive light, whereby any other view of health and safety would in essence be asking the question of how many more accidents or how much more work-related ill health would be acceptable?

Whilst this year has not seen changes to the Council's resources for health, safety and emergency resilience and methods of service delivery, the effect of previous efficiencies reducing the breadth and depth of services provided has seen a move to a greater reliance on operational departments to fulfil aspects of the overall health, safety and emergency resilience function. Despite this throughout 2016/2017 the Health, Safety and Emergency Resilience Service has worked to maintain the Council's health, safety and emergency resilience performance. The initiatives implemented by the Service take into account the needs of the Council, the targets set both internally and externally and above all the concept of continuous improvement (albeit acknowledging that whilst the Council employs people and continues to directly provide a full range of services, there will be accidents and ill health). The planned initiatives for 2017/2018 again aim to facilitate the improvement of health, safety and emergency resilience throughout the Council. However, these initiatives cannot be viewed in isolation – ownership is key. The active and participative management of health, safety and emergency preparedness *must* be embedded into the management culture of the Council. This therefore places a strong emphasis on monitoring of health, safety and emergency resilience initiatives by managers and supervisors as part of their day-to-day duties and is embodied in the idea of a resilience culture – embracing and fulfilling the spirit of the law.

There is little doubt that throughout the year much has been achieved. However, there is always room for improvement in striving for continuous improvement. Health, safety and emergency resilience issues are integral to successful business management. It is too often forgotten that behind the media mystique cultivated over many years health, safety and emergency resilience management is simply management with a health, safety and emergency resilience focus. The generally accepted health and safety management model of plan, do, check and act can and should be applied to the management of any business function.

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 Core Services

COMMUNITY ASSET TRANSFER: MILTON HALL, FITZWILLIAM STREET, ELSECAR, BARNSELY

1. Purpose of Report

- 1.1 The purpose of this report is to consider a request for a Community Asset Transfer to the Milton Hall Group to develop, consolidate and expand the community facility currently located and operated from Milton Hall.
- 1.2 To approve the Transfer in the form of a lease for the development and expansion of the existing community facility at Milton Hall.

2. Recommendations

- 2.1 **That Cabinet approves the Community Asset Transfer based on the finalised business case from the Milton Hall Group to develop and expand the existing community facility at Milton Hall.**
- 2.2 **That the Service Director Assets be authorised to finalise heads of terms for a 25 year lease to the Milton Hall Group for a nominal rental to develop and expand the existing community facility at Milton Hall.**
- 2.3 **That the Executive Director Core Services be authorised to complete the lease to the Milton Hall Group**

3. Introduction

- 3.1 This report provides an update on the continuing development, consolidation and expansion of the existing community facility at Milton Hall and the proposals put forward by the Milton Hall Group to continue to operate and develop a successful and sustainable community run facility.

- 3.2 Milton Hall is a grade II listed traditional stone built building located on Fitzwilliam Street opposite the Elsecar Heritage Centre. The hall currently provides the community with a place for social interaction, social events, indoor recreational sport, course and learning opportunities and meeting spaces for hire.
- 3.3 The hall was let to Milton Hall Group on a 10 year lease from 1999 at a nominal rent on a full repairing basis with the Council insuring the building. Since the expiry of this lease the community group have been holding over and have continued to run and manage the facility from the hall.
- 3.4 Milton Hall Group is a not-for-profit Company Limited Guarantee (Company Registration Number 03488297). It does not have charitable status, but it is currently reviewing the possibility of achieving such status. The Group has experience in operating this particular community facility and working with the local communities.
- 3.5 More recently the Milton Hall Group has approached the Council with a view to building on their existing relationship and a possible community asset transfer. The proposals put forward being for a new lease or a freehold transfer of the community hall to this group. Doing this should see the existing facility continue to operate and continue to benefit the local community.
- 3.6 The Group have been managing this facility since 1999 and feel that there is a definite community requirement for this particular facility. To this end they have produced a first draft of a Business Plan which details their thoughts, aspirations and plans for the continuation and expansion of the existing community facility at Milton Hall. This Business Plan will be further developed and finalised prior to granting the new lease to the Group.
- 3.7 They are looking to continue to run the facility for community purposes for the benefit of the local and wider community of Barnsley, which if successful will see the building continue in community use.
- 3.8 When the Council acquired Milton Hall in 1986 the use of the property was restricted to that of a community hall. As a result the building will have to continue in this use regardless of who manages the facility.
- 3.9 The Council therefore proposes that the Milton Hall Group take the hall into community ownership by way of new lease as outlined below.

4. Proposal and Justification

- 4.1 It is proposed that the Milton Hall Group will be granted a 25-year lease of the property at a nominal rent. Under the terms of the lease they will continue to be responsible for repairing and maintaining the premises and paying all outgoings and utility charges for the property. The Council will insure the property and recover the cost of the insurance from the Group.

- 4.2 Local Authorities are required to obtain best consideration when disposing (including selling and leasing) of assets. However under Circular 06/03 of the Local Government Act 1972 – General Disposal Consent (England) 2003 leasing at less than best consideration can be authorised where the value is less than £2Million and it is granted to secure the promotion and improvement of the economic and social well-being of the citizens’ of the Borough.
- 4.3 The proposed lease will contain a landlord and a tenant break clause, subject to 6-months’ written notice. It will also contain a keep open for community purposes clause. The break clause will ensure that the Group are not entering into a new agreement which is too onerous on their part and allow them to break the lease should operating the community facility cease to be a viable proposition. On the other hand the Council will also be in a position to terminate the lease should the Group fail to operate the facility in accordance with the terms of the lease.
- 4.4 The Milton Hall Group have been holding over since the expiry of their original lease, so it is intended to formalise the continued occupation by granting a new lease to the Group, which will provide an opportunity to update the terms and conditions of the occupational agreement where required / necessary.
- 4.5 The Milton Hall Group will be seeking to expand and add to the range of events and activities at the community hall. They have been managing and running the facility for almost 20-years now so they have a degree of experience and expertise as far as this facility is concerned.
- 4.6 The Centre is in the Heart of Elsecar, providing a place for social interaction and social events, indoor recreational sport, course and learning opportunities and meeting spaces for hire. The Group is looking to expand on this existing base to develop a vibrant and dynamic community asset
- 4.7 The community hall already has several other user groups, which will provide a source of income to assist in the continued operation of the facility in the early years of the new lease.
- 4.8 As previously stated when the Council acquired Milton Hall in 1986 the use of the property was restricted to that of a community hall. As a result, the building will have to continue in this use regardless of who manages the facility, unless the Council seeks a release from this particular covenant. By undertaking the proposed community asset transfer the property will continue to operate as a much needed community facility, thereby ensuring that the Council is not in breach of covenant.

5. Consideration of Alternative Approaches

- 5.1 The Council could consider transferring the freehold of the hall to the Milton Hall Group. However, acting in this way would not give the opportunity to regain possession of the building at short notice, should the community venture cease to be a viable proposition. Therefore this is not considered a viable option to pursue.

5.2 The Council does not have the necessary budgets to take over and operate this community facility in line with the restriction on user that is contained within the Council's title to this particular property. Therefore continued occupation by the community group in the form of the proposed Community Asset Transfer lease is necessary to avoid being in breach of covenant. As a result not undertaking the proposed Transfer by way of a lease is not considered a viable option.

6. Impact on Local People

6.1 The continuing development, consolidation and expansion of the existing community centre will see a much needed facility retained in Elsecar. This should benefit not only the local community, but the Borough as a whole. This would be lost if the asset transfer does not take place and the centre is forced to close.

6.2 By targeting and attracting the diverse range of customers and user groups they hope to develop the facility further to support local people, support life-long learning and develop community ownership of the hall.

6.3 It is accepted and recognised that the success of the community centre depends upon identifying and addressing the needs of local residents and the centre will be run to consistently support and attract these people, looking to embrace those experiencing or at risk of social and/or economic exclusion. Expanding the range of events and activities offered from the centre and seeking to operate it in line with their Business Plan should help to intensify the use of the property benefitting the local community.

6.4 The Group's strategy is to challenge social exclusion, encourage participation, support life-long learning and develop community ownership, with a view to the community centre becoming a self-sustaining business to benefit the local people.

7. Financial Implications

7.1 Under reports previously submitted and approved by Cabinet, Asset Disposal Programme (2013-2018) ref Cab.12.03.2014.13 and Community Asset Transfer Policy ref Cab.30.1.2013/6.3, these reports stated that any property leased out by the Council should be at a market rent, unless otherwise specifically agreed by Cabinet, and that in the case of offering a property for rent or lease at a lower market value, the anticipated socio-economic benefits are taken into consideration.

7.2 This report sets out to grant a lease for twenty five years, allowing the Milton Hall Group to continue to run the facility, which they have been doing for almost 20-years and without putting its future in jeopardy should the lease not be granted.

7.3 Under the terms of the lease the Milton Hall Group will continue to be responsible for all future repairs, maintenance and insurances of the property. In addition they will pick up all other outgoings and utility costs for the property. Such costs would have to be picked up by the Council should the new lease not be granted and the running of the Centre fall back to the Council.

- 7.4 The proposal to award the lease at a nominal rent ensures the best use of the asset and will have significant benefits to the local community as outlined within Section 6 of this report.
- 7.5 The Milton Hall Group will pay the Councils reasonable legal and surveyors fees in respect of the lease.
- 7.6 There are no undue VAT implications arising for the Council as a result of the proposed lease to the Milton Hall Group.
- 7.7 For the purpose of IFRS the lease will be classified as an operating lease.

8. **Employee Implications**

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

9. **Communications Implications**

- 9.1 The Milton Hall Group will continue to carry out consultation on their proposals for the property in line with their business plan, in order to continue and expand the use of the facilities and the range of services on offer.
- 9.2 The Milton Hall Group has highlighted the fact that there is a need for a marketing strategy in order to attract more local customers and new business to use the community centre. Doing this should raise the profile of the centre and hopefully attract more bookings so that the centre is used to its full potential.

10. **Consultations**

- 10.1 A list of stakeholders consulted during the preparation of this report includes:

Legal Services - Conveyancing
Finance

- 10.2 Local Ward Members are aware of the scheme and support the proposal.

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

- 11.1 The Business Plan produced by the Milton Hall Group appears to demonstrate that there is a need for the premises to be retained for community purposes. The continuing development, consolidation and expansion of the existing community facility play a key role in the achievement of the priorities contained in the corporate plan and performance management framework.
- 11.2 There is a strong alignment to building strong and resilient communities. The ultimate aim is for residents to have the skills and knowledge to take responsibility and develop their own solutions through the Milton Hall Group.

12. Promoting Equality and Diversity and Social Inclusion

- 12.1 The granting of a lease to the Milton Hall Group will keep the existing facility in use and within the heart of the community for the benefit of the local community and the Borough as a whole.
- 12.2 The continuation and expansion of the existing centre will retain the facility to be used by all age groups and interests. The centre will continue to be run to consistently support and attract those experiencing or at risk of social and/or economic exclusion. The priority groups identified in their draft Business Plan are as follows: -
- Teenage parents
 - Families with young children
 - Older people
 - Carers
 - People with disability
 - Those on low income
 - People experiencing “worklessness”
 - Those most marginalised from paid employment
 - Local ethnic minorities and immigrants
 - People with low-skill levels

13. Tackling The Impact Of Poverty

- 13.1 The continued expansion of the services provided at the community hall will assist in bringing people back into work and bring them out of poverty.

14. Tackling Health Inequalities

- 14.1 The continuation and expansion of the existing community facility will provide a source of advice and information about many issues that impact on the wider determinants of health including employment, healthy eating and encouraging and supporting community involvement.

15. Reduction of Crime and Disorder

- 15.1 In investigating the options set out in this report, the Council’s duties under Section 17 of the Crime and Disorder Act 1998 have been considered.
- 15.2 Vacant or under used buildings and land can attract vandalism and unauthorised uses such as fly tipping, substance abuse and other anti-social behavior. Therefore the proposed transfer will keep the property in use thereby helping to prevent such problems.

16. Risk Management Considerations

- 16.1 The granting of a lease to the Milton Hall Group will see a continuation and potential expansion of the community facility that they have been managing for a number of years, keeping the asset at the heart of the community and in a productive use for the benefit of the community.
- 16.2 The inclusion of the landlord and a tenant break clauses will ensure that the Group are not entering in a new agreement, which is too onerous on their part and allow them to break the lease should operating the community facility cease to be a viable proposition. On the other hand it will give the Council the opportunity to terminate the lease should the Group fail to operate the facility in accordance with the terms of the lease. In addition the keep open for community purposes clause will also ensure that the building is used for community purposes and ensure that the Council is not in breach of the user restriction on the property.
- 16.3 Granting the new lease will formalise the continued occupation of the property by the Milton Hall Group. This will mean that the property will continue to operate as a much needed community facility, thereby ensuring that the Council is not in breach of covenant or necessitating the Council having to run this facility, as there is insufficient budget to do this.

17. Health, Safety And Emergency Resilience Issues

- 17.1 The proposal to lease the property will be carried out giving full consideration to current Health and Safety Legislation.

18. Compatibility with European Convention on Human Rights

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

19. Conservation of Biodiversity

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

20. Glossary

- 20.1 IFRS – International Financial Reporting Standards

21. List of Appendices

- 21.1 Appendix B – Site Plan


22. Background Papers

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

Office Contact: Tim Hartley

Telephone No: 774615

Date: 4th August 2017

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

Plan referred to



Milton Barn



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Drwg no: JK2704

Date: 21/07/2017

Scale 1: 500

Drawing Title :
Milton Hall, Elsecar



Strategic Property and Procurement/Asset Management
PO Box 634, Barnsley, S70 9GG

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website: www.barnsley.gov.uk

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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

6 September 2017

ANNUAL REPORT OF THE PLACEMENT AND SUFFICIENCY BOARD FOR CHILDREN IN CARE (2016/17)

1.0 Purpose of the Report

1.1 To present for Cabinet's consideration, the first annual report of the recently established Placement and Sufficiency Board for Children in Care.

2.0 Recommendations

2.1 That Cabinet notes the information and data contained in the Board's annual report.

3.0 Introduction

3.1 The enclosed annual report (*Please see Appendix*) firstly, takes a retrospective look at the progress made by the People Directorate in order to comply with the statutory sufficiency duty as exemplified in the strategic objectives and key priorities of the Borough Placement and Sufficiency Strategy, during 2016/17.

3.2 Secondly, the Board's report takes a forward look at the challenges that are likely to be faced in securing sufficient, stable placements for children most in need of care.

4.0 Proposal and Justification

4.1 As the annual report states, the Children Act (1989) requires local authorities, as the 'corporate parent' to ensure there is sufficient accommodation for children under their care who cannot live at home and whose circumstances indicate that it would be strongly in the child's interest to be looked after by the local authority.

4.2 Further, the Housing Act (1996) clarifies the responsibility of local authorities in meeting the needs of young people aged 16-17 who require accommodation due to the risk of homelessness.

4.3 As a result, the Council must continue to consider the range of accommodation in its area which is capable of meeting the needs of children most in need of care, as part of both a prevailing statutory duty and the Council's own 'Pledge' to look after children in our care within a safe and caring home.

5.0 Consideration of Alternative Approaches

5.1 Please see Paragraphs 4.1 – 4.3 above.

6.0 Implications for Local People and Service Users

6.1 The annual report makes extensive reference to the Borough's Placement and Sufficiency Strategy, together with the Council's role of 'corporate parent' and its 'Pledge' to children in our care.

6.2 Through this, the Council provides an undertaking to look after all children, in need of care and from any part of the Borough, within a safe and caring home and at the same time, to:

- Promote, support and respect every child's own identity.
- Ensure they all receive a good start in life and a good education.
- Maintain the health and wellbeing of every child in need of care.
- Enable every child requiring care to make the transition to adulthood
- Involve every child in the planning and delivery of services and decisions affecting them.

6.3 These responsibilities have been reinforced through Part 1, Chapter 1 of the Children and Social Work Act (2017).

7.0 Financial Implications

7.1 Whilst there are no direct financial implications arising through consideration of the annual report, Cabinet's attention is drawn to the summary information, concerning expenditure on children's social care placements, as set out in pages 7 and 10 of the annual report (*Please see Appendix*)

8.0 Employee Implications

8.1 There are no direct workforce implications, however, in considering the annual report and any future reports, concerning services for safeguarding children, children in care and care leavers, future proposals for the regulation, professional standards and fitness to practice of child and family social workers, under Part 2 of the Children and Social Work Act (2017) should be noted.

9.0 Communications Implications

9.1 There are no communications implications emerging through this report.

10.0 Consultations

10.1 The annual report has been informed by the comments of children in care, including the Care4Us Council who are always encouraged to articulate their thoughts upon services of importance to them. The Council's Senior Management Team has been consulted on the report.

11.0 The Corporate Plan and the Council's Performance Management Framework

11.1 Achieving the strategic objectives and key priorities of the Placement and Sufficiency Strategy, accord with two of the Council's wider priorities, firstly, in ensuring every

child attends a good school and is successful in learning and work and, secondly, that all children are safe from harm.

12.0 Promoting Equality, Diversity and Inclusion

12.1 The Council's 'Pledge' to children in our care was the subject of a recent review, that was considered by Cabinet. One of the outcomes of the 'Pledge' is to promote, support and respect the identity of each child. There is an ongoing commitment towards achieving this and subsequent annual reports will go into greater detail on our progress.

13.0 Tackling the Impact of Poverty

13.1 A further 'promise' in our 'Pledge' is to ensure all children and young people in our care, including those leaving care are prepared for the transition to adulthood and a number of steps are being taken to enable them to better manage their finances and acquire the qualifications needed to access apprenticeships, additional skills and jobs, in a growing local economy.

14.0 Tackling Health Inequalities

14.1 Whilst not part of this annual report, Cabinet will recall that, during its review of progress in fulfilling the outcomes of our 'Pledge' to children in care, the percentage of those receiving regular health and dental checks remains stable and it is likely that the gap in health inequality between children in care and their peers will continue to be closed.

15.0 Reduction of Crime and Disorder

15.1 Similarly, whilst not part of this report, the Council's 'Pledge' and our role as corporate parent, help fundamentally improve the safeguarding and protection of vulnerable children and young people from harm and exploitation and in steering them away from risky and harmful behaviour that can also impact upon their communities.

16.0 Risk Management Issues

16.1 Equally, the Placement and Sufficiency Strategy is supported by an action plan, performance data set and risk log which enable action to be taken in order to manage and mitigate any risks emerging to the achievement of objectives and priorities.

17.0 Health, Safety and Emergency Resilience Issues

17.1 There are no implications for the health and safety of the public or employees through the annual report.

18.0 Compatibility with the European Convention on Human Rights

18.1 The Council’s role as corporate parent together with the ‘Pledge’ to children in our care, accord with the Articles and Protocols of the Convention, particularly in ensuring the rights of a child to be safeguarded from harm.

19.0 Conservation of Biodiversity

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

20.0 Glossary of Terms and Abbreviations

20.1 None, applicable.

21.0 List of Appendices

21.1 Appendix: Placement and Sufficiency Board for Children in Care (Annual Report 2016/17)

22.0 Details of Background Papers

22.1 Details of background papers used in the compilation of this report are available to view by contacting the People Directorate, Barnsley Metropolitan Borough Council, PO Box 634, Barnsley, South Yorkshire, S70 9GG

Officer Contact: Mel John-Ross (Service Director: Children’s Social Care and Safeguarding)

Tel. No. (01226) 773665 or e-mail melaniejohn-ross@barnsley.gov.uk

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



Children, Young People and Families a **BRIGHTER** future



a **BRIGHTER** future

365 for
EVERY CHILD
make
EVERY DAY
count

children young people families
BARNSELY CYP TRUST

Document revision control

Version	Author/editor	Notes	Date Published
V1.0	Richard Lynch Leanne Winter Jon Banwell Will Boyes		24 th April 2017

Document Sponsor: Mel John-Ross, Service Director Children's Social Care (BU3)

Document Owner : Richard Lynch Head of Service Commissioning, Governance & Partnerships (BU1)

Date of document: 1st April 2017



Our Pledge for Children in Care

Children in Care are one of the most vulnerable groups in our society. It is the responsibility of the local authority as corporate parents, to support each of them as individuals in order to enable them to achieve their maximum potential.

We take the role of corporate parents very seriously in Barnsley. This is emphasized through Barnsley's Pledge for Children in Care.

Our pledge contains six promises:

1. We will look after Children in Care in a safe and caring home.
2. We will promote, support, and respect the identity of Children in Care.
3. We will ensure that Children in Care receive a good education.
4. We will support Children in Care to be healthy.
5. We will prepare Children in Care for adulthood.
6. We will involve Children in Care in making it happen.

<https://www.barnsley.gov.uk/services/children-families-and-education/children-in-care/our-pledge-to-children-in-care/>

1. INTRODUCTION

Sufficiency Board Annual Report

In order to outline the work being undertaken to achieve the outcomes defined in our Placement Sufficiency Strategy 2016-19 the Sufficiency Board committed to producing an Annual Report to summarise the activity during 2016/17, set out actions for 2017/18 and allow for further analysis of activity in 2016/17. The annual report will outline changes which have occurred since the publication of the current Sufficiency Strategy (2016-19) published in May 2016 and analyse the end of year position for 2016/17 both in relation to projected numbers and financial pressures.

The Annual Report will provide information on the following;

- Delivery against each of the key actions arising from the strategy
- Outline of other changes (internal and external) which have impacted on our delivery of sufficiency for Looked After Children placements
- Cost comparisons – projected vs actual
- Performance comparisons – projected vs actual
- A summary of what has been achieved in 2016/17 in relation to placements for our looked after population
- An outline of the challenges we anticipate in 2017/18 in relation to our delivery of sufficiency

The Sufficiency Duty

The Children Act 1989 (section 22g) requires local authorities to take steps that are reasonably practicable to secure sufficient accommodation for children under their care who cannot live at home and whose circumstances indicate that it would be in a child's best interest to be accommodated within the local authority's area – for example, in order to stay at the same school or near to other family where contact can easily take place. This is commonly referred to as 'the sufficiency duty'.

Additionally, national guidance clarifies the responsibilities of local authorities under section 20 of The Children Act 1989 and Part 7 of The Housing Act 1996 with regard to young people aged 16-17 years at risk of homelessness or requiring accommodation. Following the House of Lords judgment in R (G) v Southwark (2009), reference was made in particular, to the function of children's services and housing services when young people seek help from or are referred to local authorities because of homelessness. In these circumstances, the local authority needs to assess the need for, and in certain circumstances provide accommodation under, section 20 (Children Act 1989) to these older young people. In this circumstance the young person becomes a 'looked after child'

This means that Barnsley needs to consider the range of accommodation in our area capable of meeting different needs of our local Children in Care population and ensure that it is sufficient.

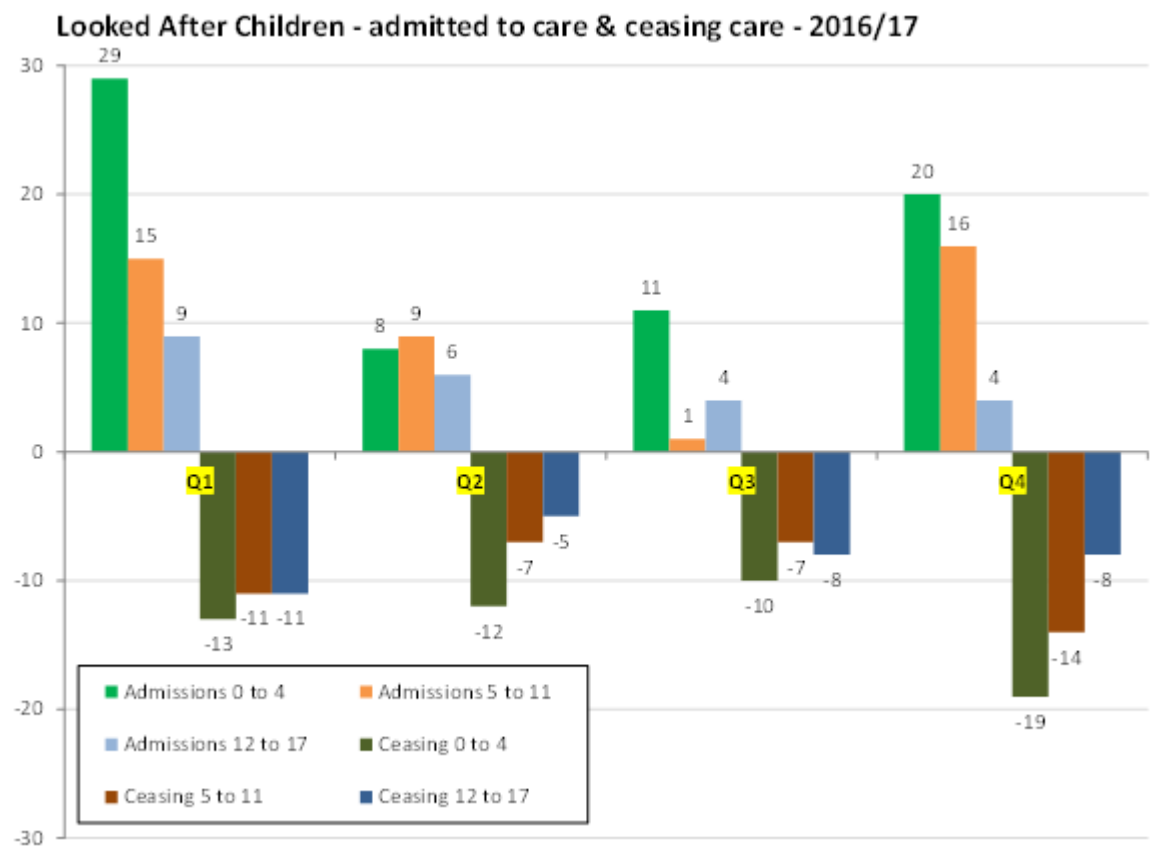
2. WHAT HAPPENED TO OUR CARE POPULATION IN 2016/17?

As reported in the 2016 – 19 Sufficiency Strategy, the period from mid-2014 to 31st March 2016 had seen a steady increase in the local care population. Barnsley had, for the 10 year period to 31st March 2014, a relatively stable population of between 235 and 250. At the start of the 2016/17 financial year Barnsley had a looked after population of 280, this figure continued to increase peaking at 301 in August 2016. The reasons behind this increase are complex and not directly linear but were analysed in depth for the purposes of the 2016 – 19 Strategy.

Since November 2016 numbers of children in care have reduced but more importantly

remained stable and at 31st March 2017 there were 290 children in care. At this stage therefore, the projections underpinning the Strategy appear to have been well-founded. Analysis of the care population and of cases where children were subject to a Child Protection Plan (CPP) suggested that numbers were likely to peak and plateau at around 300 and that this would form the basis of our planning totals.

The table below illustrates activity in terms of entries to and discharge from the care system during 2016/17:



3. DELIVERING ON THE KEY ACTIONS

A number of actions were identified in the Strategy and have been used to inform activity during 2016/17:

1. Prevent entry into care where appropriate by continuing to develop family support and early intervention and prevention services.

The Early Help Team has delivered 658 interventions to families across the Borough. Interventions range from one-to-one support for the child or young person to a programme of intensive support delivered to the family group by trained Family Support Workers.

2. Improve the recruitment and retention of BMBC foster carers

A dedicated project team has been established to lead the promotional activity relating to Foster Carer recruitment this includes a targeted social media campaign under the heading 'Barnsley Carers for Barnsley Children'.

Ongoing attendance at a range of events including coordination of a Takeover Day in partnership with Barnsley FC to promote the fostering service. Setting up a new pilot

campaign which sees the North East Area Council support Barnsley Foster care recruitment. Members of the North East Area Council assisting the Fostering service to promote the campaign which encourages more people within the borough to become a foster carer for the children of Barnsley who need care.

Senior staff in HR and the People Directorate have worked together to negotiate the inclusion of Barnsley Foster Carers in the Barnsley MBC Just For You Employee Benefit scheme - Wider Wallet to enhance the offer to local foster carers and to encourage recruitment and retention.

An external consultant was commissioned to conduct a detailed review of the existing fostering service including the recruitment process and ongoing support for Foster Carers.

3. Continue to work with Regional partners to improve the availability and manage the costs of Independent Fostering Agency and residential placements

Ongoing work with regional partners via the White Rose framework including market engagement activity with both IFA and residential providers to establish open communication allowing the external market to be responsive to changing needs and projected demand levels.

Establishing a sub-regional commissioning group to discuss more localised issues and identify new approaches to overcoming supply/demand issues in externally commissioned provision.

4. Work with Communities colleagues and external providers to increase the range of 16+ independent living provision to support transition to adulthood for those in long term care

Development of a Market Position Statement which was taken to market in October 2016 to outline to providers the opportunities relating to accommodation for our Care Leaver population.

Introduction of a number of new providers, via the White Rose framework, into the local market.

Supported the development of a new specification and procurement relating to Support for Young People (16-25) with Multiple and Complex Needs.

CASE STUDY: INNOVATIVE APPROACHES TO MEETING NEED

The behaviour of a 17 year old girl who had been looked after for a number of years had escalated, focussed predominantly on substance misuse. It seemed increasingly likely that we would need a secure welfare placement and a referral was sent out, no placement offers were received and the young person stated that she did not want to be secured. A discussion between the young person and our Future Directions team highlighted a potential opportunity for a more localised care package, whereby the young person would remain in her existing tenancy but we would employ a dedicated support worker for 20 hours per week to work on a one-to-one basis to stabilise her behaviours. This package commenced in November 2016 and the young person's behaviour has improved dramatically since that point to a current position where she is engaged in education provision. The stability of her situation has also enabled her to engage effectively with our substance misuse service which continues to support her on an ongoing basis.

4. SUMMARY OF ACTIVITY 2016/17

In addition to work directly relating to the Key actions defined in the 2016-19 Strategy there has been broader developments both internally and externally which relate to our progress in relation to sufficiency and meeting the needs of our young people.

EXTERNAL CHANGES

We currently commission 42% of our placements for looked after children and young people from external providers and as such changes in those markets significantly impact our ability to purchase suitable placements. Since the publication of the strategy a number of changes have impacted external provision. Although the service is not yet performing in line with the Corporate indicator of 62% of LAC cared for by BMBC foster carers, this can be largely explained by the increase in the care population previously described. The table below in section 6 illustrates that there has nevertheless been a steady reduction in the reliance of more costly Independent Fostering Agency placements:

Publication of the Narey Report - <https://www.gov.uk/government/publications/childrens-residential-care-in-england>

Published in July 2016 the Narey report reviewed Residential Children's Care and made recommendations to Government and Local Authorities on how to make better use of this provision. His report criticised the use of residential care as a 'last stop' for children with a number of previous placement breakdowns and challenged Local Authorities to better engage private providers in order to meet demand.

Increased demand on placements

Regionally, and nationally, local authorities are reporting increasing difficulty in securing suitable placements for the looked after children. This difficulty is heightened by a market of external provision which is seeing changes such as National Living Wage have a significant impact on their ability to develop new provision.

SERVICE CHANGES

The approach to placement planning and oversight has undergone a significant transformation guided by the Placement and Sufficiency Board and led by a new Head of Children in Care, some of these are outlined below.

Transformation of Fostering and Placement functions

During 2016/17 the structure of our fostering and placement functions has been transformed to provide a service which is more responsive to Foster Carers and our Children and Young People. The fostering support functions have been re-organised to create a recruitment and assessment team which works alongside an ongoing support team. This gives new and existing foster carers a point of contact at all stages of their fostering journey. In addition a small restructure resulted in the co-location of our placement team. The co-location was intended to, and indeed has, established a multi-skilled team who have oversight of both in-house and external placements and an ability to liaise with Social Workers across all services.

Placement Sufficiency, Oversight and Review Panel (PSORP)

The previous panel for approval of placements CLARP was disbanded in December 2016 and was replaced by PSORP which provides more detailed scrutiny on placement requests, moves and analysis of information from placement breakdown. The Terms of Reference supporting PSORP are included at Appendix 1.

Permanence Panel

This panel has been set to work in partnership with PSORP to consider the needs of all children in care of the Local Authority requiring long term placements, external placements and allowances. It also considers Transition plans and Staying Put arrangements.

Referral Workshops

In order to make better use of our in-house fostering provision the Service has established a Referrals Workshop. All Foster Carers with vacancies or with anticipated vacancies are invited to the workshops, held on a monthly basis where each outstanding referral is discussed. This contact allows our Fostering team an opportunity to discuss with potential carers specific children and outline the additional support we would provide if the placement was different from their previous placements. It has also enabled us to alleviate some fears that foster carers have about placements with older children and adolescents which is already having a positive impact (see case study). This practice and the impact of the workshops will be challenged and measured by our evidence on placement stability.

CASE STUDY: IMPROVED EFFICIENCY WITHIN IN-HOUSE PROVISION

A referral was received for a 17 year old girl who was heading for university, engaging in College, working part time at the weekend and who had a clear direction of where she wanted to go but who required a placement. During a referral workshop Carers who had previously only had younger children in placement felt an immediate affinity with the young girl based on her profile and discussions with the Fostering Team. Further discussions took place resulting in a placement being made, whilst the placement has not been without issue the young girl is part of the family and the carers are committed to supporting her into independence. This has helped build their confidence in relation to future placements of adolescents.

Fostering Review

In July 2016 an external consultant was commissioned to deliver a full review of our Fostering Service. The review was an opportunity to benchmark our performance and practice against national best practice. This benchmarking provided data from which a bespoke action plan, to improve efficiencies and more critically increase Foster Carer numbers has been developed. Our review was commissioned at a time where Fostering is under increasing scrutiny from Government who, in October 2016 launched an inquiry into fostering, specifically recruitment and retention where the latest evidence suggests that the number of foster carer applications has dropped by a third. The review took place began in September 2016 and was finalised in March 2017. Work is now progressing to implement the recommendations highlighted in the review.

Targeted Carer Recruitment

Through application of the MOSAIC consumer data which was used as part of the Barnsley Leadership Programme project the North East Area was identified as an outlier in terms of high foster carer numbers. Further analysis suggested the strong community networks helped facilitate Foster Carer recruitment. A targeted programme of recruitment has been developed in partnership with the North East Area Council with the intention of producing a replicable recruitment model for other areas capitalising on community networks.

De-commissioning of the Empower and Protect provision

A decision was taken in Quarter 1 with sub-regional partners to end funding to the Empower and Protect project. Much of the learning and the resources used as part of the project has been integrated into our service delivery and it is anticipated that a cascading of that knowledge and understanding will continue through peer groups.

5. ACTUAL EXPENDITURE VS PROJECTED EXPENDITURE

The table below details a summary of expenditure within Children’s Social Care on placements during 2016/17 against the projected expenditure outlined in the 2016-19 Placement Sufficiency Strategy.

	Projected costs for 2016/17	Actual costs for 2016/17	Variance
LAC Population	290 (based on Strategy projections)	292 (at 31st March 2017)	
Costs:	£M	£M	
Fostering	6.022	6.256	0.234
Residential	2.867	3.395	0.528
Others – SGO, RO, Stayput, Adoptions	3.739	3.558	-0.181
Health & DSG Contributions	-0.324	-0.297	-0.027
DFE Adoption Grant/OOA Adoption Placement income/ Staying Put Grant	-0.150	-0.351	0.201
Total Care Costs	12,154	12,560	
Total Care Budget	9.184	9.231	
Variance	2.970	3.328	0.357

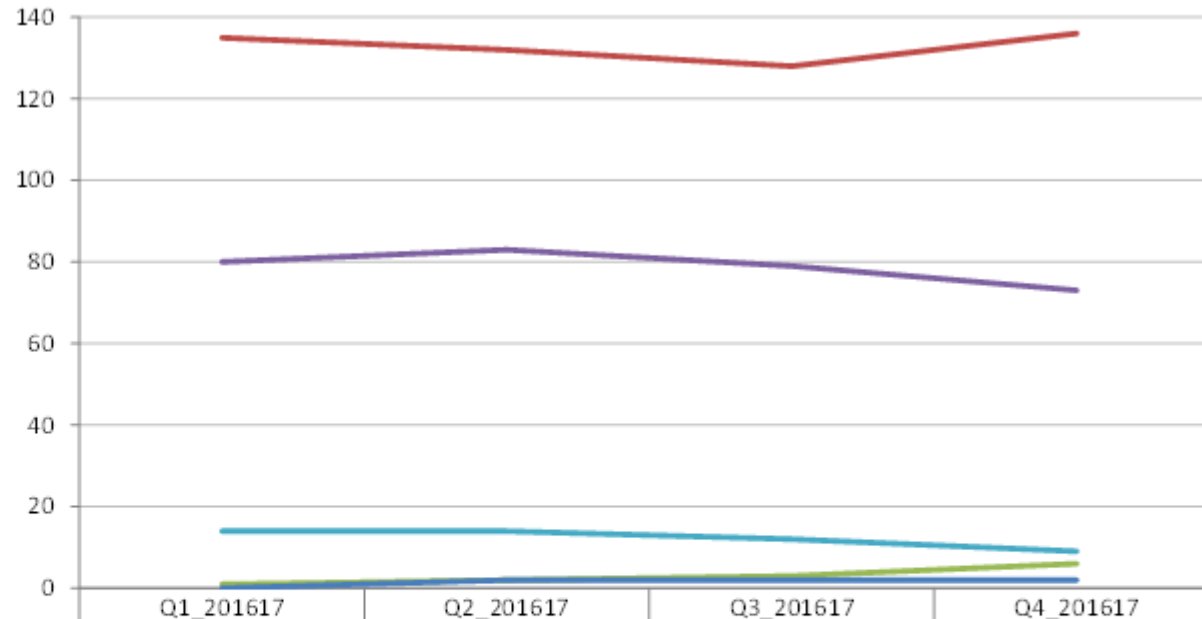
6. SERVICE PERFORMANCE AGAINST SUFFICIENCY STRATEGY OUTCOMES FRAMEWORK

The table below outlines the performance of Children's Social Care against targets included within the Outcomes Framework of the Placement Sufficiency Strategy 2016-19.

Outcome	Impact Measurement	baseline 2015/16	Target 16/17	Actual 16/17	Target 17/18
1. Improve permanency planning / make good use of alternatives to care	Children placed for adoption	27	35	40	40
	Children placed with alternative orders (cost-bearing) - SGOs / CAOs	286	320	332	340
	Care leavers in 'staying put' arrangements	18	20	14	21
2. Reduce reliance on Independent Fostering Agencies	Number of children placed in IFAs	79	47	84	35
	Number of children placed in internal fostering	142	179	137	199
	Number of children placed in the SY Empower & Protect Programme	2	5	0	5
3. Increase availability of suitable BMBC foster placements	Net increase in numbers of foster carer households (newly recruited less numbers leaving in period)	108	33	16	50
	Net increase in numbers of available internal foster care placements (PE25)*	133	47	29	71
4. Maintain low numbers of young people in residential care settings	Number of young people in independent residential	15	15	15	15
	Number of young people in BMBC residential	5	5	5	5
	Other – eg independent living, placed with parents	9	9	11	9

Placement Sufficiency Board Annual Report 2016-17

Placement by provider type – 2016/17



	Q1_201617	Q2_201617	Q3_201617	Q4_201617
Own Provision (BMBC)	135	132	128	136
Private Provision (Non BMBC)	80	83	79	73
Voluntary or Third Sector Provision (Non BMBC)	14	14	12	9
Other Local Authority Provision (Non BMBC)	1	2	3	6
Parents or other person with parental responsibility (Non BMBC)	0	2	2	2

Throughout 2016/17 we have secured in-house placements for over half of our LAC population (annual average of 58%). The majority of our private/third sector provision relates to Independent Fostering Agencies. With private residential equating to around 20% of our placements.

7. SUMMARY OF FINANCIAL AND SERVICE PERFORMANCE

The following are evidenced by the above financial analysis and the performance against Key Performance Indicators identified in the strategy;

- Outturn at 31st March is in the region of £3.3 million, approximately £350,000 over the predicted financial pressure £2.9m outlined in the strategy.
- Residential costs equate to £3.39 million which exceeds the predicted spend by £878,000. Further analysis of this figure shows us that this overspend can be attributed in part to five high costs placements which are by nature unpredictable and a reflection of exceptionally complex needs. A summary of those placements and the costs is detailed below;
 - The authority funded secure placements for two young people throughout 2016/17 at a combined cost of £298,875
 - Throughout 2016/17 we utilised four Family Assessment placements at a combined cost of £88,621
 - One of our LAC population has required a high tariff placement since June 2016 at a total cost of £186,289 (NB, this young person has now transitioned into residential provision within Barnsley)
- The effective use of our in-house residential provision has negated some of the impact of the high-cost placements detailed above
- Overall spend on fostering was slightly above the projected figure which can be attributed to the increased LAC numbers in Quarter 1 and 2.
- We have exceeded targets in relation to performance for achieving permanence for children and young people – (Adoption/SGOs/CAOs) whilst remaining within our projected spend for this area.

WHAT HAVE WE ACHIEVED IN 2016/17

- We continue to successfully achieve secure adoptive homes for a higher proportion of our children in care, delivering over the target of 35 defined in the strategy to secure 40 successful adoptions in 2016/17.
- By comparison with statistical neighbours, we have maintained a profile of low numbers of young people placed in care. Were Barnsley to perform at statistical neighbour level, it is estimated that our care population would be around 403.
- We continue to place low numbers of young people in residential settings with (at any time) around 20 young people in residential care despite the increase of looked after children at the start of the year. This compares favourably with Regional and sub-Regional performance.
- Closer management of our in-house residential provision has ensured that the service has been utilised to its full capacity for most of 2016/17. The intensive adolescent support team (IAST) which was established in July 2015 was reviewed in March 2016 and given a new focus; to work with young people aged 14 or above where their home environment is in crisis, it is thought that this has helped stem the trend of adolescents entering the care system for the first time.

- The South Yorkshire Empower and Protect project which was funded by DfE Social Care Innovation Fund has helped to maintain young people with complex needs in specialist foster care. Barnsley has successfully negotiated with our local CAMHS service to provide clinical oversight and therapeutic input with a small group of our foster carers to allow us to embed this successful approach to our mainstream offer for 2017/18 onwards.
- Co-location of the placement team has created a multi-functional team operating across in-house and external provision
- The percentage of children with 3+ placement moves remains low at 2.7%. At the end of March, there were 8 looked after young people who have had 3 or more placement moves since entering care.
- The percentage of those looked after children who are in the same placements for 2yrs+ increased by more than 10 percentage points to 85.5% at the end of 2016/17^[1]. Indeed, Barnsley's performance is well above national and statistical neighbour benchmarks.

CASE STUDY: COST AVOIDANCE

During a referral workshop some Foster Carers who have existing approval for short term and who have resisted any long term placements were introduced to a referral for a young boy who required a long term placement and whose behaviour was known to be difficult. The couple are very experienced foster carers with a professional background of working with Adults with Learning disabilities. The foster carers expressed an interest in taking the placement and the young boy is now in placement and progress is positive. Had the foster carers not been introduced to the young boy we would likely have needed a long term IFA placement at an average cost of £871 per week.

- Establishment of the Placement Sufficiency Overview and Resources Panel (PSORP) which increases scrutiny on placements and has facilitated a number of placement moves from external provision to in-house resulting in significant cost avoidance achievements, examples of these are included below.
- We have lost 10 in-house foster carers during 2016/17 however, 3 of those left the service after taking on Special Guardianship Orders for previously looked after children. The remaining 7 left as a result of resignation or termination.
- Design of a targeted foster carer recruitment drive based on an analysis of MOSAIC household consumer data to target specific groups/individuals

8. CHALLENGES FOR 2017/18

- Design and implementation of an action plan for Service Improvement within Fostering to improve efficiencies and replicate best practice from high performing authorities.
- Increased scrutiny on placement reviews to ensure permanence is secured where in the interests of the child
- Reduced reliance on Independent Fostering Agencies through an increased in-house capacity

^[1] Performance at the end of 2015/16 was 75.0%.

Placement Sufficiency Board Annual Report 2016-17

- Actively recruit Foster Carers who want to care for older children and adolescents
- Increased review regularly of all out of area placements to ensure, where appropriate, transition plans are in place for a return to Barnsley
- Engage more closely with external providers to enable appropriate market development to meet the needs of our young people, particularly those with complex needs
- Continue to prevent late entrants into care through the IAST team
- Greater integration of Future Directions and Care Leavers into the overall Sufficiency Planning
- Managing the challenges in relation to our regional commissioning model specifically around meeting Authority demand across all partners
- Managing the placement of our more complex, vulnerable young people through collaborative, joined up placement planning to include all professionals involved with the young person

Appendix 1



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**Barnsley Metropolitan Borough Council
Placement Sufficiency, Oversight and Resource Panel**

Terms of Reference

April 1st 2017

(To be reviewed 1st October 2017)

Barnsley Metropolitan Borough Council
Placement Sufficiency, Oversight and Resource Panel
Terms of Reference

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1 Purpose of the Panel

- 1.1 Barnsley Metropolitan Borough Council must ensure that there is sufficient accommodation of all types for children in care and meet its sufficiency duty as laid down in Section 22G of the Children Act 1989. The Act requires local authorities to take steps that secure, so far as reasonably practicable, sufficient accommodation within the authority's area, which meets the needs of children that the local authority are looking after and whose circumstances are such that it would be

consistent with their welfare for them to be provided with accommodation that is in the local authority's area ('the sufficiency duty'). The Statutory guidance on securing sufficient accommodation for looked after children 2010 clearly sets out the Local Authorities responsibilities.

1.2 The Placement Sufficiency, Oversight and Resource Panel (PSORP) has been established to provide overview and scrutiny to placements of Children in Care across internal and external, Fostering and Residential. The Panel will focus on those children and young people who are in the looked after system or are care leavers. The Panel will respond to service needs of all children and young people aged 0-18 (defined as the date of 18th birthday) and in the case of care leavers until 21, or 25 if in education.

1.3 The Panel will directly feed into the work being carried out by the Placement Sufficiency Project Board for Children in Care, using insight to inform future strategies and set challenging targets in relation to our care population.

2 Key Objectives of the Panel

2.1 The Panel will;

- i. Ensure confirmation, allocation and management of all:
 - internal fostering and residential placements

- purchased fostering (IFA) and residential placements
- ii. Oversee the ratification of emergency placements
- iii. Oversee all planned placement moves to ensure timely progression
- iv. Monitor and oversee all placement breakdowns to ensure the new placement is appropriate and the issues related to the breakdown of the previous placement(s) have been understood
- v. Oversee placements at risk of breakdown to stabilise the current placement or organise a planned and assessed move to another placement
- vi. Monitor and review on a weekly basis the service's delivery and performance concerning purchased fostering (IFA), residential and care leavers placements
- vii. Monitor and review placement resource demand and highlight areas where future investment is required
- viii. Monitor and review:
 - Applications for Special Guardianship Orders and Child Arrangements Orders where allowances are being considered
 - Foster carer requests for adaptations to their property and therapeutic costs for children in care
 - Adoption Support Fund Applications (above £5,000)
 - Adoption support Allowances and therapeutic costs for adopted

children

3 Key Actions of the Panel

3.1 The Panel will ensure that all placements are ratified to:

- i. Ensure there is a clear decision-making trial and financial accountability in place
- ii. Check that all external IFA and Residential placements have the appropriate senior management approval:
 - Placement requests for Independent Fostering Agencies require approval from Head of Service
 - Placement requests for Residential Placements require approval from the Director
- iii. Ensure that all out of borough and at a distance placements have the appropriate senior management approval, and that all the necessary agreements, notifications and consultations have been made:
 - Placement requests for Independent Fostering Agencies out of borough require approval from Head of Service
 - Placement requests for Independent Fostering Agencies at a distance and Residential Placements at a distance require approval from the Director

- iv. Monitor all children who have been placed out of authority / at a distance to ensure that, where appropriate, clear plans are in place for return to Barnsley
- v. Clarify if the request needs to be considered for multi-agency funding at CRAG

3.2 The Panel will log, monitor and report to the Placement Sufficiency Project Board:

- i. The reasons why an in house placement was not available and resulted in an external placement
- ii. All placement breakdowns and the reasons related to the breakdowns
- iii. Current demand and future placement availability
- iv. Current additional resource demand

4 Accountability & Governance

4.1 The Panel will be chaired by the Head of Service, Children in Care. The Panel will feed into, and will be held accountable, by the Placement Sufficiency Project Board.

5 Membership

5.1 The Panel will comprise of the following;

- Head of Service, Children in Care

- Service Manager, Children in Care
- Service Manager, Provider Services
- Team Manager, Fostering Service
- Placement Team member
- Lead Commissioning Officer, Commissioning, Governance & Partnerships
- Financial Analyst, Financial Services
- Business Support Officer

5.2 Other managers and social workers will be invited to attend as required in order to discuss the requests being considered. The relevant service manager will decide at the point of authorising the referral form whether or not the social worker or team manager needs to present the case to the Panel.

6 Frequency of Panel

6.1 The Panel will meet every week on a Thursday 9.30am to 12pm.

7 Structure/Process of Panel

7.1 The Panel consists of four parts:

1. Financial Allowances / Applications Authorisation

2. Planned Placement Requests / Additional Resource Requests
3. Previous Weeks Placement Activity / Outstanding Actions
4. Oversight of Placements at Risk of Breakdown
5. Monthly Education update with the Virtual Head Teacher.

7.2 Financial Allowances / Applications Authorisation

PSORP Financial Request Forms can be located on TED under 'LAC; Placement Resource Panel'. Each form needs to be completed by the Social Worker and authorised by an appropriate manager. The manager will then forward the authorised request to PSORPPaneladministration@barnsley.gov.uk. Each request will then be added to the next agenda for Panel, to begin an assessment for:

- i. Child Arrangement Order Allowances,
- ii. Special Guardianship Order Allowances,
- iii. and Adoption Support Allowances (these would normally be proposed at the point of the SHODPA but should then be ratified by the Resource Panel and endorsed at the Matching Panel).

7.3 If Panel members approve a request, an "Outcome to Commence Means Test Assessment" form will be completed at Panel.

7.4 Business Support will then:

- i. Scan, save, and forward the completed “Outcome to Commence Means Test Assessment” form to FSFinancialAssessments@Barnsley.gov.uk and copy in the respective Social Worker
- ii. Log the details of any review requirements
- iii. Liaise with the Finance Department and the necessary Social Workers/Support Workers when such reviews are due to be undertaken

7.5 In such circumstances that a request is not approved, Business Support will inform the respective Social Worker via email; the Social Worker may be asked to either submit the additional information that is required for future consideration of the request and/or attend Panel if necessary.

Planned Placement Requests / Additional Resource Requests

7.7 PSORP Financial Request Forms can be located on TED under ‘LAC; Placement Resource Panel’. Each form needs to be completed by the Social Worker and authorised by an appropriate manager. The manager will then forward the authorised request to PSORPPaneladministration@barnsley.gov.uk. Each request will then be added to the next agenda for Panel, where a decision will be made as to whether financial support can be offered to foster carers and adopters for:

- i. The cost of adaptations and extensions to their property.

- ii. The provision of therapeutic support to children in foster care, or adopted children.
- iii. Adoption Support Fund Applications (above £5,000)

7.8 If panel members approve a request, Business Support will inform the respective Social Worker via email that it has been approved and the cost centre from which to make the payment. It is then the Social Workers' responsibility to liaise with all necessary departments for all payments and communication between the Local Authority and the Foster Carer/Adopter.

7.9 In such circumstances that a request is not approved, Business Support will inform the respective Social Worker via email; the Social Worker may be asked to either submit any additional information that is required for future consideration of the request and/or attend Panel if necessary.

7.10 Placement Requests/ Additional Resource Requests

7.11 All the previous weeks' placement requests and additional resource requests are reported to Panel by the Placement Team (see 7.16)

7.12 In House placement requests are managed through the Fostering service weekly allocation meeting.

7.13 PSORP will receive completed Placement Referral requests for placements via ChildrensPlacements@barnsley.gov.uk (including retrospective emergency requests) under the following circumstances:

- i. Change of Placement through placement breakdown
- ii. All direct External Placement requests
- iii. All External Placement requests due to In House unavailability
- iv. Placement required from Custody – Sentence, Remand and Welfare.
- v. High cost additional resource / funding requests

7.14 PSORP will:

- i. Quality assure and approve the placement referral form
- ii. Approve any additional supports
- iii. Confirm if an additional Children and Young People Assessment is required to support the Placement Referral
- iv. Allocate specific actions to support the placement request as required

7.15 Previous Weeks Placement Activity / Outstanding Actions

7.16 The Placement Team will provide an update of the previous week's placement activity and any outstanding actions required to confirm placement authorisation and / or commencement of placement. This update will also be sent to the Virtual Head

Teacher for information.

7.17 The update will consist of the following:

- i. New Placements (made in-house)
- ii. New Placements (made with agency)
- iii. Placement Changes (from agency to in-house)
- iv. Placement Changes (from in-house to agency)
- v. New placement Requests (since last meeting), with specific attention being given to:
 - Placement breakdown of an existing placement
 - Time limited placements
 - Young people who have been sentenced to custody
- vi. Early alerts re placement requests (awaiting referral), including:
 - New PLO notifications
 - Progress of cases in proceedings.
- vii. Enquiry/Referral - not resulting in a Placement
- viii. Outstanding Referrals for Short Term placements
- ix. Outstanding Referrals for Long Term Placements
- x. Placements ended.

7.18 Oversight of Placements at Risk of Breakdown

7.19 When Professionals / Placements are concerned that a placement is at risk of a breakdown the concern will be logged at Panel by the Placement Team

ChildrensPlacements@barnsley.gov.uk

7.20 Concerns can be raised by a range of professionals, such as: In House Fostering/Residential; Independent Reviewing Officers; Virtual School; and intelligence gathered from placement providers through the Placement Team.

7.21 Concerns will be logged at PSORP and the relevant Social Worker and Team Manager will be requested to investigate the concern.

7.22 PSORP will receive notification of the investigation and agree actions where appropriate to support the current placement or commence new placement planning.

7.23 Monthly Education update with the Virtual Head Teacher.

The Virtual Head Teacher will attend Panel on a monthly basis to discuss school attendance / placement issues.

8 Business Support – Administration Support to Panel

Panel administration email contact: PSORPPaneladministration@barnsley.gov.uk

The administration support role to Panel is currently under ongoing review, but at this time is as follows:

8.1 Pre Panel

- i. Confirm all PSORP Financial Referral Forms for financial allowances and additional resource requests submitted for PSORP.
- ii. Add the above to the PSORP weekly agenda.
- iii. Meet with the Chair of the Panel and discuss/confirm the agenda.
- iv. Invite Social Workers and their managers to Panel if required to attend.
- v. Email PSORP (and Virtual Head Teacher) members the following Panel papers:
 - PSORP Agenda,
 - Previous weeks minutes / actions,
 - Presenting Social Worker time slots,
 - PSORP Financial Referral Forms,
 - Weekly Placement Activity from the Children's Placement Team

8.2 During Panel

- i. Update Panel attendance list.
- ii. Attend Panel, take minutes and record actions.

- iii. Scan, save, and forward the completed “Outcome to Commence Means Test Assessment” form to FSFinancialAssessments@Barnsley.gov.uk and copy in the respective Social Worker.
- iv. Type up minutes and actions and request authorisation.

(End)

8.3 Post Panel

- i. Inform Social Workers of the outcome of financial requests.
- ii. Invite Social Workers to next week’s Panel if necessary.
- iii. Send minutes and actions once authorised.

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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

Joint Report of the Executive Director (People) and
Executive Director (Core Services)
to Cabinet

6 September 2017

Penistone Grammar School Enlargement

1.0 Purpose of the Report

- 1.1 To request approval for the publication of a Statutory Notice to enlarge the premises of Penistone Grammar School from a net capacity of 1400 to 1650 pupils with effect from September 2018. This increase in capacity relates to Years 7 to 11 only and will allow for an increase in pupils from 270 to 320, in the Year 7 intake from 2018 onwards;
- 1.2 Request approval for the capital funding necessary to enlarge Penistone Grammar School to meet the demand for school places in the West of the Borough.

2.0 Recommendation

- 2.1 **That a Statutory Notice is published to enlarge Penistone Grammar School by 250 places with effect from September 2018 and approval is given to fund the estimated £2.011M capital cost of the extension, as indicated in Paragraph 7.1.**

3.0 Introduction

3.1 Context

- 3.2 Local Authorities are under a statutory duty to ensure the sufficiency of school places in their area.
- 3.3 There has been an increase in the number of pupils in the primary phase over the last 7 years which has been managed by a number of building projects at schools across the Borough. This increase will start to impact on the secondary phase from 2017 onwards and will require additional places to be provided.
- 3.4 Secondary school places are organised across four planning areas which reflect attendance patterns across the borough (as at Appendix 1). The analysis of projected number on roll across these four areas indicates that the greatest pressure will be felt in the Penistone and Central areas.
- 3.5 The Cabinet report entitled Options Appraisal to Address Primary and Secondary School Pupil Place Planning was approved by members on 5th April 2017. This supported, in principle, the creation of extra school places in the west of the borough and the creation of a new secondary school in the central area. At the time it was intended that the new school would be provided through the Free School Programme, however, since the General Election, the programme has been suspended and government policy is currently being

considered in relation to funding for the establishment of new schools. As a result the timetable for creating the additional secondary schools places has been revised accordingly.

- 3.6 It is proposed to create an additional 250 places at Penistone Grammar School and this should be considered within the context of the strategy for meeting the shortage of secondary school places over the next three years:

September 2018: Create an additional 250 places at Penistone Grammar School to meet the shortage in the west of the borough

September 2019: A feasibility study has commenced within the central area of Barnsley to identify the potential for expansion on existing sites for 100 places as a temporary measure for one year only. This has a dual benefit of not undermining the viability of the proposed new school and allows the council the opportunity to take advantage of funding opportunities afforded by a new Free School Programme if announced as anticipated in 2018.

September 2020: Work has commenced to identify sites and potential academy sponsors of a new school for the central area in order for the council to be in the most advantageous position to maximise potential funding opportunities whilst meeting the 2020 deadline. Moreover, the council is in close liaison with the Education Funding Agency and the Regional Schools Commissioner in relation to the future Free School Programme and funding regimes which remain uncertain at this current time.

3.7 Proposal

- 3.8 It is proposed to build an extension at Penistone Grammar School that will enable a permanent increase of 250 school places i.e. 50 additional Year 7 places from 2018 onwards and therefore meet the demand in the west of the borough.

- 3.9 This three storey extension is necessary as there is a shortage of specialised areas within the building. These specialised areas all need servicing by preparation rooms and therefore the extension needs to adjoin the existing building. This extension will increase the capacity from 1400 to 1650 pupils.

- 3.10 Internal remodelling work will be completed by the start of the academic year in September 2018 creating the initial 50 school places. The full extension, creating the capacity for the remaining additional 200 places, will be completed by the start of the academic year in September 2019.

- 3.11 Local Authorities can propose an enlargement of the premises of community, foundation and voluntary schools. When doing so they must follow the statutory process as set out in the Prescribed Alterations Regulations if the proposed enlargement of the premises of the school is permanent and would increase the capacity of the school by:

- More than 30 pupils and
- 25% or 200 pupils (whichever is the lesser)

This proposal will result in a permanent increase of 250 pupils and so will require the Authority to follow the statutory process.

3.12 The timescale for the statutory process is identified in Appendix 2 and will include a period of consultation of at least 4 weeks. Governors at the school have been consulted and kept informed of the proposal.

4.0 Consideration of Alternative Approaches

4.1 Open a new school in the west of the borough

4.2 The shortage of places in the west of the borough is not sufficient to justify the build of a new school and is therefore not a viable option.

4.3 Allocate secondary school places to schools in other parts of the borough.

4.4 It may be possible to allocate places to other schools in the borough; however this would mean pupils travelling long distances and the authority having to subsidise transport costs. This approach would also compound the issue of a rise in demand for places in the central area of the borough and it would be difficult to accommodate all pupils.

4.5 The current cost to the authority of transporting pupils to a school more than three miles away from the pupil's main place of residence is around £150 per annum. Therefore, if all 250 pupils were transferred from the Penistone area to another school in the borough (all of which are more than three miles away from the centre of Penistone) the cost per annum would be approximately £37,500. It is also worth noting that this cost is subsidised by the South Yorkshire Public Transport Executive (SYLTE) and if the authority increases the number of pupils travelling using this concession support for this would have to be agreed by the SYLTE board. It may also be necessary to provide additional buses to transport these children as existing transport arrangements may not be able to cope with this increase. Any cost pressures as a result of this would likely need to be met from the transport levy, therefore increasing the Council's contributions towards SYLTE.

4.6 In addition, there is the potential effect it may have on pupils by isolating them from their immediate community due to not attending a local school.

Given the above this option is not viable.

5.0 Proposal and Justification

5.1 It is proposed that to meet the demand for additional school places in the west of the borough that a 250 place extension is built at Penistone Grammar School and that permission to undertake the statutory consultation is given.

5.2 The justification for this is:

- 250 new school places are created to meet the shortage of school places in the area of need i.e. west of the borough
- The statutory duty to provide sufficient school places will be met
- Penistone Grammar was rated as good in all categories of inspection by Ofsted in October 2013 and as such meets the Council's priority as set out in the Corporate Plan for 2017 – 2020 People Achieving Their Potential which is:

“Every child attends a good school and is successful in learning and work.”

6.0 Implications for Local People and Service Users

6.1 Local people and service users will be consulted with as part of the statutory consultation process. The implication is positive in that the demand for additional school places in the West of the Borough will be met locally.

7.0 Financial Implications

7.1 Funding

The anticipated cost of the capital scheme is £2.011M. It is proposed that capital costs are met through a mix of capital new start funding and Building Schools for the Future (BSF) reserves.

The Authority has £0.840M held in BSF capital reserves. These reserves have been derived as a result of variations to the scope of works to the original BSF programme, reducing the original capital build costs. It is therefore proposed to utilise this funding towards meeting the capital cost of this project with the balance being funded through capital new starts.

Approval has been given by the Capital Oversight Board based on the business case submitted which met the necessary criteria.

In summary it is proposed that the total capital requirement of £2.011M is funded through a mix of BSF reserves £0.840M with the balance of £1.171M supported by the Council's capital new starts programme (Please see Appendix A to the report).

7.2 Operating Costs

On completion of the extension there will be an increase in operating costs associated with Facilities Management and Lifecycle which will be reflected in the annual unitary charge paid to the BLEP. Such costs are unable to be quantified until the design stage has been completed.

Funding of the annual operating costs will be met by the school from its delegated budget through the increased funding it will receive as a result of the increase pupil intake.

8.0 Employee Implications

8.1 There are no direct employee implications.

9.0 Communications Implications

9.1 The Governors and Senior Management team at Penistone Grammar have been consulted on this proposal and if this report is approved a statutory consultation will take place as detailed in the following paragraph.

10.0 Consultations

10.1 The authority has a statutory duty to consult as set out in the Prescribed Alterations Regulations summarised in Paragraph 3.11 of the report. The timescale for the statutory

process is identified in Appendix 2 and will include a period of consultation of at least 4 weeks

10.2 Consultation is also taking place with Planning, Highways and Transportation on the proposed extension. A Transport Impact Assessment will be undertaken to assess the impact on the highways system in the area.

11.0 The Corporate Plan and the Council’s Performance Management Framework

11.1 Penistone Grammar was rated as good in all categories of inspection by Ofsted in October 2013 and as such meets the Councils priority as set out in the Corporate Plan for 2017 – 2020 People Achieving Their Potential which is:

“Every child attends a good school and is successful in learning and work”.

11.2 The provision of additional places at a school rated good also indirectly supports the Thriving and Vibrant Economy 20:20 Outcome 5 of creating more and better housing as potential residents are more likely to move into an area that can accommodate future educational needs of their children. In turn this would increase the opportunity of potential income streams for the Authority from New Homes Bonus, Council Tax and Business Rates.

12.0 Promoting Equality, Diversity and Inclusion

12.1 An Impact Assessment has been undertaken which has shown extending the existing school will bring the following benefits:

- Children will be accommodated within the locality of their homes thereby encouraging social inclusion. A shortfall in local school places is likely to have a greater impact on those with protected characteristics such as disabled people and people on low incomes.
- The school is a state of art facility which was built around the principle of inclusion.

13.0 Tackling the Impact of Poverty

13.1 There are no direct implications.

14.0 Tackling Health Inequalities

14.1 There are no direct implications.

15.0 Reduction of Crime and Disorder

15.1 There are no implications

16.0 Risk Management Issues

Risk Detail	Probability and Impact	Score	Mitigation
Failure to complete project within agreed timescales and hence deliver sufficient secondary school places thus breaching statutory requirement.	Probability - low Impact – high	3 (Amber)	There is an agreed procurement route and the extension does not need completing until September 2019.

The initial budgeted cost may not be sufficient to meet the final tendered cost	Probability – medium Impact – high	2 (Red)	Tendered procurement exercise to establish Value for Money.
Cost escalation – Works/Other –There is a risk that the architectural requirements will result in a design that exceeds the project cost. Also poor cost control and poor project management could lead to an escalation in cost.	Probability – medium Impact – low	5 (Green)	Responsibility for managing the project within the budget will lie with the BLEP.
Insufficient pupil numbers to utilize extension.	Probability – low Impact - high	3 (Amber)	The forecast for additional school places shows a clear demand for school places in the west of the borough. The good Ofsted rating and good school reputation also means that pupils from other parts of the borough are likely to continue to apply to Penistone Grammar School.
Fall in Ofsted rating of Penistone Grammar School which means that an extension is built at an under- performing school.	Probability – low Impact – high	3 (Amber)	Results at Penistone Grammar School have improved year on year.

17.0 Health, Safety and Emergency Resilience Issues

17.1 The project will be managed by the Barnsley Local Education Partnership who will be responsible for complying with Health and Safety Legislation

18.0 Compatibility with the European Convention on Human Rights

18.1 There are no implications.

19.0 Conservation of Biodiversity

19.1 There are no implications.

20.0 Glossary of Terms and Abbreviations

20.1 None, applicable.

21.0 List of Appendices

21.1 Appendix A Financial Implications
Appendix 1 Year 7 projections 2017 - 2027 as at July 2017
Appendix 2 Extract from Statutory guidance for proposers and decision-makers – Making “prescribed alterations” to maintained schools.
Appendix 3 Impact Assessment

22.0 Details of Background Papers

None

Officer Contact: M.T. Rawlins (Partnerships and Shared Services Manager (Assets)
(Core Services Directorate) and Nina Sleight (Head of Early Start,
Prevention and Sufficiency: People Directorate)

Tel. No. 774629 or e-mail mikerawlins@barnsley.gov.uk
ninalsleight@barnsley.gov.uk

Date: 21/07/2016

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

Year 7 projections 2017 - 2027 as at July 2017 including increased capacity at Penistone

Appendix 1

	AN	Jan-17 Census	estimates based on current primary population							Estimates based on birth data			
			2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<i>South West Area</i>													
Kirk Balk	270	246	257	250	243	259	241	253	268	260	244	267	231
Netherwood	320	242	245	263	271	256	280	285	293	277	287	298	258
The Dearne High	240	225	241	226	231	227	234	220	233	265	240	252	285
Sub Total	830	713	743	739	745	742	755	758	794	802	771	817	774

North East

Outwood Acad Carlton	220	185	219	173	172	167	181	209	198	188	181	192	190
Holy Trinity	140	138	138	139	142	138	145	146	142	139	143	147	139
Outwood Acad Shafton	300	241	268	236	234	224	257	247	267	255	233	251	238
Sub Total	660	564	625	548	548	529	583	602	607	582	557	590	567

Penistone Area

Penistone Grammar	320	271	293	312	318	340	302	339	350	340	342	293	352
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Central Area

Darton College	240	240	245	233	260	227	257	269	248	229	180	214	196
Horizon	400	399	418	439	463	493	522	542	489	469	506	531	512
Barnsley Academy	180	147	157	188	202	192	188	216	207	196	196	152	175
Sub Total	820	786	820	860	925	912	967	1027	944	894	882	897	883

Total NOR Secondary	2630		2481	2459	2536	2523	2607	2726	2695	2618	2552	2597	2576
surplus(+)/deficit(-)			149	171	94	107	23	-96	-65	12	78	54	54
shortage of places in central and Penistone areas			0	40	105	112	129	226	154	94	84	50	95

AN - Admission Number

Cumulative (5 year) figure - 726

NOR - Number on Roll

Cumulative (5 year) figure - 715

Appendix 2

Extract from Statutory guidance for proposers and decision-makers – Making “prescribed alterations” to maintained schools.

The statutory process for making prescribed alterations to schools has four stages:

Stage	Description	Timescale	Comments
Stage 1	Publication (statutory proposal / notice)	8 September 2017	
Stage 2	Representation (formal consultation)	11 September to 6 October 2017 <i>(Must be at least 4 weeks)</i>	As prescribed in the ‘Prescribed Alteration’ regulations.
Stage 3	Decision	Prior to 1 December 2017 <i>LA should decide a proposal within 2 months otherwise it will fall to the Schools Adjudicator.</i>	Any appeal to the adjudicator must be made within 4 weeks of the decision.
Stage 4	Implementation	1 September 2018	This must be specified in the published statutory notice, subject to any modifications agreed by the decision-maker

Appendix 3

Impact Assessment Penistone Grammar School Extension

Background

Pupil place planning projections for secondary school pupils show that there is a need for an extra 250 places in the west of the borough by 2024. The actual figures show a higher predicted shortfall than this but it is envisaged some demand will be met by the potential free school planned for the town centre based on the location of pupils so this has been reflected in reducing the figure to an extra 250 places.

To accommodate this shortfall it is recommended that a three storey extension is built at Penistone Grammar School which is the only Advanced Learning Centre serving the west of the borough. This extension is necessary as there is a shortage of specialist rooms within the school. These specialised areas all need servicing by preparation rooms and therefore need building next to the existing departments.

It is therefore suggested that a three storey extension is developed with a science space at level

2, technology space at level 3, and art space at level 4.

This extension will increase the capacity of Penistone Grammar School from 1400 to 1650 pupils in years 7 to 11.

Impact Assessment.

All Building Schools for the Future premises feature state of the art physical and virtual facilities for Barnsley's secondary and special pupils, adult learners, teachers, support staff and others involved in the teaching and learning environment. Specifically, the programme has delivered flexible learning spaces with greatly enhanced ICT provision, including better access to data and resources and a wider spread of portable devices, as well as modern learning resources, social facilities, circulation and social spaces, and vastly improved sports and leisure facilities. These buildings were designed to be fully inclusive

The building of an extension consisting of specialised rooms to increase the capacity of the school will allow these additional pupils to utilise the existing school facilities which are designed to be inclusive.

The project will ensure that the overall capacity of the building continues to provide the necessary levels of access and inclusion for the increased numbers of pupils and staff using the building as a result – this, in particular, will include ensuring there continues to be sufficient provision for disabled pupils and staff in areas such as parking, circulation space, lift access to upper floors, accessible toilets etc.

The extension classrooms will be built in compliance with existing legislation to ensure that they are inclusive and meet equality and diversity standards.

Benefits

Extending the existing school will bring the following benefits;

Children will be accommodated within the locality of their homes thereby encouraging social inclusion. A shortfall in local school places is likely to have a greater impact on those with protected characteristics such as disabled people and people on low incomes.

The school is a state of art facility which was built around the principle of inclusion.

Future work

If during the design and construction phase there is any change to this outline plan consultation will take place with the Equality and Inclusion Manager.

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APPENDIX A
Joint Report of the Executive Director of Core Services & Executive Director People

FINANCIAL IMPLICATIONS

PENISTONE GRAMMAR SCHOOL ENLARGEMENT

i) Capital Expenditure	<u>2017/18</u> £M	<u>2018/19</u> £M	<u>2019/20</u> £M	<u>Total</u> £M
Penistone Extension	0.690	1.321		2.011
	0.690	1.321	0	2.011

To be financed from:

BSF Reserves	0.690	0.150		0.840
Capital New Starts Programme		1.171		1.171
	0.690	1.321	0	2.011

ii) Revenue Effects	<u>2017/18</u> £	<u>2018/19</u> £	<u>2019/20</u> £	<u>Later Years</u> £
	0	0	0	0

To be Financed from:

There is no impact on the Medium Term Financial Strategy. Funding will be contained within existing approved resources

Impact on Medium Term Financial Strategy

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

	<u>2016/17</u> £m	<u>2017/18</u> £m	<u>2018/19</u> £m	<u>2019/20</u> £m
Current forecast budget gap	0.000	0.000	0.344	-1.047
Requested approval	0.000	0.000	0.000	0.000
Revised forecast budget gap	0.000	0.000	0.344	-1.047

Agreed by:



on behalf of the Executive Director of Core Services

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BARNSELEY 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

AMENDMENT TO ADMISSION TO NURSERY POLICY

1.0 Purpose of Report

- 1.1 The purpose of this report is to inform Members of the need to revise the current Admission to Nursery Policy to reflect the extension of the nursery offer to 30 hours to eligible pupils from September 2017 and to seek approval for the amended policy

2.0 Recommendations

- 2.1 **It is recommended that the revised Admission to Nursery Policy be approved.**

3.0 Introduction/ Background

- 3.1 At the present time there are 55 primary schools with attached nursery units:
- 22 community schools
 - 6 voluntary aided schools
 - 27 academies
- 3.2 Admission to nursery units at community schools is the responsibility of the local authority. Governing bodies are responsible for admission to nursery units at voluntary aided schools. The admissions policy and arrangements at an Academy are the responsibility of each individual Academy; however some Academies procure the services of the local Authority to administer nursery applications on their behalf.
- 3.3 From April 2004 the entitlement to free early years education was extended to three year old children. This is a universal entitlement, without qualifying criteria, which is open to all children from the term following their third birthday.
- 3.4 The current entitlement for three and four year olds is a maximum of 15 hours per week, for 38 weeks per year which can be accessed in a school nursery or a private / voluntary provider, a family centre or with a childminder.
- 3.5 Barnsley began to offer a small number of funded two year old places in September 2006 as part of a government pilot.
- 3.6 The existing admission policy for nursery units at community schools was approved in October 2013 and is attached at Annex 1. The policy

amendment agreed in October 2013 was that two year olds, already receiving early year's education would be given a higher priority in the admission criteria. This change was proposed and agreed in order to ensure there was no gap in entitlement for those two year olds wishing to take up a three year old place within the same setting.

- 3.7 From September 2017 eligible working parents of 3 and 4 year olds will be entitled to up to 30 hours of free childcare and early education per week for 38 weeks of the year. In order to be eligible for this additional provision both parents must be working (or the sole parent in a lone parent family) and each parent must earn on average the equivalent of 16 hours at National Living Wage but no more than £100,000 per year.
- 3.8 Schools are able to choose whether they will offer the additional 15 hours and identify the number of places available. A number of information sessions have been held with schools to outline the requirements of the scheme to enable schools to determine whether they will offer the 30 hours within their nursery unit and how many places will be made available.
- 3.9 Following on from these sessions 21 schools confirmed that they will offer a number of 30 hour places. This is made up of:
- 12 Academies
 - 8 Community schools
 - 1 Voluntary Aided school
- 3.10 The criteria for allocating the universal 15 hour places are included at Annex 1- Admission to Nursery Policy. It is therefore necessary to identify criteria for the allocation of places at community schools to those pupils whose parents are eligible for the additional 15 hours. Voluntary Aided and Academies will establish their own criteria.
- 3.11 It is proposed that the process for allocation of places in community schools will be as follows:
- i) Schools to identify the number of 30 hour places available in nursery
 - ii) Children on the waiting list to be allocated a nursery place (universal 15 hours);
 - iii) Parents of these children then asked to indicate if they wish to apply for the additional 15 hours and provide proof of eligibility;
 - iv) Where there are more applicants than available places, children will be allocated a 30 hour place in date of birth order.
- 3.12 Eligibility for the additional 15 hours will continue to be checked whilst the child is attending the nursery. Parents must confirm eligibility with the school every 3 months and the Authority must undertake audit checks on all claims 6 times each year. Where a child loses eligibility the universal offer of 15 hours will continue but there will be a significant grace period when they can continue to attend the nursery for 30 hours.

- 3.13 Should a child become ineligible and the parent wishes them to continue to attend for 30 hours, the school may allow the parent to fund these additional hours. Schools must set a charge in line with the average cost of age appropriate childcare in their area. This information is available through the Families Information Service.
- 3.14 Where schools determine to make such a charge they must have a charging policy in place and the school's position should be made clear to all parents and applied consistently. This approach will offer parents the opportunity to fund the child's nursery place and maintain a consistent pattern of attendance in nursery through to their transition to primary school.
- 3.15 School may determine that those pupils losing eligibility will not be allowed to continue with the 30 hour offer and will only be offered the universal 15 hours. This will enable additional children to access a 15 hour nursery place.

4.0 Consideration of alternative approaches

- 4.1 There are no identified benefits of applying different criteria to that currently in place for the universal 15 hours. Different criteria would add confusion to the system and may disadvantage some children.
- 4.2 The use of date of birth criteria for the allocation of 30 hour places is consistent with existing policy in allocating the universal 15 hour places. Schools which attended the information sessions were consulted and were overall supportive of the proposed approach to extend the existing admission criteria for the full 30 hours.

5.0 Proposal and justification

- 5.1 It is proposed that the Admission to Nursery Policy be amended with the insertion at point g) and h) to read:

g) Places will be allocated to children eligible for the additional 15 hours provision (total 30 hours) in date of birth order;

h) Where children become ineligible for the additional 15 hours provision they will continue to access the universal 15 hour nursery place. The school may determine that the child can continue to access the additional 15 hours. Parents will be required to fund these additional hours in accordance with the schools published charging policy.

A copy of the proposed policy including the suggested amendment is attached at Annex 2.

6.0 Implications for local people / service users

- 6.1 Where schools determine to identify a number of 30 hour places, dependent on the number of places and the number of applications through the school year there may be a reduction in the number of pupils able to access the universal 15 hours. This will be monitored closely to ensure that there remains appropriate access to nursery provision across the borough.

7.0 Financial implications

- 7.1 There are no direct financial implications associated with this report as places will be offered up to the capacity of each nursery. Places in school nurseries are funded on a participation basis through the early years single funding formula which is funded from the Dedicated School Grant.

8.0 Employee implications

- 8.1 There are no employee implications.

9.0 Communications implications

- 9.1 A letter will be sent out to all community schools to inform them of the change to the admission to nursery criteria.
- 9.2 Each year the authority publishes the document 'Early Years Education: Information and Advice to parents'. Any changes made to the admission to nursery policy will be included in the next edition of the booklet.

10.0 Consultations

- 10.1 Consultation has been undertaken with primary schools who are offering the 30 hour places. Headteachers indicated they were content with the proposed amendment to the Admission to Nursery policy.

11.0 The Corporate Plan and the Council's Performance Management Framework

- 11.1 There are no implications arising from this report.

12.0 Promoting Equality, Diversity and Inclusion

- 12.1 There are no implications arising from this report.

13.0 Tackling the Impact of Poverty

- 13.1 There are no implications arising from this report.

14.0 Tackling Health Inequalities

14.1 There are no implications arising from this report

15.0 Reduction of Crime and Disorder

15.1 There are no implications arising from this report

16.0 Risk Management Issues

16.1 The proposed amendment to the admission to nursery policy does not present any further risks since it reflects current practice. It should however, be noted that Academies and Voluntary Aided schools are responsible for setting their own admission policies and therefore these may differ from the policy for Community schools.

17.0 Health & Safety and Emergency Resilience Issues

17.1 There are no implications arising from this report.

18.0 Compatibility with the European Convention on Human Rights

18.1 There are no implications arising from this report.

19.0 Conservation of Biodiversity

19.1 There are no implications arising from this report.

20.0 Glossary of Terms and Abbreviations

20.1 Not applicable.

21.0 List of Appendices

21.1 Annex 1 Admission to nursery policy.
Annex 2 Proposed admission to nursery policy.

22.0 Details of Background papers

22.1 Early education and childcare – Statutory guidance for local authorities
March 2017

Statutory Framework for the early years foundation stage 2017

Officer Contact: Maggie Francis

Tel No. 773558

Email maggiefrancis@barnsley.gov.uk

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

ADMISSION TO NURSERY POLICY

- a) children will be eligible to receive an Early Years Education place in a school nursery from the term following their third birthday (available places may not necessarily be in their preferred nursery);
- b) only children who are over two years of age will be included on the waiting list;
- c) children under three years of age will not normally be admitted to a nursery;
- d) nurseries will only be able to accommodate two year olds if they have been assessed for and approved to offer two year old entitlement places and parents have been assessed for and allocated a place under the two year old entitlement
- e) in exceptional circumstances priority of admission may be given to children having a special educational need;
- f) children will be offered places under the criteria below in date of birth order :
 - i) if they are accessing a two year old funded place in the same school nursery (subject to the start term of the three year old entitlement and availability of places)
 - ii) All other children on the waiting list
- g) a child of a family taking up residence in the Borough who has been in attendance at another nursery may, subject to any constraints of space and supervision be offered immediate admission;
- h) where a child is admitted to a nursery their name will be removed from the waiting list of any other nursery;
- i) Where a pupil is attending a reception class on a part-time basis during the Autumn Term, this will be deemed to be their entitlement to early years education; therefore they will not be able to access Nursery Education Funding.

ADMISSION TO NURSERY POLICY

- a) children will be eligible to receive an Early Years Education place in a school nursery from the term following their third birthday (available places may not necessarily be in their preferred nursery);
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- f) children will be offered places under the criteria below in date of birth order :
 - i) if they are accessing a two year old funded place in the same school nursery (subject to the start term of the three year old entitlement and availability of places)
 - ii) All other children on the waiting list
- g) Places will be allocated to children eligible for the additional 15 hours provision (total 30 hours) in date of birth order;
- h) Where children become ineligible for the additional 15 hours provision they will continue to access the universal 15 hour nursery place. The school may determine that the child can continue to access the additional 15 hours. Parents may be required to fund these additional hours in accordance with the schools charging policy.
- i) a child of a family taking up residence in the Borough who has been in attendance at another nursery may, subject to any constraints of space and supervision be offered immediate admission;
- j) where a child is admitted to a nursery their name will be removed from the waiting list of any other nursery;
- k) Where a pupil is attending a reception class on a part-time basis during the Autumn Term, this will be deemed to be their entitlement to early years education, therefore they will not be able to access Nursery Education Funding.

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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

**Joint report of the Executive
Director Core Services & the
Executive Director Place**

The Glass Works- Further Investment in the Town Centre

1. Purpose of report

- 1.1. To set out options for the delivery and governance for the next stages of the Glass Works project

2. Recommendations

It is recommended that:

- 2.1 Cabinet agrees an additional investment in the Glassworks Phase 1 scheme of £8.3M as a result of an increase in the size of the scheme together with the accelerated works programme.**
- 2.2 Cabinet agrees to a number of movements of individual work packages between the two phases as highlighted in paragraphs 5.6 to 5.8 of the report.**
- 2.3 Cabinet agrees the alignment of resources (£5.1M) previously set aside for the wider Public Realm Works into the overall Glassworks scheme budget as highlighted in paragraph 5.9.**
- 2.4 Cabinet note the option appraisal work undertaken on the future delivery and governance of the Glass Works project.**
- 2.5 Cabinet approve the use of a design and build form of contract for the construction of Phase 2 as set out in paragraphs 5.1 to 5.5.**
- 2.6 Cabinet approve the on-site project management and cost consultancy arrangements for the construction of Phase 2 as set out in sections 5.10- 5.12 of the report.**
- 2.7 Cabinet approve the revised Glass Works governance arrangements as set out in sections 5.13- 5.17 of the report.**

3. Introduction

- 3.1 This report summarises the current position in relation to phase 1 of the Glass Works scheme along with procurement and design development of phase 2. The report then goes on to outline options for the future delivery, management, and governance of the project.

- 3.2 In March 2017 Council approved the funding of phase 2 of the Glass works scheme along with a series of procurement exercises to:
- Progress the design of the scheme
 - Secure development management services beyond the existing Turner and Townsend /Queensberry contract which is due to expire in October 2017
 - Secure a works contractor to build phase 2

Current Position

- 3.3 There have been a number of changes to the phase 1 development. These include an increase in the size and scope of the development with the size increasing by circa 25%.
- 3.4 The opening timescales for key retail and leisure operators has impacted on the development timeline for phase 2. As a result the works programme for phase 1 has had to be accelerated to accommodate the revised phase 2 timeline.
- 3.5 There is an increased cost associated with the above phase 1 changes. This cost is to be funded from funds previously set aside for the Phase 2 development together with deprioritising a number of other capital schemes.
- 3.6 The next phase of design work has commenced with the existing design team being used to develop the design of the phase 2 scheme up to RIBA stage 4. This design activity will feed into detailed tender specification for the procurement of the phase 2 works contractor.
- 3.7 Work has also commenced on the procurement of additional development management (DM) services. The existing contract with Turner and Townsend and Queensberry ends in October 2017 and the procurement process will secure DM services through to October 2021. This time period reflects the need to complete the leasing of the scheme post opening in spring 2020 and cover the construction defect period. The OJEU notice was posted 23rd June with a successful market briefing event held on Wednesday 5th July
- 3.8 Work has also been continuing with design integration between the two phases of the scheme and in particular understanding how the construction activity between phase 1 and phase 2 can be delivered. The output has been the realignment of a number of elements of the scheme between the two phases to ensure that two contractors can work efficiently on adjacent parts of the scheme.
- 3.9 The increased costs identified in phase 1 along with the ongoing process of aligning the two phases have required a review of the future delivery, management and governance arrangements of the Glass Works. Focussing on experience to date and key delivery timescale and budget risks the review has identified options to ensure robust and appropriate mechanisms for the scheme moving forward. The review has focused on:-

- The most appropriate form of contract for the phase 2 works contractor
- Management and cost control mechanisms of the phase 2 works contractor when on site
- Future project Governance arrangements for phase 1 and phase 2 of the Glass Works Scheme

3.10 Decisions on these elements are now required in order for the scheme design and procurement to progress in a timely manner. Specifically decisions on the form of contract and future on site management arrangements are needed to finalise the specification of both the works and DM procurement exercises. The form of contract will also influence the outputs of the RIBA 4 design works.

4.0 **Consideration of Alternative Approaches**

Form of contract for phase 2 works contractor

4.1 The overarching objectives of any works contract are to be able to manage and control construction so that the completed scheme is delivered:

- On time
- On budget
- To the specified level of quality

As important however, are the specific elements and constraints of the Glass Works scheme.

4.2 There are specific contractual timescales with long stop dates that the Council are now committed to. The agreement to lease with Cineworld includes:

- Confirmation of Council funding- 8th March 2018
- Construction to have started by the 8th March 2019
- Works end date of 8th September 2020

The confirmation of Council funding is important. A key milestone in informing this decision is having a price from a contractor for the phase 2 works and to deliver this, a timely procurement process has to take place.

4.3 The phasing and inter linking elements of the two phases of the Glass works projects are complex and have required programme and design changes to date. The overall scheme is a combination of refurbishment and new build and this takes place over a number of levels. The basement area stretches over both phases 1 and 2 and is a mix of new build and refurbishment with a need to keep it operational to service the market and associated retail units. In addition, adjacent to the main scheme is the potential construction of a new

bridge over Jumble Lane crossing. Although separate from the main scheme the construction programme has the potential to impact on the construction of the block containing the cinema.

- 4.4 The individual work packages that could be included in the works contract are at different design stages. The new retail and leisure elements are currently being designed to RIBA Stage 4, elements of public realm design on Cheapside are at RIBA stage 2 whilst other elements such as outside the Interchange / Midland Street have not started.
- 4.5 The review of contracts has primarily focused on a partnering and design and build form of contracts although it is recognised that other less appropriate arrangements such as management contracting could be available. The partnering contract is the mechanism used for the current phase 1 contract.
- 4.6 A partnering contract involves early appointment of a contractor to assist as a task team member in budget, design, programming and planning the project build. There is a shared risk/reward arrangement where a capped 'Guaranteed Maximum Price (GMP)' is agreed for the 'Works Tasks' and the contractors actual costs are paid up to this GMP. Under this arrangement the Employer (BMBC) and its designers (Architects / Engineers) maintain full control of the design and implementation of the project but may, where appropriate, instruct the Contractor to carry out design works. This provides full flexibility.
- 4.7 The design and build (D and B) form of contract is essentially a fixed lump sum contract. It is procured using an Employers Requirements document (ER) which usually contains basic plans, elevations, site layout and a specification of works covering all the elements of the project the client requires to be fixed. Contractors submit tenders on this information making their own assumptions on any un-designed elements at their own 'risk'. Once the contract is let, the contractor is free to develop the design to increase its profitability, buildability etc. provided the design development and the final building complies with the ER.
- 4.8 The table below summarises the key strengths and weaknesses of these two forms of contract against key procurement objectives for the Glass works scheme

Criteria	Partnering	Design and Build (D and B)	Key Risks/ Mitigations
Price	Less price certainty. Although based on detailed RIBA 4 design information the price will still be based on Guaranteed maximum prices rather than a fixed price.	More price certainty. A fixed price can be achieved. This can only be guaranteed if the design and programme do not change	Lack of design certainty on certain elements of public realm increase the risk of price increase with D and B option Lack of design and buildability certainty on phase 2 basement works increase risk of price increase with D and B option
Programme	Less certainty. There is less ability to control the delivery programme of the contractor. Risk of delays with the design process sits with the Council rather than contractor	More certainty. The Council has the ability to apply damages if the contractor does not meet programme.	However the Contractor can also request damages if Council does not meet its obligations under the programme
Procurement Programme	Less certainty. Timescales to deliver full RIBA 4 design make it difficult to secure price in advance of date for Cineworld funding condition	More certainty. Less RIBA 4 design work is required. Certain design elements will be delivered by the successful contractor	Timescales risks with partnering contract can be mitigated by using a combination of RIBA 3 and 4 Cineworld timescale could be met by using indicative prices from submitted tenders
Ability to manage change	More certain-partnering approach allows collaborative approach to jointly solve buildability and programme issues	Less certain - changes in programme or design requirement increase the risk of increases in price	Certain Risks to D and B contract can be mitigated Money is already built into the financial model to pay for changes required by incoming operators
Ability to maintain design quality	More certain-partnering approach allows collaborative	Less certain- design quality can be compromised by the	D and B design quality risk mitigated by ensuring key quality features are designed

approach to jointly manage design quality	contractor driving down price	to RIBA stage 4 and contained within the employers requirements
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On site management and cost control mechanisms of the phase 2 works contractor

- 4.9 In order to support efficient project delivery there is the need to have robust on site management and cost control mechanisms. These will help mitigate the risk of additional cost pressures and support the timely report of information to the project governance structures. The build cost of phase 2 is currently estimated at £53m with specific delivery requirements likely for 40 individual leisure and retail operators across the scheme.
- 4.10 At present the main contractor for phase1 provides project management resource to the BMBC/ NPS team. Alongside this professional cost consultancy input is provided by NPS Barnsley. An option exists where similar arrangements to phase 1 could be put in place. An in house resource could be used to provide on-site project management of the contractor and cost consultancy through NPS Barnsley.
- 4.11 A further option exists to procure the on-site project management of the phase 2 works contractor and cost consultancy works as part of the current DMO procurement process. As part of the overall DMO contract, on site project management would feed upwards into the Governance structures and would also provide the link to the other elements of the DMO contract such as leasing and retail delivery.
- 4.12 A further option exists where project management is separate from the phase two contractor with structures put in place so that overall project management is delivered across both phases of the Glass Works. This would allow for a different approach to what is currently used and potentially support the further integration of the two phases of the project.
- 4.13 A variant across the previous two options could be introduced whereby the cost consultancy element of the project could be retained in house be delivered by NPS Barnsley in line with Phase 1.

Future Governance Arrangements

- 4.14 Currently both phase 1 and phase 2 of the project have their own project board that report directly into the Town Centre Programme board that is chaired by the Executive Director for Place. Coordination is maintained between the two boards with joint membership of key officers with further task groups supporting this coordination. An audit review of the phase 2 governance arrangements was undertaken in February 2017. The arrangements were found to be adequate. Recommendations have been acted on with a target date for final sign off of recommendations by 31st July 2017. The report is attached in appendix B

- 4.15 An option exists to maintain this arrangement of two separate boards with the phase 2 contractor reporting to the phase 2 project board when appointed later on this year.
- 4.16 An option exists whereby the two boards merge. This approach supports the continued integration into one project. In order to do this project management arrangements would need to be refined to ensure clear reporting lines and avoid potential duplication of resources. Central to this, decisions would also need to be taken on the lead accountable officer for the project.
- 4.17 Decisions on timing of the merger of the two boards would also have to be taken. There is an option that this is done now to give the earliest alignment of resources or alternatively this could be done to coincide with the appointment of the phase two works contractor and/or the new DMO contractor later on in the year

5. Proposal and justification

Form of contract

- 5.1 Members need to be aware there is no one perfect form of contract with risk in both options. The most appropriate form of contract is the one that gives the best fit to deliver the complex circumstances of the Glass Works and delivers against the core objectives of price, time and quality.
- 5.2 The preferred option is that the primary form of contract used for the phase 2 works is design and build as this is the mechanism that gives greatest certainty over price and programme.
- 5.3 This approach is also supported by advice from the current DMO team. Both Turner and Townsend and Queensberry feel that the D and B approach is most appropriate for the Glass Works scheme moving forward. Separate notes on procurement are attached in appendix C.
- 5.4 Members need to note that this is a change to the previously recommended procurement strategy. Design and build replaces a partnering approach because of the emerging uncertainty on phase 1 and also the delivery timescales associated with the Cineworld lease.
- 5.5 There is however risks to the D and B approach and these need to be managed. A partnering form of contract does give greater control over the design process however by including detailed RIBA 4 designs as part of the D and B specification the risk of a contractor not delivering the Council's design and quality aspirations is reduced.

Phase Re-alignment

- 5.6 During the completion of the Phase 1 construction together with the design stage for Phase 2, it has become apparent that a realignment of work packages between the two phases is required.
- 5.7 Currently the Phase 1 development includes the construction of the retail units to the side and rear of the Metropolitan Centre. It is now considered more

appropriate that these works be included within the procurement contract for the Phase 2 development. The total estimated costs associated with these elements is circ. £4M.

- 5.8 It was originally thought necessary to transfer the basement works required following the demolition of the multi-storey car park together with the necessary statutory utility diversions to create the new retail boulevard currently included within the Phase 2 development into Phase 1. Following further discussions with NPS working on behalf of the Council it is considered that this is no longer necessary although this position may change as construction progresses. A further update will be provided if required.
- 5.9 Finally in addition to the above construction of the new town square public realm works is included as part of the Phase 1 contract. Resources have also previously been set aside for wider public realm works on Cheapside / Queen Street / Midland Street and Peel square. It is proposed to align these resources into the whole budget envelope for the “Glassworks” scheme with completion by the most appropriate contractor (Phase 1 or Phase 2 contractor / combination of both) to be decided following the final design of the whole public realm works.

Management and Cost Control Mechanisms

- 5.10 In order to deliver robust on site project management and cost consultancy services the preferred option is to procure these services as part of the ongoing DMO procurement process. This option gives the opportunity to procure specialist services with costs already included in the financial model for the scheme. The DMO will control the works contractor on site acting as an employer’s agent reporting directly back to the Council as part of the project governance structures. Provision for the services has been made in the OJEU contract notice and a detailed specification can be set out at full tender stage.
- 5.11 The delivery of phase 2 has differing on site project management requirements from phase 1 and as a result using the current arrangement was discounted. Primarily the phase 2 requirements are driven by the need to manage the coordination of approximately 40 incoming retailer and leisure operators and liaison with the retail delivery and leasing elements of the DMO are therefore crucial. In addition there is the need to coordinate construction activity with the shop fitting teams of the operators. Cineworld for example, have a contractual requirement for when and how the fit out of the cinema needs to take place.
- 5.12 The option of separating out project management to a structure that sits above both phase 1 and two is also discounted. Phase 1 is now in the early stages of on site delivery and is under time pressure to deliver to programme to ensure that phase 2 can commence on time. Although overall project resources could be enhanced and it could fit well with a modified governance structure there is a significant risk that changes to project management structures at this time could impact on the delivery of both phases of the project.

Future Governance Arrangements

- 5.13 The preferred option is to merge the boards to form one Glass Works programme board. The board will have overall responsibility for the project and focus exclusively on the Glass Works. The overall aim is to have a single point of contact, with senior officer level attendance, that will have responsibility for the commercial, risk and financial aspects of the project.
- 5.14 Specific terms of reference will need to be developed, however the initial structure will need to be flexible enough to adapt as the project develops. Specifically there will be future requirements to take asset management decisions when the Glass works becomes operational. The board could be the vehicle for this. The diagram is set out in appendix E.
- 5.15 The new board will need to receive the necessary management information to make decisions. Underneath there will be the need to develop the necessary reporting structures. A key element will be an operational / delivery meeting that will manage and control the works contractors of the two existing phases. As part of these structures there will be the need to deliver the partnering requirements of the existing phase 1 contractor.
- 5.16 Appropriate upward reporting structures also need to be put in place reflecting the requirement for timely information being made available to Members and the Council's Senior Management Team. As the senior responsible officer for the Glass Works board the Executive Director for Place will be key to this. Risk escalation processes on cost, and programme issues and associated quality issues will be put in place with direct reporting to SMT if necessary.
- 5.17 Exact timing of the merger of the two boards needs to be determined however structures need to be put in place in order to effectively manage the new DMO and the phase 2 works contractor. This timeline suggests that work on board membership and new terms of reference should start as soon as practically possible.

Next Steps

- 5.18 Work will need to be completed to ensure that the chosen procurement approach is robust and in line with current guidance and legislation. Solicitors Walker Morris have been retained to support the works contractor procurement process and they are currently reviewing the various stages of the procurement programme. As part of this, formal procedures are being built into the timeline and contract notices put in place to ensure that elements of negotiation can take place with shortlisted bidders.
- 5.19 Following decisions on the procurement process the scope of the RIBA 4 design process needs to be confirmed. Work has commenced on the preliminary elements of the design stage however the amount of design information and the presentation of this information will vary depending on the procurement route.

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 promotion 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 Consultations have taken place with the Service Director Finance (S151).
- 7.2 The Phase 1 development includes the redevelopment of the Metropolitan Centre to house a new market together with the provision of a new library, a new public square and additional town centre car-parking, with the Phase 2 development providing approximately 272,000sq ft of retail and leisure units.
- 7.3 Total resources of £50.1M have previously been approved for Phase 1 of the “Glassworks” scheme with a further £73.3M being earmarked for approval for the Phase 2 scheme.
- 7.4 The revised estimated costs of Phase 1 now totals £54.388M. This is as a result of an additional investment in the Phase 1 scheme of £8.3M following an increase in the scope of the development. This additional investment is to be funded from monies previously earmarked as a contingency for the Phase 2 development together with a de-prioritisation of other capital schemes identified for completion.
- 7.5 It is also proposed to transfer the resources for construction of the retail units (estimated to be in the region of £4M) to be situated on the new Boulevard from the Phase 1 scheme into Phase 2 - this being a net nil financial transaction. The Phase 1 scheme has therefore seen a net increase of £4.3M from the original budget (£50.1M) approved.
- 7.6 Finally a further £5.1M of resources have also been earmarked within the 2020 Capital New Starts programme for the wider public realm works required in the Town Centre. It is proposed to align this funding to the whole

Glassworks programme budget, with final release of funding and allocation to phases being subject to a further report.

8. Employee implications

8.1 There are no employee implications arising from this report.

9. Communications implications

9.1. There are significant communication implications for the scheme. An integrated communications strategy for the Better Barnsley scheme has been developed by BMBC and the current DMO. The key messages to be communicated at the current stage of the development include:

- The scheme will deliver a new retail and leisure destination for Barnsley, providing the type of offer that a town the size of Barnsley deserves.
- The unique characteristics of Barnsley will be retained by adding in high street names and restaurants alongside the strong independent offering epitomised by the historic markets and Victorian Arcade.
- A key priority of the scheme is to create a family-friendly evening destination, served by the cinema, other leisure facilities and family-oriented restaurants.

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 Service Director (Finance) regarding the financial implications and risk issues.

10.3 Consultations have taken place with the Executive Director Core on legal implications

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

11.1 The proposals in this report are consistent with Council's Corporate Plan 2017-20 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.

12. Tackling Health Inequalities

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

13. Climate Change & Sustainable Energy Act 2006

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

14. Risk Management Issues

14.1 There are comprehensive risk registers in place for both the Phase One Programme ('Better Barnsley') and the Phase Two programme ('Glassworks') which is reviewed at the relevant monthly project board meetings. The current register for the Glassworks Programme is attached at appendix E.

14.2 In line with the recommendation relating to the future governance of the Glass Works project a single approach to risk management is to be developed. The new Glass Works board will need to take ownership of all project risks either through the consideration individual registers for the two phases or one new combined register.

15. Health & Safety Issues

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

16. Compatibility with the European Convention on Human Rights

16.1 There are no matters of relevance arising from this report.

17. Promoting Equality & Diversity and Social Inclusion

17.1 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.

17.2 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.

18. Reduction of Crime & Disorder

18.1 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.

19. Conservation of Biodiversity

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

20. Glossary

OJEU- Official Journal of the European Union

DMO- Development Management Organisation

D and B- Design and Build

21. List of Appendices

Appendix B –Phase 2 Audit Report

Appendix C- Procurement Review Turner and Townsend and Queensberry

Appendix D- Public Realm phases

Appendix E- Suggested Governance Structure

Appendix F- Phase 2 Risk Register

22. Background Papers

Office Contact: Andrew Osborn

Telephone No: 4330

Date: July 2017

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Joint Report of the Executive Director of Core Services and the Executive Director of Place

FINANCIAL IMPLICATIONS

The Glassworks Phase 1 Financial Update Report

i) Capital Expenditure	<u>Original Budget</u>	<u>Virement to Phase 2</u>	<u>Revised Budget</u>	Revised Estimated Costs			VARIANCE FROM ORIGINAL BUDGET £	
				<u>Actual Costs upto March 2017</u>	<u>2017/18</u>	<u>2018/19</u>		TOTAL
Current Estimate	£			£	£	£	£	
Demolition & Asbestos Removal	4,094,479		4,094,479	2,646,699	1,017,765	860,712	4,525,176	430,697
Former CEAG Site Car Park & Carpetworld site	1,693,846		1,693,846	1,379,814	21,012		1,400,826	-293,020
Metropolitan Centre	25,311,967	-4,000,000	21,311,967	5,378,147	10,195,537	9,323,989	24,897,673	3,585,706
Library	5,648,249		5,648,249	398,503	5,135,752	512,497	6,046,752	398,503
Public areas - Pave And Features	2,528,250		2,528,250	0	473,687	2,554,313	3,028,000	499,750
Highways	850,000		850,000	0	-	850,000	850,000	0
Enabling Works	250,000		250,000	63,708	69,074	67,218	200,000	-50,000
Relocate Markets	250,000		250,000	719,000	-	-	719,000	469,000
Statutory Authorities & Drainage	1,000,000		1,000,000	37,000	213,000	250,000	500,000	-500,000
CCTV	1,000,000		1,000,000	46,461	3,539	-	50,000	-950,000
Other Non Construction Costs	4,096,000		4,096,000	3,679,577	926,094	436,047	5,041,717	945,717
Project Team Fees	3,355,583		3,355,583	3,284,499	3,844,731		7,129,230	3,773,647
	50,078,374	-4,000,000	46,078,374	17,633,407	21,900,191	14,854,777	54,388,374	8,310,000

To be financed from:


Use of Reserves	-24,000,000		-24,000,000	-5,000,000	-15,751,000	-5,709,000	-26,460,000	-2,460,000
Prudential Borrowing	-26,078,374	4,000,000	-22,078,374	-12,633,407	-6,149,191	-9,145,777	-27,928,374	-5,850,000
	-50,078,374	4,000,000	-46,078,374	-17,633,407	-21,900,191	-14,854,777	-54,388,374	-8,310,000

ii) **Revenue Effects**

	<u>Original Budget</u>	<u>Virements</u>	<u>Revised Budget</u>	<u>Actual Costs upto March 2017</u>	<u>2017/18</u>	<u>2018/19</u>	TOTAL	VARIANCE FROM REVISED BUDGET £
Expenditure	£	£	£	£	£	£	£	£
Capital financing Costs	970,000	-140,000	830,000	470,000	118,000	270,000	858,000	28,000
	970,000	-140,000	830,000	470,000	118,000	270,000	858,000	28,000

To be financed from:

Capital Financing Budget	970,000	-140,000	830,000	470,000	270,000	90,000	830,000	0
Rent from Traders						28,000	28,000	28,000
	970,000	-140,000	830,000	470,000	270,000	118,000	858,000	28,000

Agreed by: 21/08/217.....On behalf of the Service Director Finance (S151 Officer)

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**Place
Town Centre Regeneration –
Development Management
Organisation
Internal Audit Report**

Date of Issue: 27th March 2017



BARNSLEY
Metropolitan Borough Council

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Audit Control Table:

Pre-audit Meeting Date:	29 th July 2016
Draft Report Issued:	27 th February 2017
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Report Circulation:

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Audit Team: Julie Winham, Audit Manager
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Joshua Conneely, Auditor

Executive Summary

Place - Town Centre Regeneration – Development Management Organisation

Introduction and Background

A review of the governance and risk management arrangements relating to the Development Management Organisation, Better Barnsley Scheme (Phase 2) has recently been undertaken. This formed part of the agreed programme of work relating to 2016/17.

Scope

The focus of the Internal Audit work was to provide assurance on the adequacy and effectiveness of the governance and risk management arrangements established for the delivery of works and services, included within the Development Management Organisation agreement for the redevelopment of sites (including securing of inward investment), as part of the Better Barnsley Scheme (Phase 2).

Objectives

- A Project Board and Steering Group has been established to oversee the delivery of the works and services that provides assurance, challenge and action where required. Members of the Project Board and Steering Group have the appropriate balance of skills, experience, independence and knowledge to enable them to discharge their respective roles and responsibilities.
- Roles and responsibilities (including the determination of a project sponsor) are clearly defined and recorded within an approved Terms of Reference.
- An approved plan has been maintained and updated on a regular basis which defines the scope, deliverables, key milestones and authorisation points. Any changes to the plan / budget for the contract are reported and approved in line with the Terms of Reference.
- Project Board and Steering Group meetings are held on a sufficiently regular basis to discuss progress and drive delivery. Key stakeholders i.e. representatives of the Council, DMO and main contractor are invited. In addition, retailers, residents and traders representatives (where appropriate).
- The Project Board and Steering Group receive timely, relevant and reliable documentation in advance of meetings (including risk and financial implications) to provide members with the required information upon which to make informed decisions.
- Decisions / actions arising from meetings are clearly recorded and assigned to responsible officers. These actions are monitored in future meetings until they are fully discharged.
- There are clearly defined processes and criteria for the escalation of significant issues and risks that may affect the delivery of the project / scheme.
- Performance indicators exist in order to monitor and measure project performance (including monitoring of expenditure within resources available).
- The investment terms and conditions have been reflected within the project plan in order to reduce the potential for clawback.

Risk Management

Review the adequacy of risk management arrangements (taking into account risk appetite / risk opportunities) in relation to the DMO contract agreement.

In preparing and carrying out the review the Auditor took into account the following specific risks from the Strategic and Operational Risk Registers. In light of the audit findings and the management action agreed it may be necessary to update the relevant risk registers.

Strategic Risk Register:

- 3543 - Failure to ensure adequate supply of land, housing and commercial property growth.

Executive Summary

Place - Town Centre Regeneration – Development Management Organisation

Better Barnsley Risk Register:

- 3347 - Failure to ensure there is sufficient funding in place to deliver the aspired project outcomes.
- 3349 - Failure to exploit suitable external funding opportunities, including sustainability opportunities.
- 3350 - Failure to identify private investment opportunities.
- 3358 - Failure to deliver the essential elements of the project on time and communicate the progress made to date to stakeholders including retailers, market traders, and residents.
- 3360 - Failure to analyse the pitfalls, costs and benefits regarding external funding opportunities.
- 3374 - Failure to identify a robust and deliverable 'Plan C' - Plan A: 1249 Developer scheme; - Plan B: BMBC Developer scheme.
- 3381 - Failure to identify and secure buy-in from the 'right' retailers and leisure operators (in terms of capacity and type) to fit in with the scheme.

Overall Conclusion

Overall the audit has concluded that there is an adequate governance and risk management framework in relation to the Development Management Organisation agreement. Notwithstanding this, the audit has identified a number of areas where this framework may be further improved.

The key issues identified relate to the need to ensure that the Project Execution Plan (PEP) is appropriately approved in accordance with the defined governance requirements and key financial / project risks are effectively managed.

It should be acknowledged that following post audit discussion, a number of agreed actions have subsequently now been implemented.

Assurance Opinion

From the audit review, Internal Audit has made 11 recommendations, these have been classified as:

- | | |
|------------------------------------|---|
| • Fundamental Recommendations | 0 |
| • Significant Recommendations | 3 |
| • Merits Attention Recommendations | 8 |

Based on the above Internal Audit can provide the Executive Director, Place with an **adequate** assurance opinion in relation to the internal control framework. An explanation of the ratings is included within the Glossary of Terms.

Conclusion on Control Adequacy

Adequate assurance indicates that Internal Audit concluded that there is a sufficient framework of key controls in place that are likely to result in the objectives being achieved, but that the control framework could be stronger. 8 recommendations have been made relating to the adequacy of controls, 1 recommendation has been categorised as significant and 7 as merits attention.

Executive Summary

Place - Town Centre Regeneration – Development Management Organisation

Conclusion on Control Application

In relation to the application of key controls in the system reviewed adequate assurance indicates the controls in place are applied but with some lapses. 3 recommendations have been made relating to the application of controls, 2 have been categorised as significant and 1 as merits attention.

Positive Findings

The following good practices were identified during the audit:

- A Project Board has been established to oversee the delivery of the works and services that provides assurance, challenge and action where required;
- An approved project plan has been maintained and updated on a regular basis which defines the scope, deliverables, key milestones and authorisation points;
- Project Board meetings are held on a sufficiently regular basis to discuss progress and drive delivery and have been synchronised with any key milestones/deliverables and/or work to be completed and/or decisions to be signed off as appropriate;
- Key authorisation points have been signed off by the Project Board as appropriate;
- The nature/content/format/frequency of documentation required by the Project Board has been defined;
- The Project Board receives timely, relevant and reliable documentation in advance of meetings to provide members with the required information upon which to make informed decisions; and
- Performance indicators have been defined in order to monitor and measure project performance. Performance against KPIs is reported on a regular basis.

Acknowledgement

Internal Audit would like to take this opportunity to express its thanks to the management and staff within Economic Regeneration for their help and co-operation during the audit.

Confidentiality

This report is strictly private and confidential and as such is for the exclusive use of the intended recipients. The content and results of the audit should not be copied in part or in whole without the prior permission of the receiving sponsor of the report.

Audit Methodology

The audit was conducted in conformance with the Public Sector Internal Audit Standards using a combination of enquiry, observation and sample testing techniques.

Findings, Recommendations and Agreed Management Actions
Place - Town Centre Regeneration – Development Management Organisation

Ref	Finding	Recommendation	Category Accepted Y/N	Agreed Management Action	Agreed Timescale and Responsible Officer
Risk: The project may fail resulting from inadequate governance arrangements in the absence of an effective Project Board with the required skills and experience, which fails to oversee the successful delivery of the works and services outlined.					
1.1 (R1)	<p>The Project Execution Plan (PEP) defines the strategy for the management and governance of Better Barnsley and the procedures for its successful completion and implementation.</p> <p>One of the Client (i.e. Council) responsibilities defined within the PEP is “<i>Agreeing a policy for the project by approval of the Project Execution Plan.</i>” However, evidence could not be provided that the PEP had been formally approved by the Client and/or other relevant stakeholders, e.g. Town Centre Programme Board/Phase 2 Project Board.</p> <p>Consequently, the key strategy and governance plan for the delivery of Better Barnsley Phase 2 has not been formally approved by the Council in accordance with the defined governance requirements.</p>	<p>The PEP should be formally approved by the Town Centre Programme Board.</p> <p>This is a control application issue.</p>	<p>Significant</p> <p>Y</p>	<p>The PEP will be reviewed and approved by the Town Centre Programme Board.</p>	<p>31st July 2017</p> <p>Service Director, Economic Regeneration</p>
1.2 (R2)	<p>The DMO Agreement defines one of the obligations and duties of the DMO Manager as “<i>to make full and timely disclosure in advance of any conflicts of interest that are likely to arise with it or any of its directors in the performance of its duties and obligations under this Agreement</i>”.</p> <p>However, evidence could not be provided that practical measures / processes had been established to ensure that any potential internal/external party conflicts of interest are declared and properly recorded. For example, project meeting agendas, minutes and/or reports</p>	<p>Formal arrangements should be established to ensure any potential internal/external party conflicts of interest are declared and properly recorded, e.g. as part of meeting agendas and minutes.</p> <p>This is a control adequacy issue.</p>	<p>Merits Attention</p> <p>Y</p>	<p>This recommendation has now been addressed.</p> <p>Provision for the declaration of business interests now form part of the standing agenda and minutes respectively.</p>	<p>N/A</p>

Findings, Recommendations and Agreed Management Actions
Place - Town Centre Regeneration – Development Management Organisation

Ref	Finding	Recommendation	Category Accepted Y/N	Agreed Management Action	Agreed Timescale and Responsible Officer
	<p>do not contain any prompt and/or other reference to individuals declaring any potential conflicts of interest.</p> <p>Consequently, there is an increased risk that potential conflicts of interest may not be identified, compromising the objectivity of decisions made.</p>				
<p>Risk: There is no approved project plan and/or this has not been maintained/updated as appropriate. Project changes have not been appropriately authorised. The project scope, deliverables, key milestones and authorisation points are inadequately defined and key objectives / outcomes may not be achieved.</p>					
2.1 (R3)	<p>Evidence was not available that precise details of a robust defined project change management process had been provided to or agreed by the Council.</p> <p>The PEP Section 9.4 refers to “<i>Programme changes will be adopted or rejected through the project Change Management Process described in Section 12</i>” (of the PEP). However, Section 12 of the PEP refers exclusively to Health & Safety.</p> <p>Additionally, albeit Section 13.10 refers specifically to “Design Change Management”, this simply refers to ‘robust systems and processes’ being in place, such that all design changes are fully evaluated and properly authorised before being approved and implemented. Further details are not provided of the process for how these requirements should be fulfilled.</p> <p>This is further illustrated in circumstances where the Regeneration Projects Group Leader has recently replaced the former Head of Economic</p>	<p>Details of the programme Change Management Process should be formally agreed by the Better Barnsley Phase 2 Project Board which should include any key role changes to be considered within the provisions of an approved Change Management Process. This should provide for key role changes to be endorsed by the Phase 2 Project Board accordingly.</p> <p>This is a control adequacy issue.</p>	<p>Merits Attention</p> <p>Y</p>	<p>A live change log is being developed to facilitate and inform the change management process.</p>	<p>31st July 2017</p> <p>Service Director, Economic Regeneration</p>

Findings, Recommendations and Agreed Management Actions
Place - Town Centre Regeneration – Development Management Organisation

Ref	Finding	Recommendation	Category Accepted Y/N	Agreed Management Action	Agreed Timescale and Responsible Officer
	<p>Development in the key role of 'Marketing & Branding Lead' for the Project, supported by a new Communications and Business Partner post. However, this realignment of responsibilities was not formally endorsed by the Phase 2 Project Board. Nor was this conducted in accordance with any formal change management protocols, for example requiring any programme changes (including key stakeholders, roles and responsibilities) to be analysed for wider impacts to the project in terms of safety, risk, programme, cost and quality.</p> <p>Consequently, there is inadequate assurance as to the robustness of the programme change controls established by the DMO. Changes (including roles and responsibilities) may be implemented which are unauthorised, inappropriate and/or not properly evaluated.</p>				
<p>Risk: Meetings of the Project Board/Steering Group are not held on a suitably frequent and/or timely basis in order to discuss progress and drive delivery. All relevant stakeholders are not represented any those issues impacting on the success of the project may not be identified and/or addressed.</p>					
3.1 (R4)	<p>Albeit examples of stakeholder engagement were provided, including statutory planning consultations, evidence was not available to provide confirmation that the level of interest and influence of all identified stakeholders had been determined.</p> <p>This weakness is further compounded by the absence of a comprehensive "<i>Stakeholder Management and Communication Plan</i>" (as required by the PEP), to set out the approach, form and timing of communications with each stakeholder or group of stakeholders. Albeit a</p>	<p>Each stakeholder's level of involvement and influence should be documented as part a stakeholder analysis.</p> <p>A comprehensive Stakeholder Management and Communication Plan should be developed and approved in accordance with the PEP, setting out the approach, form and timing of communications with each stakeholder or group of stakeholders.</p>	<p>Merits Attention</p> <p>Y</p>	<p>A Stakeholder Management and Communication Plan is currently in development.</p>	<p>31st July 2017</p> <p>Service Director, Economic Regeneration</p>

**Findings, Recommendations and Agreed Management Actions
Place - Town Centre Regeneration – Development Management Organisation**

Ref	Finding	Recommendation	Category Accepted Y/N	Agreed Management Action	Agreed Timescale and Responsible Officer
	<p>Consultation Plan was provided, this is specific to the pre-planning application stage.</p> <p>Consequently stakeholder consultation may not be sufficiently robust and/or managed appropriately, compromising the robustness and/or transparency of project decisions.</p> <p>This finding should be considered in relation to risk 3358.</p>	<p>This is a control adequacy issue.</p>			
<p>Risk: Decisions / actions arising from meetings are not clearly recorded and/or assigned to responsible officers and are not monitored to ensure they are fully discharged. Key improvement/remedial actions may not be progressed impacting on the overall success of the project.</p>					
4.1 (R5)	<p>A formal 'action log' is not maintained to facilitate the tracking of all assigned actions.</p> <p>This weakness is further compounded having regard to the absence of any minutes (i.e. including resulting actions) for the Phase 2 Project Board meeting on 26th May 2016.</p> <p>Consequently, there is an increased risk that relevant actions may not be addressed on a timely basis or at all.</p>	<p>A formal 'action log' should be maintained to facilitate the tracking of all assigned actions. Responsibility for maintaining and monitoring the action log should be assigned appropriately.</p> <p>Progress (and/or lack of it) against specific assigned actions should be reported to the Better Barnsley Phase 2 Project Board at each meeting.</p> <p>This is a control adequacy issue.</p>	<p>Merits Attention</p> <p>Y</p>	<p>A formal action log is being developed. This will form part of the standing agenda for the Phase 2 Project Board and progress against assigned actions will be reported at each meeting.</p>	<p>31st July 2017</p> <p>Service Director, Economic Regeneration</p>
4.2 (R6)	<p>A process for ensuring ongoing lessons learned is captured and appropriately reported is not currently in place.</p> <p>Consequently, key learning points and/or points of best practice to inform future key decisions may not be captured.</p>	<p>A process should be established for ensuring ongoing lessons learned are captured and appropriately reported at the end of each key stage.</p> <p>This is a control adequacy issue.</p>	<p>Merits Attention</p> <p>Y</p>	<p>A lessons learned process will be established. The structure and approach to be adopted will be agreed following presentation of the audit report to the Phase 2 Project Board.</p>	<p>31st July 2017</p> <p>Service Director, Economic Regeneration</p>

Findings, Recommendations and Agreed Management Actions
Place - Town Centre Regeneration – Development Management Organisation

Ref	Finding	Recommendation	Category Accepted Y/N	Agreed Management Action	Agreed Timescale and Responsible Officer
Risk: Processes and criteria for the escalation of significant issues and risks that may affect the delivery of the project / scheme have not been defined.					
5.1 (R7)	<p>Albeit the project risk management arrangements are defined within the PEP, these do not specifically refer to any risk escalation criteria, for example in circumstances where issues should be escalated to risk status and also where specific project risks should be escalated to the Corporate Risk Register and/or Town Centre Programme Board.</p> <p>In addition, albeit the monthly DMO progress reports incorporate Key Issues, the above weakness is further compounded by the absence of any formal project issues log to track and manage issues to resolution.</p> <p>Consequently, project issues and/or risks may not be appropriately managed and/or escalated which may compromise the successful delivery of the project.</p>	<p>Risk escalation criteria should be defined appropriately within the PEP.</p> <p>A project issues log should be maintained and included as a standing agenda item for Project Board meetings.</p> <p>This is a control adequacy issue.</p>	<p>Merits Attention</p> <p>Y</p>	<p>The project risk register and corresponding process is being reviewed and revised as appropriate. Arrangements will be established to ensure issues/risks are escalated as appropriate.</p>	<p>31st July 2017</p> <p>Service Director, Economic Regeneration</p>
Risk: Performance indicators have not been established in order to monitor and measure project performance. A robust assessment cannot be made of the project progress and/or achievement of objectives.					
6.1 (R8)	<p>A performance Dashboard highlights and provides summary key information in relation to all the projects within the town centre, which is discussed at the Town Centre Board. However, the Dashboard does not provide details of the current position against the corresponding approved project budgets.</p> <p>Consequently, key project financial performance data is excluded from management information which may impact negatively on the robustness of decisions made.</p>	<p>The performance Dashboard information provided to the Town Centre Board should report a headline position in relation to the relevant project budgets.</p> <p>This is a control adequacy issue.</p>	<p>Merits Attention</p> <p>Y</p>	<p>This recommendation has now been addressed.</p> <p>The performance Dashboard provided to the Town Centre Board now contains details in relation to the relevant project budgets.</p>	<p>N/A</p>

Findings, Recommendations and Agreed Management Actions
Place - Town Centre Regeneration – Development Management Organisation

Ref	Finding	Recommendation	Category Accepted Y/N	Agreed Management Action	Agreed Timescale and Responsible Officer
Risk: Risks are not effectively managed resulting in a failure to achieve the project objectives.					
7.1 (R9)	<p>It is apparent that the DMO budget has increased twice since the appointment of Turner and Townsend. As a result of the increase in construction costs, many of the pre-development costs (e.g. design fees) are based on a percentage of the construction cost and as a result, have increased proportionally. Based on the overall current position, the scheme is not viable for an external funder to invest in and a number of options are under consideration, each with associated risks. Despite these uncertainties around scheme viability, it is apparent that a detailed risk register relating to key financial risks is not maintained.</p> <p>This weakness is further compounded by the absence of any representation by the Risk & Governance Manager on the Town Centre Regeneration Project Boards.</p> <p>Consequently, project risk management arrangements may not be sufficiently robust to ensure all risks are identified and managed effectively.</p> <p>This finding should be considered in relation to risk 3360.</p>	<p>A detailed risk register to include key financial risks relating to the Better Barnsley Phase 2 Project should be established.</p> <p>Additionally, consideration should be given to the Risk and Governance Manager attending Town Centre Project Board meetings and/or being provided with access to all corresponding relevant reports.</p> <p>This is a control adequacy issue.</p>	<p>Significant</p> <p>Y</p>	<p>The project risk register and corresponding process is being reviewed and revised as appropriate.</p> <p>The Risk & Governance Manager will be provided with access to the live risk register and included on the circulation of all Town Centre Project Board papers.</p>	<p>31st July 2017</p> <p>Service Director, Economic Regeneration</p>
7.2 (R10)	<p>Evidence was not available to confirm the convening of an initial risk workshop in accordance with the PEP and which involved all relevant stakeholders, in order to ensure that all risks were captured at the outset of the DMO.</p> <p>Consequently, all relevant risks may not have been identified on a timely basis and defined</p>	<p>Moving forward the defined project governance requirements should be complied with in accordance with the agreed PEP.</p> <p>This is a control application issue.</p>	<p>Merits Attention</p> <p>Y</p>	<p>This recommendation has now been addressed.</p> <p>Project governance requirements will be complied with in accordance with the agreed PEP.</p>	<p>N/A</p>

Findings, Recommendations and Agreed Management Actions
Place - Town Centre Regeneration – Development Management Organisation

Ref	Finding	Recommendation	Category Accepted Y/N	Agreed Management Action	Agreed Timescale and Responsible Officer
	project governance requirements have not been complied with.				
7.3 (R11)	<p>The PEP provides that the Project Manager will maintain the live Risk Register for the project, formally updating it on a monthly basis and issuing it as part of the Project Manager's Monthly Status Report and that; This register will be created through risk workshops, to highlight the potential risks throughout the project and will be updated and monitored regularly.</p> <p>However, it is apparent that each of the Project Risk Registers submitted as part of the monthly DMO progress reports between 5th September and 8th December 2016 were outdated, each containing a last revision date of July 2016. In addition, 26/32 (81%) of the corresponding risk Action Dates referred to an elapsed date of 1 March 2016. It is also evident that the format of the Project Risk Register does not provide for any indication as to the percentage progress and/or next review date for mitigating actions and nor are any of the actions assigned to named responsible individuals.</p> <p>Consequently, project risks have not been reviewed, updated and/or reported on a timely basis. In addition, there is inadequate accountability in relation to ensuring mitigating actions are progressed timely and appropriately.</p>	<p>The Project Risk Register should be reviewed, updated and reported on a timely basis. Consideration should be given to the Risk Register being revised to incorporate details of percentage progress/next review dates for mitigating actions, which should be assigned to responsible officers as appropriate.</p> <p>This is a control application issue.</p>	Significant Y	<p>This recommendation has now been addressed.</p> <p>The Project Risk Register is reviewed, updated and reported timely.</p>	N/A

Glossary of Terms
Place - Town Centre Regeneration – Development Management Organisation

1. **Classification of Recommendations**

- Fundamental** A recommendation requiring immediate action – imperative to ensuring the objectives of the system under review are met.
Significant A recommendation requiring action necessary to avoid exposure to a significant risk to the achievement of the objectives of the system under review.
Merits Attention A recommendation where action is advised to enhance control or improve operational efficiency.

2. **Assurance Opinions**

	Level	Control Adequacy	Control Application
POSITIVE OPINIONS	Substantial Assurance	Robust framework of controls exist that are likely to ensure that objectives will be achieved.	Controls are applied continuously or with only minor lapses.
	Adequate Assurance	Sufficient framework of key controls exist that are likely to result in objectives being achieved, but the control framework could be stronger.	Controls are applied but with some lapses.
NEGATIVE OPINIONS	Limited Assurance	Risk exists of objectives not being achieved due to the absence of key controls in the system.	Significant breakdown in the application of key controls.
	No Assurance	Significant risk exists of objectives not being achieved due to the absence of controls in the system.	Fundamental breakdown in the application of all or most controls.

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30 January 2017

Report

Procurement strategy

Better Barnsley Phase 2 Barnsley Metropolitan Borough Council

making the **difference**

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Rev	Originator	Checked	Approved	Date
0	Nick Jones	FW	Chris Sargent	30 January 2017

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1 Introduction

This report has been compiled to outline the options available to Barnsley Metropolitan Borough Council ("BMBC") for the procurement of the construction works required for Phase 2 of the Better Barnsley scheme.

The works are expected to cost in the order of £50m and are therefore in excess of the statutory thresholds that trigger the processes contained in the Public Contracts Regulations 2015 for the procurement.

The procurement must be complete by the end of 2017, with a fixed Contract Sum, in order that the terms of an unconditional funding offer can be agreed for the construction of the scheme and therefore the requirements of the anchor leisure tenant met.

2 Procurement Objectives

The procurement of the works needs to support the project to achieve key objectives, such that it does not invite undue risk onto the scheme and provides you with the protection you need in terms of risk transfer, such that each of the key parties to the contract are accountable and have a defined responsibility for performance. In this instance, the key objectives of the procurement are to:

- Have a works contractor in place with a signed construction contract prior to the end of the year (2017).
- Provide programme certainty, in order that long-stop dates contained in lease agreements are secured.
- Provide cost certainty, in order that the scheme funder's financial position is not compromised, as the scheme's ability to make a profit is directly linked, through the development appraisal, to the capital cost of the scheme.
- Transfer sufficient risk to the contractor to make them responsible and accountable for performance throughout the works.

3 Market Conditions

It is important to understand the market environment in which the procurement will be undertaken, as this will steer the recommendation for the preferred option.

Six months on from the EU referendum, many of the dire economic predictions prompted by the UK's surprise vote for Brexit have failed to materialise. Britain's economy continues to make solid progress, with GDP rising by 0.6% in the third quarter of 2016 – an increase of 2.2% on the same period in 2015.

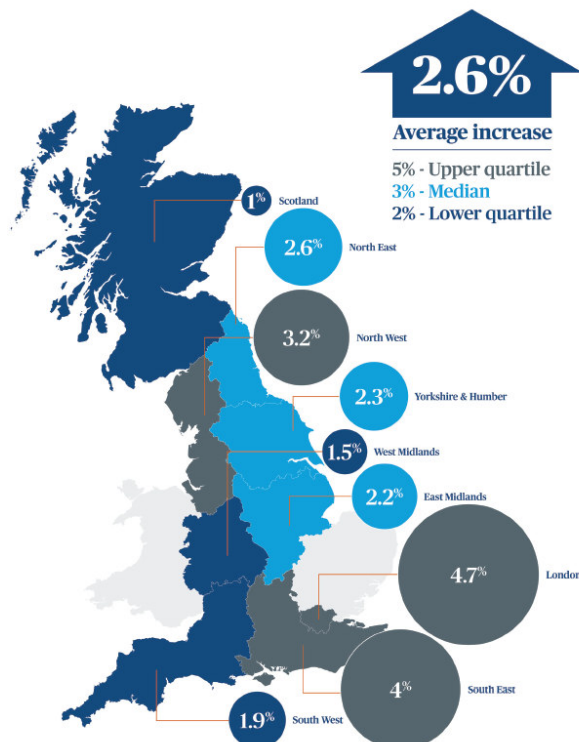
However, construction sector indicators have been more mixed. Construction industry output shrank by 0.8% in the third quarter and the total number of new orders fell by 1.7% compared to Q2, whilst increasing by 5.5% above the level recorded in the third quarter of 2015.

Sentiment in the industry has see-sawed, as knee-jerk concerns seen in the aftermath of the June referendum gave way to a more pragmatic, "business as usual" approach. In July, the UK Construction Purchasing Managers' Index, a closely-watched barometer of industry sentiment, plunged at its fastest level in seven years. Yet by September, it had vaulted firmly back into growth territory, before rising further in October and November.

Traditionally, periods of softening demand lead to increased competition and falls in tender prices; however, the third quarter's sudden rise in material costs, combined with long-term labour shortages, will drive up both tender prices and levels of competition – a trend that is set to continue as the industry confronts the Brexit process proper.

Our predicted tender price index annual percentage changes are outlined in the following table, with the regional estimated rise over the next 12 months depicted in the adjacent graphic:

Year	Building	Infrastructure
2016	3.6%	4.2%
2017	2.3%	4.3%
2018	2.1%	3.9%
2019	3.0%	3.6%
2020	3.5%	4.0%



3.1 Key Price Indicators

3.1.1 Materials

Recent hikes in input costs and Sterling weaknesses have placed further pressures on materials costs. Structural materials will see a significant rise in price over the next 12 months, with an average increase of 5.5% predicted.

3.1.2 Preliminaries

Limited movement in the level of preliminaries was evidenced in Q3 2016 and they stay in line with 2016 results as a whole.

3.1.3 Overheads and Profits

Across the UK, OH&P's have largely stayed the same over the past three months, yet downwards movements have been mooted to secure work streams.

3.1.4 Labour

Skills shortages and scarce availability of specialist trades are driving labour cost inflation higher.

3.2 Procurement Outlook

Since recovering from the last recession, the construction market has reassessed their approach to tendering. Many contractors lost money on projects tendered at unsustainably low prices and with little regard for the risk that was transferred to them, which halted abruptly, with many local and regional contractors suffering financial difficulties.

The market is now more robust in its approach. Negotiated and two-stage procurements are preferred and, within them, contractors are demanding a greater time period to understand the project detail and risks, in order that the contract sum is robust ahead of signing contracts.

Single-stage tendering is much less appealing to them, with many now limiting either the number of projects they will tender on this basis or capping the value and complexity of the projects that they are willing to consider under this approach.

We are seeing high value (over £20m), complex projects fail to attract significant interest in the marketplace through a single-stage tendering approach. The market is currently reasonably buoyant, therefore if there are other, more attractive, tendering opportunities through a two-stage or negotiated procurement route, estimating resource would be allocated to these procurement routes and single-stage opportunities would be returned without a bid.

4 Procurement Options

There are several procurement options available to BMBC in the procurement of the works for Phase 2. The options cover both the procurement procedures and the form of the procurement as follows.

4.1 Procurement Procedures

- Public contracts regulations ("PCR") 'Open' procedure.
- PCR 'Restricted' procedure.
- PCR compliant contractor framework.

4.1.1 PCR Open Procedure

The PCR open procedure allows the contracting authority to issue the tender to any contractors in the European Union who request it, as a result of information provided in a Contract Notice published in the Official Journal of the European Union (OJEU).

The open procedure can be used with both single and two-stage procurements. The main issues of this type of procedure are:

- BMBC could be inundated with tender responses, increasing the programme for review and recommendation of the selected contractor.
- Contractors may consider that as they are tendering against an undefined number of other contractors, the risk in bidding is high and therefore decline to tender.
- The tender list is made up of tenderers who do not have sufficient experience or capacity to undertake the works.

4.1.2 PCR Restricted Procedure

The PCR restricted procedure allows the contracting authority to pre-qualify contractors based on defined suitability criteria, before drawing up a shortlist of contractors to be issued with the tender. Pre-qualification credentials are requested from contractors through the issue of a Contract Notice published in the OJEU.

The restricted procedure can be used with both single and two-stage procurements and is the most commonly used form of procurement for projects above the PCR threshold cost. The main issue with this type of procurement are:

- Tender information (representing the information on which the pre-qualified tenderers are expected to base their price) must be issued with the pre-qualification questionnaires.

4.1.3 PCR Compliant Contractor Framework

Pre-qualification of contractors to tender the works can be fast-tracked, through the use of a construction framework. The framework used must have been established through a PCR compliant quality and pricing assessment.

The use of a framework will give BMBC access to a pre-selected shortlist of contractors, who can be invited to express their interest in tendering for the works before being issued with the tender documentation. This results in a shorter process than the PCR restricted procedure, as the need to pre-qualify has already been satisfied and contractors on the framework have already demonstrated they have sufficiently good standing to undertake construction works.

Two examples of frameworks that can be used by BMBC are YORBuild and the Ministry of Justice Strategic Alliance agreement. An access fee is sometimes payable to the framework managers to allow the use of the framework.

The main issues associated with this type of procurement are:

- An access fee is sometimes payable to the framework manager by the contracting authority.
- Contractors on the frameworks may already be saturated with work through the framework and therefore interest may be reduced.
- The framework contractors may not have specific experience related to the type of construction works required by the contracting authority.
- Framework places are often won by contractors tendering rates for overheads, preliminaries costs and profit. These can be abnormally low, as they are put forward in competition and contractors can then attempt to recover their 'loss' against these low rates in sub-contract package prices.

4.2 Procurement Strategy

The following is a resumé of the characteristics of potential procurement strategies and their likelihood of success in meeting the client's objectives. The key options are:

- Traditional procurement.
- Design & Build (single-stage and two-stage).
- Management Contracting.
- Construction Management.
- Design, Manage & Construct with GMP.
- Partnering.

4.2.1 Traditional Procurement Methods

Traditional routes offer a number of benefits:

- Cost and time certainty prior to the commitment to build.
- Competitive tendering techniques.
- Effective design control.
- Effective and prescribed means of managing change.

However, the benefits are outweighed by a number of disadvantages. Extensive design and documentation is required prior to the tendering process, in order to achieve cost certainty and thus prolong the programme period. The overall timescale is lengthy, due to the sequencing of design, procurement and construction activities.

Furthermore, and more fundamentally, a high degree of design, programme (in particular during the design phase) and cost risk remains with the client and, for this reason in particular, such traditional methods are deemed inappropriate for this project.

4.2.2 Design & Build (Single-Stage)

Design & Build brings the advantages of a firm fixed price and programme prior to the commitment to build, reduced periods for design and procurement and a single point of responsibility. However, these advantages are offset by the tendency for contractors to seek to reduce their costs through reduction in design quality and specification, rather than through direct benefit problem-solving. Therefore, there is the perception of a dilution of quality and increased maintenance requirements.

These disadvantages can be offset by instilling control in the design through carefully prepared tender documents that control those elements of the project valued by BMBC, whilst leaving the non-critical elements to the contractor to apply value engineering principles to. This benefits the client in the form of a competitive tender and also allows the contractor areas to generate margin within the confines of the project and the contract, whilst also adding value to the package as a whole.

4.2.3 Design & Build (Two-Stage)

The two-stage route involves Stage 1 tenders based on a scheme design, engagement with one or two contractors for the second stage design development and final selection of a preferred bidder. This procurement method resolves some of the issues associated with a single-stage design and build project, particularly as design control can be maintained through the second stage. More importantly, it enables the earlier involvement of the contractor than many other routes. This is not always necessary but, on projects where detailed planning of construction method is required, this involvement is beneficial.

The concern with a two-stage approach is the difficulty in controlling costs during the second stage. Recent experience has suggested significant increases compared to the first stage tenders, predominantly as a result of risk transfer and an inability to engage with "busy" contractors. This can be mitigated by simplifying the process of selecting a single contractor for the second stage and by the introduction of a mechanism to incentivise the reduction of project costs by the contractor. With this mitigation in place, this route could be suitable to BMBC's needs on this project.

4.2.4 Management Contracting

The principal advantage of Management Contracting (in fact the only real rationale behind the choice of such a route) is the ability to overlap design, procurement and construction, enabling a very early start to be made on site. Therefore, it is of benefit where a short overall project timescale is of paramount concern.

Management contracting has the very significant disadvantage of no cost certainty before the commitment to build and, for this reason above all, is considered unsuitable for this project.

4.2.5 Construction Management

This route has similar benefits to Management Contracting, although it removes the potential for duplicated administration costs; however, Construction Management shares the principal disadvantage of Management Contracting and, as such, is not appropriate for the project.

4.2.6 Design, Manage & Construct with a Guaranteed Maximum Price (GMP)

This has the advantages of certainty of cost and time, providing that the GMP agreement can be achieved quickly, flexibility to make changes, accelerate design and construction, and utilises competition with value for money being maintained through 'open book' arrangements and incentivisation through shared savings.

A disadvantage is that the final design may have to be compromised to achieve the GMP, although this may be minimised through the novation of consultants. There is also the perception that tenders may be inflated, due to the contractor’s risk being committed to a GMP.

4.3 Summary Review Against Project Objectives

The scoring of these assumes that the Employer’s Requirements are well defined prior to tender, with minimal client changes during the post-contract stage.

BMCs Objectives	Traditional	D&B (single stage)	D&B (two stage)	Management Contract	Construction Management	DMC with GMP
Programme certainty	Poor	Good	Good	Average	Average	Good
Risk transfer	Average	Good	Good	Poor	Poor	Good
Early contractor involvement	Good	Average	Good	Poor	Poor	Average
Cost certainty (post-contract)	Poor	Good	Good	Poor	Poor	Good
Design control (post-contract)	Good	Average	Good	Good	Good	Average
Durable/ maintainable product	Good	Good	Good	Good	Good	Average
Market acceptance of procurement route	Good	Poor	Good	Good	Good	Average

Key:

Poor	Poor
Average	Average
Good	Good

From the above table, it can be seen that the most favourable option is two-stage design & build.

We would recommend that the procurement is undertaken using the PCR restricted procedure or through a framework, in order that the tendering contractors’ suitability to undertake the works can be determined ahead of the issue of the tender documentation.

THE GLASSWORKS Barnsley



Procurement Strategy

June 2017

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1. EXECUTIVE SUMMARY

1.1 OBJECTIVE OF REPORT

This Objective of this Report is to review the various procurement routes open to Barnsley Metropolitan Borough Council (BMBC) in procuring a contractor to complete phase 2 of The Glass Works project.

The report seeks to recommend a procurement route that aligns with BMBC's Procurement Objectives as understood by the Reports writers.

1.2 SUMMARY OF RECOMMENDATIONS

The Contract should be let as a Design and Build Contract

This provides the most secure contract cost and programme prior to construction. It also transfers the most amount of risk to the Contractor and incentivises the contractor to ensure that the appropriate design is in place in time for the project to progress.

The Glass Works Phase 2 should engage in a two stage tender process

The first stage should go to market on the RIBA Stage 3 design information that is available now. The second stage should be open book negotiation to agree Works Packages based on RIBA 4 design information.

2 INTRODUCTION

The Glass Works project is a £120m regeneration project with in the heart of Barnsley Town Centre that covers 3.8 hectares. The project, as a whole, will create space for new shops, cafes and restaurants as well as high quality public realm. The project has already signed leases with key leisure anchor tenants, namely; Cineworld for a 13 screen cinema and Superbowl Barnsley which will provide Ten Pin Bowling, Laser Quest and Soft Play.

The Objective of The Glass Works project is to provide Barnsley with a renewed and vibrant town centre that is family friendly and safe. The project will create high quality open spaces encouraging people to shop, socialise and relax.

Phase 1 of The Glass Works project has already started and has a Contractor on site undertaking the Works.

Phase 1 comprises of; demolition of existing structures to create a development platform for Phase 2, the building of a state of the art Library, building temporary market halls and the refurbishment of the Metropolitan Centre to house the existing market traders in a new and updated centre in the heart of The Glass Works

Barnsley Metropolitan Borough Council (BMBC) are embarking on the procurement of a Contractor to complete Phase 2 of The Glass Works scheme.

Phase 2 will connect in to Phase 1 and comprises a majority of new build structures that will house Superbowl, Cineworld and provide the retail circuit and new multi-story car park. Please see Fig 1 below which shows the phasing plan for The Glass Works.



Fig 1: The Glass Works Phasing Plan

This paper seeks to review the procurement routes open to BMBC in order to procure a contractor for phase 2 and produces a recommendation for the procurement route to be followed for phase 2 of The Glass Works project.

3 PROCUREMENT OBJECTIVES

The procurement of the works needs to support the objectives of the project so that the key members of the Contract are accountable and have a defined responsibility for their works and their Sub Consultants or Sub Contractors.

All procurement options have different amounts of risk transfer and the procurement route is often defined by the amount of risk that the client wishes to transfer or keep.

The key Procurement Objectives for Phase 2 of The Glass Works are noted as below:

- Complete the Procurement process within the unconditional long stop date for the Agreements for Leases signed to date, thereby confirming the cost and deliverability of the scheme to BMBC prior to entering unconditional AfLs.
- Have the maximum programme certainty possible to ensure that long stop completion dates in the Agreements for Lease are not missed.
- Provide a high level of Cost Certainty so that the agreed funding position is not compromised.
- Transfer risk and accountability to the contractor to ensure that the contractor is responsible and incentivised for completing on programme and budget.
- Produce a product that is designed and constructed to deliver longevity in terms of retail sector demand and institutional investment standards.

4 PROCUREMENT CRITERIA

In order to develop a procurement strategy for phase 2 of The Glass Works it is important to review the different Project Objectives and to understand the project set against a number of criteria as listed below:

1. **Project Characteristics (complexity):** The size, complexity and location of the Project should be considered; with particular attention given to the mix of new, refurbishment and conversion works. Phase 2 of The Glass Works is essentially a new build, low complexity building once the project has completed the groundworks phase. The complexity comes through the logistics of the project during the build and then the retail and leisure fit out phases.
2. **Contractual Relationships (Responsibility):** Fewer Contractual relationships should reduce any risks associated with any disputes that may arise. It is a Project Priority that there are No Disputes
3. **Ability to make change (Variations):** It is preferable to identify the final scope of the Project during the early design stages but this is not always possible. Changes in the scope of a Project very often result in an increased cost, especially if they arise during construction. Changes introduced after the design is well advanced or construction has commenced often have a disproportionate effect on the Project, in terms of cost, delay and disruption, compared with the change itself. However, it is recognised that some change may occur due to the complexity of ground works and interface with the existing structures that will be encountered. Detailed surveys and enabling works will seek to reduce these risks ahead of the contract award. Tenant variations will, almost certainly create a reason for change following a design freeze. Some Contract Strategies are better at handling Change late in the project than others without having to pay a large premium.
4. **Risk Management (Risk Avoidance):** Different Contract strategies allocate Risk in different ways
5. **Cost Certainty:** There are two issues
 - 5.1 **Price Certainty:** influences project timing and Contract strategy that should be used, generally design should be complete if price certainty is required prior to start on site
 - 5.2 **Cost of Change:** if cost certainty is to be maintained, Changes must be avoided. Changes that occur during the project generally have time and cost implications on the Project in excess of the change its self. It is therefore important to freeze the design prior to contract and manage the Retailer change as efficiently as possible.

The procurement criteria important to phase 2 of The Glass Works project are considered to be the below:

No	Procurement Criteria	Requirement
1	Time	Certainty of Dates of Completion for the various Retailer Access Dates
2	Price Certainty	Certainty of Price is needed prior to final funding to be signed off
3	Cost of changes	Cost of Change must be reasonable and must not exceed total budget
4	Performance (design and Quality)	The specification of the project will be high, but not prestigious.
5	Responsibility	Minimum contractual links preferred. Reduction in the opportunity for disputes by having single point of responsibility
6	Complexity	The building design will not be overly complex
7	Variations	The brief is to be well defined. With the exception of Tenant Changes. It is unlikely that there will be any major changes during construction
8	Risk Avoidance	Pass the maximum, but controllable, risk on to the Contractor

5 PROCUREMENT STRATEGY

Different Procurement and therefore Contractual Strategies will provide different levels of Risk and responsibilities on to the different parties contributing to a project. The main procurement routes appropriate to a project of this size are listed below:

5.1 TRADITIONAL

In this approach, the Client employs the Design Team directly and manages their performance in time and quality. The Design is largely completed prior to the Contractor is asked to price

Advantages to this approach are:

- Cost and Time Certainty prior to Construction
- Competitive Tendering Environment
- Close Design Control
- Change is Controlled through prescribed means with clear contractual steps.

Disadvantages to this approach are

- There can be no overlap in Design and Construction. The design must be largely complete first to allow a complete tender and stop large contract variations during the build process. This extends the project time line prior to the build process.
- Design Risk sits with the client. Importantly this means that Programme and Cost risk also sits with the client especially during the design stage.
- Inevitably there will be further design development required during the course of construction as queries arise during that process. This design development creates potential for further cost and programme entitlements for the contractor.
- Traditional Contracts do not bring in a Contractor early to use their specialist contractors to help make the design efficient. This can slow down the build process and has potential to bring in variations through the build once specialists are involved.

5.2 DESIGN AND BUILD

A Design and Build Contracts are set up by Clients to wrap the detailed design with the Build Contract. In this Contract choice, the Client employs a consultant team to bring a project through a feasibility stage and then through a planning consent. The Contractor is then brought in to complete the detailed design and construct the project. The Contractor can use their own design team or the Client can stipulate that the Contractor uses the incumbent design team using a novation.

The Contractor still has to give a firm cost and programme at tender stage but may apply a "Design Development" cost to the tender to cover any mistakes or detailing problems in the design that the contractor has taken responsibility for. This is generally within the region of 2-5% dependent on the level of design already completed.

Advantages to this approach are:

- Cost and Time Certainty prior to Construction
- Competitive Tendering Environment
- Risk of Design delay or Design detailing complexity are held by the Contractor
- Design does not have to be as advanced as traditional procurement at contract stage as the Contractor is expected to use their own supply change to detail connections etc. this shortens the overall development programme.
- Cost risk has been “bought” at contract stage. It is only specifically instructed change that will be deemed a Variation
- There is one contractual link and one point of responsibility to complete the project on time. It is therefore incumbent on the contractor to manage the consultant team to achieve the programme requirements
- The Project Team takes advantage of the specialist contractors to do the detailed design and therefore efficiencies are brought in to the process and there is no design work completed that has to be redone

Disadvantages to this approach are

- As the Contractor takes responsibility of the design though the detailed design there can be a perception that the quality of the design could be diluted. This can be managed by including a strong set of Employers Requirements in to the Contract that control the areas that have specific value to the Client. This then leaves the noncritical areas of the project available for the Contractor to apply value engineering principles to.

5.3 CONSTRUCTION MANAGEMENT

With this approach, the Client employs a fee earning Construction Manager and also employs all of the design team and all Works Contractors. Design and works on site can be overlapped as there is no overall contractual price for the project.

The Construction Manager defines and manages the works on site. All contracts for Work Packages are between the Client and The Works Package Contractors.

Advantages to this approach are:

- Design and Construction can be significantly overlapped and therefore overall programme time can be reduced.
- The Client is in full Control of Design and Works Contractor choice

Disadvantages to this approach are

- All Cost, Programme and Design risks are the Client's
- The final cost of the project can only be ascertained when the last Works Contract is let
- This procurement choice creates a large number of contracts and therefore Works Contractors are only responsible for each of their trades. This requires a large amount of resource from the client team to resolve any issues or gaps

5.4 MANAGEMENT CONTRACTING

This Procurement choice is very similar to Construction Management with the only change that the Works Contracts are let through the Contractor not through the Client.

The advantages are still the same, this is the fastest procurement type, however, the major disadvantages are also the same. There is no cost certainty until the last Works Package is let and also design and programme risk still stays with the Client.

5.5 SUMMARY REVIEW AGAINST PROCUREMENT CRITERIA

No.	Procurement Criteria	Traditional	Design and Build	Construction Management	Management Contracting
		Score out of 5			
1	Time Certainty	4	5	3	3
2	Price Certainty	4	4	2	2
3	Cost of changes	3	3	4	4
4	Performance (design and Quality)	5	4	5	5
5	Responsibility	4	5	2	3
6	Complexity	4	4	4	4
7	Variations	3	3	4	4
8	Risk Avoidance	4	5	2	3
Total (out of 35)		31	33	26	28

From the above table, it can be seen that Design and Build is the favoured option for this project.

6 TENDER STRATEGIES

6.1 SINGLE STAGE

Single-stage tendering is the more traditional route, used when all the information necessary to calculate a complete price is available when tendering commences:

- An invitation to tender is issued to prospective suppliers (perhaps following completion of a pre-qualification questionnaire and / or a pre-tender interview). The invitation to tender will include information describing the goods or services required in sufficient detail to enable prospective suppliers to prepare an accurate tender.
- Tenders are prepared and returned by prospective suppliers (this may involve questions and answers and a mid-tender review meeting to clarify the Client's requirements).
- Submitted tenders are then assessed and compared (this may involve further interviews).
- The preferred tenderer is selected and negotiations opened.
- Subject to the outcome of those negotiations the preferred tenderer may then be appointed.

Following the last recession, many Contractors have been 'burnt' by badly tendered single stage contracts. For the Contractor, Single Stage Tenders sometimes do not allow a long enough time for the Contractor to fully understand the Contract and therefore can often make assumptions that end up being incorrect

In recent history, it has therefore been very difficult to convince a Contractor to engage in a single stage tender.

The market is softening to the single stage route, however, it is generally for low cost and low complexity projects.

6.2 TWO STAGE

Two-stage tendering is a procedure typically used to achieve an early appointment of a Contractor to a lump-sum Contract. For the first-stage, the objective is to competitively appoint, on the basis of limited information, a preferred Contractor for further negotiation.

The first-stage competition is typically based on deliverables including a construction programme and method statement, detailed preliminaries pricing, and overheads and profit. The first-stage may also include the competitive tendering of some Work Packages, together with lump sums for pre-construction services, design fees, risk margins for work that will not be tendered in the second-stage, and so on. The first-stage usually concludes with the appointment of a Preferred Contractor (or a

Preferred Bidder) on the basis of a Pre-Construction Services Agreement (PCSA) prior to the completion of a Contract at the end of stage-two.

The public procurement obligations are normally discharged upon completion of the first stage.

The second-stage, which is typically managed as a negotiation between the Employer and the preferred Contractor relies upon competition between second tier Contractors (sub-contractors) for Work Packages. The second-stage is concluded with the agreement of a lump-sum contract sum, typically based upon the competitive tender of between 70% and 80% of the value of Work Packages.

This process clearly relies upon an element of co-operative negotiation during the second-stage. The abuse of a negotiating position during the second-stage can have a damaging effect on the conduct of the entire Project and cannot be tolerated.

Two-stage tendering is adopted for a number of reasons, including:

- Achieving early appointment of the Main Contractor ahead of the completion of design, and potentially a quicker start on site.
- Securing the involvement of a Contractor for pre-contract services on a competitive basis, to obtain input on buildability, sequencing and sub-contractor selection.
- Retaining greater Client involvement in the pre-selection and appointment of sub-contractors.
- Motivating the design and construction team to drive out cost and to drive in value.
- Transferring a greater degree of design and other construction risk to the Contractor.

6.3 OTHERS

There are other strategies such as negotiated or selective tendering that this paper will not review as they are not expected to be able to be used for Public Procurement.

6.4 RECOMMENDED STRATEGY

Considering the information available and the programme position of the design team with RIBA 4 not being complete until November, the recommendation of this paper is to run a two stage strategy with the first stage sent out on the RIBA Stage 3 Design information as it is now and then the second stage informed with RIBA 4 Design information. This has the advantage of being able to complete Value engineering, if needed, with the selected Contractor and their supply chain.

7.0 CONCLUSION

BMBC are looking for a procurement strategy that:

- Completes the Procurement process in time to allow BMBC to be in a position to understand the cost and programme metrics of the project within the unconditional long stop date for the leases signed to date.
- Has the maximum programme certainty possible to ensure that long stop completion dates in the agreed leases are not exceeded.
- Provides a high degree of Cost Certainty so that the agreed funding position is not compromised.
- Transfers risk and accountability to the contractor to ensure that the contractor is responsible for completing on programme and budget.
- Produces a product that is designed and constructed to deliver longevity in terms of retail sector demand and institutional investment standards.

All Procurement Strategies explored in this report have advantages and disadvantages.

Design and Build is strong in meeting the requirements of time and cost certainties with the most risk transfer to the Contractor. However, it is weaker in keeping a direct link between the Client and the design team. The timing of the novation of the design team is key to mitigating this disadvantage. Ensuring that the design is sufficiently progressed to be able to maintain the areas that the Client has specific value attributed to is important to keeping control of those areas of the design.

Traditional Contracts allow for cost certainty at the start of the build but there can be little overlap of construction and design. The client also maintains the design risk and therefore programme risk for the professional team. The Contractor has no incentive to ensure the design is in place in time.

Construction Management and Managing Contracting are quicker to starting on site but provide no cost certainty prior to contracts are signed. Both of these also have very little risk transfer to the contractor and require large resource from the client team.

With regard to tender strategy, the size of this project is likely to mean that there will be no interest from the market to engage in a single stage procurement strategy.

8.0 RECOMMENDATION

The Glass Works Phase 2 should engage in a two-stage tender process, the first phase should go to market on the RIBA Stage 3 information that is already complete. Contractors should be requested to produce a firm programme, method statement, priced preliminaries and fixed overhead and profit percentage. A preferred bidder will then be chosen from this information to carry on to the second stage.

The second stage will be open book tendering for Works Packages based on RIBA 4 design information. The aim of this will be to achieve a position in the new year where there is a fixed cost and programme agreed with the chosen contractor of at least 80% of the Contract Sum prior to confirming the construction phase funding for Phase 2 with BMBC Cabinet at the end of February 2018.

The Contract should be let as a Design and Build Contract, this provides the most secure contract cost and programme at contract signing. It also transfers the most amount of risk to the contractor.

Design and Build is a very popular type of contract (using the JCT 2016 suite of contract, amended). Most contractors are set up to work on a Design and Build Contract basis and are experienced and comfortable with design delivery responsibility during construction. The vast majority of building contracts for this type and size of scheme are placed as Design and Build contracts.

With the second stage of the contract based on RIBA 4 design information there will be very little room for the Contractor to degrade the design in the areas that are important to BMBC. The Contractor will still be able to make efficiencies in other areas that will be beneficial to the project in programme and cost savings to the contractor.

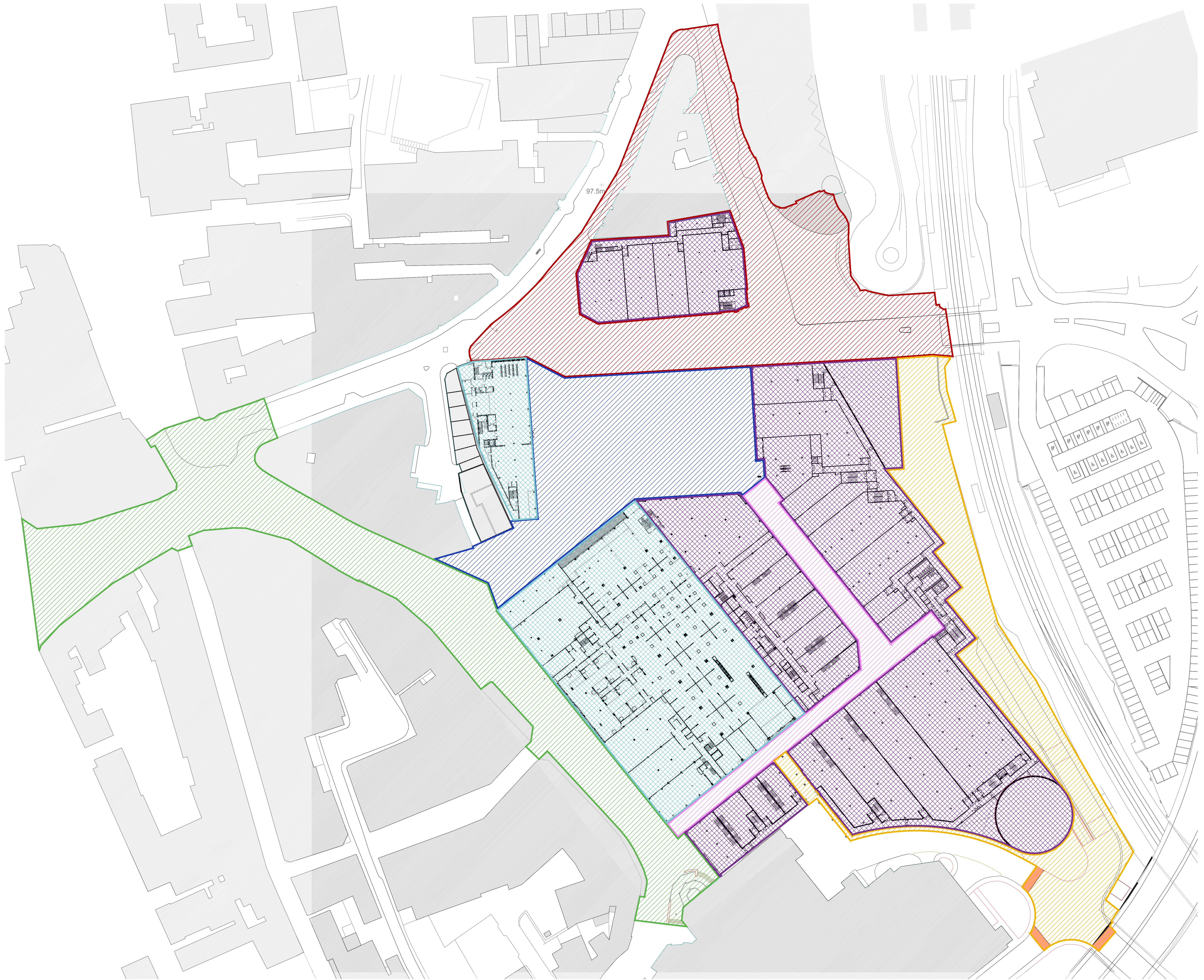
This also allows for contractor input in to the design process (buildability) so that there is no abortive design work through the detail design process.

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Notes:
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 - Do not scale dimensions from this drawing.
 - This drawing is to be read in conjunction with all other relevant drawings.
 - All discrepancies on this drawing are to be reported to the architect.
 - Do not modify any element of this drawing.
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 North Sign / Key Plan

The following external model files are included within this drawing:

- BUILDING DEVELOPMENT**
- PHASE 1: Library and Mel Centre
 - PHASE 2: All other buildings
- PUBLIC REALM**
- PHASE A: Cheapside / Queen Street / Peel Square
 - PHASE B: Main Square
 - PHASE C: Midland Street / Kendray Street / Eldon Street / Interchange
 - PHASE D: Covered Boulevards
 - PHASE E: Service Road and Back of House / Access to MSCP



Rev	Date	Revision Notes	Dr	By

Client / Contractor

Intelligence Buildings Infrastructure
 www.ibigroup.com

Project: **BARNSELY PUBLIC REALM**

Drawing Title: **FUNDING PLAN**

Job Number: 50035	Drawing Originated Date: 20/07/17	PAS 1192 Status Code: -
Scale/DAC: 1:500	Purpose: INFORMATION	

Drawing Number: BBTC-IBI-N1-L-G700-SP-00-08	Revision: -
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Cabinet



SMT

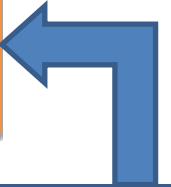
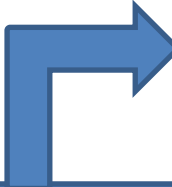


Town Centre
Programme Board



The Glass Works Project Board
Senior Responsible Officer: Matt Gladstone
Chair: DMO Representative

Barnsley Economic Partnership



Phase1 Contractor Progress Meeting



BMBC Internal Project Finance Meeting



Phase 2 Contractor Progress Meeting



Task and Finish Groups Supporting Project Delivery

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Glassworks Project Risk Register - as at 19/07/2017

Risk No	Risk Title	Risk Consequences	Risk Owner	Existing Control Measures	Current Score	Prob. & Impact	Target Score	Prob. & Impact	Risk Mitigation Action	Owner	% comp	Review Date	Recovery Plan
3347	Failure to ensure there is sufficient funding in place to deliver the aspired project outcomes and that appropriate levels of diligence are undertaken to understand funding requirements and outputs	Leading to... Lower quality; Non-delivery of desired outcomes and outputs; Reduced scope; Reduced income from lettings, rates etc; Resulting in... Reputational damage; Negative financial impact; and, Negative impact on regeneration and growth within the town centre; Cost increased that are beyond the tolerance of the Project Board and Elected Members; Interdependencies not identified between phases of project; Schemes become unviable;	Jeremy Sykes / David Shepherd	Funding package in place, and agreed; As at November 2014: Public Realm: £2M over MET Centre estimates: £35K over Network Rail Bridge/Jumble Lane crossing: £4M over Cabinet Report December 2014 - approved extra £12m; Costs for Better Barnsley appear to be within appetite and financial tolerances; Costs for 'extra' / additional development sites not yet identified; Procurement for Development Management Organisation commenced - they will be asked to identify alternative funding sources; Currently not on budget for Phase I - overspend of £8.3M as at July 2017; Funding agreed for Phase II;	Category 1	P = H F = H OI = M	Category 3	P = L F = H OI = L	Monitoring requirements of external funding - ensuring clawback is minimised and appropriate outputs are maximised 17/18	Andrew Osborn	25%	30/09/17	
									Regular Financial updates via Project Board (17/18) - Town Centre Major Projects Officer to ensure Project Board are receiving appropriate financial updates, and ensure any further governance related issues between Board and other overseeing groups are minimised	Sarah McHale	25%	30/09/17	
									Meetings between Executive Director (Place) and Strategic Finance Manager 17/18	Sarah McHale	25%	30/09/17	
									Development of new governance arrangements for Phase I and Phase II to 'join' phases up and have one project board, one risk register etc - Cabinet Report due late July 2017	Andrew Osborn	25%	30/09/17	
3837	Failure to ensure there is an appropriate level of connectivity and coordination between Phase I and Phase II of the project	Programming issues affecting ability of Phase I to merge into Phase II; Increased costs to get areas ready for Phase II; Missed opportunities to undertake works that complement both phases; Conflicts between Phase I and Phase II of programme - cinema operator needs to have site for June 2020, unlikely to be ready before December 2020); Poor management of tenant expectations and aspirations;	Jeremy Sykes	Programme Management by Barnsley, Henry Boots, T&T etc. Liaison between BU 4 (Economic Regen - Phase II) and 11 (Assets - Phase I); Design Integration meetings in place; Overarching Town Centre Board to oversee all phases of project; Shared use of professional team for both phases of the project;	Category 1	P = H F = M OI = H	Category 5	P = L F = M OI = M	Phase I Project Board Meetings (including representation from BU 4) and subsequent reflection in Phase I and Phase II programmes 17/18	Sarah McHale	75%	30/09/17	
									Gap analysis of Phase I and II schemes to identify interfaces such as structural slabs and service and access roads	Sarah McHale	10%	30/09/17	
									Development of new governance arrangements for Phase I and Phase II to 'join' phases up and have one project board, one risk register etc - Cabinet Report due late July 2017	Andrew Osborn	25%	30/09/17	
									Monitoring of DMO procurement (not contracted yet) which may affect integrity of programme for both phases	Andrew Osborn		30/09/17	
48	Failure to ensure there is sufficient financial control throughout the project	Leading to... Increased (and uncontrolled spending); Non-delivery of desired outcomes and outputs; Reduced scope; Resulting in... Reputational damage; Negative financial impact; and, Negative impact on regeneration and growth within the town centre; As pressure on programme increased, opportunities to ensure robust financial control is in place are reduced; Development viability impeded through poor cost management;	Ian Rooth	Ongoing attendance at Board by ED Finance and Head of Technical Services; Cabinet Report December 2014 - approved extra £12m as a contingency; Cabinet Report January 2016 - update and re-profiling of scheme; Valuations and forecasts from Henry Boots being passed to NPS QS to check, challenge and verify; Henry Boots now leading on procurement; Specialist Cost Consultancy arrangements in place; Ongoing updates to cost plan as scheme develops; BMBC Finance Representation on Board; Escalation of issues to Town Centre Project Board;	Category 2	P = M F = H OI = M	Category 5	P = VL F = H OI = M	Ensure approval process is in place for key stages of the project, and that the relationship between Board and other overseeing groups is understood and documented 17/18	Jeremy Sykes	25%	30/09/17	
									Development of new governance arrangements for Phase I and Phase II to 'join' phases up and have one project board, one risk register etc - Cabinet Report due late July 2017	Andrew Osborn	25%	30/09/17	
3359	Failure to manage, and maintain the integrity of the project programme, including the opportunity to collaborate with wider project team and Phase 1 / Phase 2	Leading to... Programming delays and re-consideration of critical path which may detrimentally effect cost and quality issues; Political fallout; Lack of opportunity to undertake appropriate levels of diligence resulting in poor and uninformed decisions; Phases of project developed in isolation resulting in increased costs and programme overruns; Inability to connect to Network Rail development; Inconsistencies with Public Realm activities; Poor management of tenant expectations and aspirations;	Jeremy Sykes	Project Programme in place; Project Board meetings including updates from Works Package lead officers; Condition Surveys in place for affected buildings; Sequencing options presented to Cabinet for information - working up further detail; Development of phasing for temporary market building completed; Working with Henry Boots to manage programme; Programme now being developed in conjunction with partners including phasing and the development of options, and development of workstream programmes; See risk 3837; Concern raised by CDM coordinator and Architect that decisions are being made now that will detriment opportunities later in programme; As at July 2017 Phase I is behind programme; Design Integration meetings in place; Overarching Town Centre Board to oversee all phases of project; Shared use of professional team for both phases of the project;	Category 2	P = H F = M OI = H	Category 3	P = M F = M OI = M	Ongoing monitoring of programme and reporting to board via exception of any areas of activity that are out of tolerance 17/18	Sarah McHale	25%	30/09/17	
									Escalation of risk to programme board 17/118 - Phase II has provided and end date for Phase I due to cinema operator long-stop date which has compressed Phase I opportunities	Sarah McHale	25%	30/09/17	
									Development of new governance arrangements for Phase I and Phase II to 'join' phases up and have one project board, one risk register etc - Cabinet Report due late July 2017	Andrew Osborn	25%	30/09/17	
									Monitoring of DMO procurement (not contracted yet) which may affect integrity of programme for both phases	Andrew Osborn		30/09/17	

Glassworks Project Risk Register - as at 19/07/2017

Risk No	Risk Title	Risk Consequences	Risk Owner	Existing Control Measures	Current Score	Prob. & Impact	Target Score	Prob. & Impact	Risk Mitigation Action	Owner	% comp	Review Date	Recovery Plan
3838	Failure to ensure building information management (BIM) systems are embedded into the designs and operations of new buildings to provide opportunities to improve asset management arrangements	Lack of information regarding building resulting in unsustainable operations; Missed opportunities to reduce costs in terms of heating, ventilation, air conditioning etc; Issues with BIM system impacting on Design Team; Level 2 BIM can not be reached in line with PAS1192; Increase in future maintenance costs;	Jeremy Sykes	BIM system being installed to new buildings; Training on BIM being arranged;	Category 2	P = M F = M OI = H	Category 6	P = VL F = L OI = L	Identification of opportunities where BIM information could reduce costs 17/18	Sarah McHale	75%	30/09/17	
									Liaison with Turner and Townsend regarding the uploading of information onto BIM system	Sarah McHale	0%	30/09/17	
3358	Failure to deliver the essential elements of the project on time and communicate the progress made to date to stakeholders including retailers, market Traders, residents etc	Leading to... Programming delays and re-consideration of critical path which may detrimentally effect cost and quality issues; Political fallout; General loss of confidence in the Authority to successfully deliver the scheme resulting in complaints and a back-lash to the scheme in general; Programme extensions impacting on engagement with main contractor; Programme extensions make long stop dates with anchor tenants unviable;	Jeremy Sykes	Project Programme in place; Project Board meetings including updates from Works Package lead officers; Communications and Consultation Strategy in place; IBI Taylor Young stakeholder engagement events; All of the required aquisitions for the MET Centre have been secured and will be subject to on-going management; Completed the freehold purchase of 1-17 Kendray Street and TEC building from the Freshwater Group; Vacant retail unit as information point; BEP liaison undertaken via regular meetings; Traffic Modelling completed; Urban Centre Infrastructure works completed; CBRE assisting with the development of a brief for procuring the correct development management organisation which will include mechanisms to incentivise the DMO to secure the 'right' retailers for the scheme; Ongoing liaison with Market Traders - all traders signed up to temporary market and where appropriate, compensation payments have been made; Tenant break clauses implemented to ensure optimum ongoing management, security of income streams and delivery of possession for the redevelopment; Acquisitions work stream completed;	Category 3	P = L F = M OI = H	Category 5	P = L F = L OI = M	Consultant appointments (BREEM consultant, demolition, design, lighting, fire and party wall done) - access o/s	Karen Temple	95%	30/09/17	
									Car-Parking - further consideration of additional requirements for potential cinema operator - potentially 550 spaces that will be driven by the cinema operator. New carparking facility (Market Gate) to be incorporated into existing BMBC carparking strategy - multi story carpark part of Phase II planning application which is due for submission in September 2017	Andrew Osborn	85%	30/09/17	
									Procurement of DMO for remaining part of Phase 2 - initial procurement strategy identified for DMO which includes adequate resourcing to deliver procurement process, consideration of lessons learnt from previous DMO procurement and resources identified within client team to lead on procurement	Andrew Osborn	0%	30/09/17	
									MET Centre: Stage 1 Report approved by Leader and CX Jan 2015; Stage 2 Report approved August 2015; Stage 3 Report was submitted in mid August 2016 - 3s plan intended to align phases I and II - 3a plan to be submitted to Town Centre Board December 2016. Development of Stage 4 plans underway	Jeremy Sykes	35%	30/09/17	
									Network Rail / Jumble Lane Crossing - ongoing negotiations with Network Rail and bid to SCR and LCR being prepared - awaiting feedback from Network Rail as they are currently unable to cover their costs - SCR bid declined; Now considering a SCR Intergrated Infrastructure bid; SD Assets meeting NR to demonstrate progress made to date - negotiations ongoing; TRO in place (in principle) and £3.8M funding identified - business case developed and NR now agreed £2M contribution. Now tendering for Civil Engineers. Business Case approved by Board, further report to Cabinet planed for Spetember 2017	Jeremy Sykes	45%	30/09/17	
									Public Realm; Stage 1 Report submitted May 2015; Stage 2 Report due September 2016 - draft report received and reviewed and returned to IBI for further version to be released in November 2016. Stage 2a report completed July 2017 and analysis now being undertaken. Report to Board due September 2017, with a further report to Cabinet due in October 2017	Sarah McHale	25%	30/09/17	
									Alhambra Centre - ongoing liaison with owners 17/18	Jeremy Sykes	25%	30/09/17	
									Town Centre CCTV - blue light meetings planned during 17/18; New camera installed to Marketgate carpark area;	Jeremy Sykes	25%	30/09/17	
Provision of updates to Barnsley Chronicle 17/18	Sarah McHale	25%	30/09/17										

Glassworks Project Risk Register - as at 19/07/2017

Risk No	Risk Title	Risk Consequences	Risk Owner	Existing Control Measures	Current Score	Prob. & Impact	Target Score	Prob. & Impact	Risk Mitigation Action	Owner	% comp	Review Date	Recovery Plan
3362	Failure to obtain the appropriate approvals to progress the project (planning approvals, approvals from statutory undertakers and key partners such as Network Rail)	Leading to... Inability to progress scheme due to protracted planning negotiations relating to areas such as Transport Assessment, Sustainability and overall building design; Challenge and complaints and Judicial Review; Duplication of efforts if work has to be re-done; Inability to progress issues regarding Network Rail and Jumble Lane;	Jeremy Sykes	Formal notice served on Network Rail to expediate progress; Design Group approved CEAG proposals; Basic Asset Protection Agreement (BAPA) signed with Network Rail; Full outline planning permission granted for CEAG and temporary market; Ongoing liaison and meetings with Network Rail regarding bridge options; Reserve Matters Planning application - October 2016; MET Plans approved by Planning Board; Stakeholder Engagement carried out and full planning application for Phase 2 submitted April 2017;	Category 3	P = L F = H OI = H	Category 5	P = L F = L OI = L	Meetings with statutory undertakers to be arranged	Sarah McHale	0%	30/09/17	
									Full Planning application regarding Public Realm due October 2017	Sarah McHale	0%	30/09/17	
3380	Failure to ensure that the new scheme offers opportunities to interface and interact with the Alhambra shopping centre	Leading to... A poor interface between markets and Alhambra would not promote a clear and joined up message regarding the town centre developments; Reduction in expected footfall and limited impact on retail opportunities;	Jeremy Sykes	Liaison with Alhambra owners; Consideration of Alhambra developments via Planning Committee etc; Details of feasibility studies commissioned by BMBC passed to FC Reits; Confirmation that there will be no new cinema in the Alhambra Shopping Centre;	Category 3	P = L F = M OI = H	Category 6	P = VL F = L OI = L	Liaison with Alhambra operators 17/18	Jeremy Sykes	25%	30/09/17	
									Liaison with Queensberry 17/18	Jeremy Sykes	25%	30/09/17	
3385	Failure to ensure that opportunities to 'design-out' anti-social behaviour (ASB) issues are identified and maximised	Leading to... Increased or maintained levels of ASB in the town centre and resulting complaints / damage / losses; Opportunities for ASB to manifest as a result of site compounds, materials and machinery being in town centre;	Jeremy Sykes	Liaison with Police and enforcement of Section 20 notice etc; Liaison with Barnsley Civic Trust; Police in attendance at BEP meetings; Opportunities to design crime out considered; Opportunities to protect site infrastructure (compounds, materials, machinery etc) considered; Public Space Protection Order implemented for town centre; Town Plan includes new anti-social behaviour group led by Community Safety and Enforcement; Increased police presence in Town Centre during summer 2016;	Category 3	P = L F = M OI = H	Category 5	P = VL F = L OI = M	Consultation with SY Police regarding CCTV coverage of town centre - new camera in CEAG car-park	Jeremy Sykes		30/09/17	
									Identify and maximise opportunities to design ASB out of town centre - consider consulting with SY Police Architectural Liaison Officer / Crime Reduction Officer 17/18	Jeremy Sykes	25%	30/09/17	
36	Failure to exploit opportunities to use sustainable and renewable technologies to benefit the scheme and possibly access further external funding	Leading to... Missed funding opportunities; Increased sustainability costs; Resulting in... Extra cost;	Jeremy Sykes	Consideration of combined heat and power pumps on top of MET and new library; Bid to Leeds City region regarding Town Centre heating scheme approved; Architects instructed to take a 'building-first' approach to BREAM regulations; BREAM advisor approached; Photovoltaic panel in place at Market Gate carpark; District Heating Scheme considered and disregarded;	Category 3	P = M F = M OI = M	Category 5	P = L F = L OI = L	Identification of further opportunities to use sustainable and renewable technologies - Roof of MET centre approved for PV panels	Jeremy Sykes	0	30/09/17	
3382	Failure to ensure that there is a widely shared perception that despite the re-development, Barnsley is still 'open for business'	Leading to... Reduction in trade and footfall within the town centre; Traders using the re-development and subsequent consequences as an excuse to end trading; Difficulties in maximising spending in the town centre if stakeholder behaviours have significantly altered - in terms of shopping elsewhere; Reputation damage; Negative impact on finances - income and business rates; Marketing Campaign to ensure Barnsley is perceived as being 'open for business'; Communications Strategy developed;	Paul Clifford	Communications Strategy; Stakeholder engagement events;	Category 3	P = L F = H OI = H	Category 5	P = L F = M OI = M	Consideration of events and opportunities to continue animating the townscape (4 key seasonal events for Spring, Summer, Autumn and Winter) 17/18	Ann Untisz	25%	30/09/17	
									Marketing and Communications Group to be established	Andrew Osborn		30/09/17	
3596	Loss of key employees via planned or unplanned circumstances	Loss of knowledge; Gaps in programme; Delays while new employees bed in and gather knowledge; Financial impact if delays are significant;	Jeremy Sykes	Project Team in place; Project Programme in place with key milestones; Project Board in place; Deputies in place for key roles; Personal Resilience training delivered for project team;	Category 4	P = M F = M OI = M	Category 5	P = M F = L OI = L	Monitor and Review 17/18	Sarah McHale	25%	30/09/17	
3369	Failure to ensure that approvals regarding the design of new spaces are agreed by required stakeholders	Leading to... Inability to progress scheme without agreed and approved designs; Issues regarding quality may result in inability to progress scheme with current budget; Library designed to Stage III and now approved by Board; Elements of development being completed with no end user identified resulting in increased costs and design challenges;	Jeremy Sykes	Design Team consultations; Cabinet approved library form and purpose; Stakeholder Engagement carried out and full planning application for Phase 2 submitted April 2017;	Category 4	P = M F = M OI = M	Category 5	P = L F = L OI = L	Design Team to facilitate consultations 17/18	Jeremy Sykes	25%	30/09/17	

Glassworks Project Risk Register - as at 19/07/2017

Risk No	Risk Title	Risk Consequences	Risk Owner	Existing Control Measures	Current Score	Prob. & Impact	Target Score	Prob. & Impact	Risk Mitigation Action	Owner	% comp	Review Date	Recovery Plan
3372	Failure to ensure the aspirations and expectations of the Barnsley Economic Partnership are managed	Leading to... Lack of buy-in from key stakeholder group; Complaints and challenge resulting in delays to programme;	Paul Clifford	Attendance at BEP; BEP Town Centre sub-group established;	Category 4	P = M F = L OI = M	Category 5	P = L F = L OI = L	Monitor and Review 17/18	Jeremy Sykes	25%	30/09/17	
3855	Failure to ensure future demolitions associated with the project are undertaken in a safe and industry approved standard	Dangerous demolitions; Health and safety risks; Impact on Town Centre if demolition fails or is undertaken dangerously;	Jeremy Sykes	Demolitions undertaken by professional and experienced contractors; Method Statements, risk assessments etc. will be in place for each demolition; Demolitions to be undertaken using scaffold for protection as per industry standard; Full height scaffold and debris netting required for May Day Green demolition due to S81 Demolition Notice - this could exasperate risk by: • scaffolding is in itself high risk; • building is constructed in formed concrete which will require a demolition excavator which will be unable to properly access the building due to scaffold; • scaffold could interfere with areas beyond site boundary; • moving scaffold may reduce likelihood of damage to scaffold caused by debris, but still interfere with excavator access; • the inclusion of scaffold may trigger design liability in terms of how the building is to be demolished;	Category 4	P = M F = M OI = M	Category 5	P = L F = M OI = M	Review of contractors method statements, risk assessments and controls prior to demolition taking place for next programmed demolition	Jeremy Sykes	0%	30/09/17	
									Monitoring of Hagues who are now leading on demolition of MET centre	Sarah McHale	0%	30/09/17	
3856	Failure to ensure the integrity of Sough Dyke during works in the very close proximity and other drainage issues	Damage to Sough Dyke resulting in extra works to repair the culvert; Damage to third party property and subsequent insurance claims; Increased pressure on programme and budget to undertake repairs or remedial works such as additional surface run off attenuation; Increased costs depending on requirements from EA / YW;	Jeremy Sykes	Location of Dyke known via laser surveys; New building has approximately the same footprint as the previous building; Previous slab and drainage identified; CCTV survey undertaken - no damage; Further CCTV survey to be undertaken after works complete; Contractor insurances in place; No planned road closures; Ongoing monitoring built into programme; Environment Agency approved demolitions;	Category 4	P = M F = M OI = M	Category 6	P = VL F = L OI = L	Monitoring of works including impacts on Phase II 17/18	Sarah McHale	25%	30/09/17	
									Seek approval from Environment Agency re. Foundation Designs - now working closely with EA	Ryan O'Loughlin	25%	30/09/17	
51	Failure to exploit local employment opportunities	Leading to... Stagnation of local economy (growth, jobs, skills); Lack of maximisation of internal investment; Resulting in... Poor performance against local retail competitors; Loss of skilled workforce;	Karen Temple	Procurement Strategy identifies local growth as a priority and will be built into tenders; Met with 'Future Works' regarding Barnsley apprenticeship opportunities; Social value included in evaluation criteria for tendering; Procurement Strategy approved by Board who are now monitoring delivery; Procurement Strategy includes an employment skills plan; OJEU open day delivered; Currently out to tender - innovative social value section included which focuses on the 'Barnsley Bond' which partners are expected to contribute towards for sustainable social activities; Main contractor appointed - Henry Boot - local company with local supply chains; Henry Boots engaged with Barnsley Community Build; SYHP obtaining Lottery funding to target hard to reach groups; Provision of ongoing market briefings and meet the buyer events; Skills Village launched; KPI requirements met in first year of scheme;	Category 5	P = L F = L OI = M	Category 6	P = VL F = L OI = L	Monitoring of Key Performance Indicators via Henry Boots 17/18	Karen Temple	25%	30/09/17	
									Build on experiences from Phase 1 to continue to maximise opportunities to develop local employment and supply chains	Andrew Osborn	0%	30/09/17	
3352	Failure to ensure there are sufficient car-parking spaces (during construction and long term solutions)	Leading to... Loss of revenue (car parking rental / income) Resulting in... Negative reputational impact and criticism; Negative financial income; Negative impact on local economy due to visitor retention issues; Conflicts between 'new' carparking and existing provision; Viability issues in terms of impact on scheme and BMBC income;	Jeremy Sykes	Any land that is un-used or cleared as part of scheme will be considered in terms of car-parking opportunity; Planning permission for CEAG development received April 2015; Contract awarded 19/10/2015; Start on Site commenced 09/11/2015; Temporary car-park opened adjacent to Hague's site compound; Car-parking intergrated into designs; Completed Marketgate carpark; Car-parking strategy developed for Phase 1 and 2;	Category 5	P = VL F = H OI = H	Category 5	P = VL F = M OI = L	Consideration of car-parking requirements for potential cinema operator and other interested parties - multi story carpark part of Phase II planning application which is due for submission in September 2017	Jeremy Sykes	80%	30/09/17	
									Resources to be identified for implementation by BU6	Andrew Osborn	0%	30/09/17	

Glassworks Project Risk Register - as at 19/07/2017

Risk No	Risk Title	Risk Consequences	Risk Owner	Existing Control Measures	Current Score	Prob. & Impact	Target Score	Prob. & Impact	Risk Mitigation Action	Owner	% comp	Review Date	Recovery Plan
3353	Failure to ensure that insurance and risk issues are identified and communicated, and that measures or mitigations are put in place to provide appropriate assurance / required levels of indemnity	Leading to... Additional cost; Lack of coverage for specific risk areas; If wrong or inappropriate cover is procured, rents to retailers may increase affecting businesses; negative impact on contractors; Resulting in... Negative financial impact; Inability to retain local business; Diminished pool of tenderers leading to a reduction in competition;	Ian Rooth	Risk Register updates with Town Centre Major Projects Officer and Risk and Governance Manager; Escalation of issues to Insurance Section / Brokers; Insurance issues and requirements built into programme (both BMBC requirements and those of (sub) contractors); Liaison with Insurers regarding the provision of sprinklers to temporary market building resolved - no requirement from insurers;	Category 5	P = L F = M OI = L	Category 6	P = VL F = L OI = VL	Undertake risk assessments to assist decision making 17/18	Jeremy Sykes	25%	30/09/17	
									Undertake risk assessments to assist decision making 17/18	Andrew Osborn	25%	30/09/17	
3357	Failure to ensure there is effective contract management in place	Leading to... Cost increases; Contractual disputes; Delays to scheme; Resulting in... Reputational damage; Financial impact; Inability to effectively deliver the scheme;	Karen Temple	Attendance at board by NPS Director; Procedures in place to undertake contract management activities in NPS; Form of contract identified, and agreed; Gateway Reviews in place; Reporting milestones included within programme; Procurement protocols in place with Henry Boots;	Category 5	P = VL F = H OI = H	Category 5	P = VL F = M OI = M	Monitoring of procurement strategy via project board and one-to-one sessions with SD Assets 17/18	Andy Darlington	25%	30/09/17	
3361	Failure to properly communicate and consult with stakeholders such as Elected Members regarding specific elements of the programme	Leading to... Lack of understanding of the project and programme resulting in increased interest and involvement; Political fallout;	Jeremy Sykes	Communication and Consultation Plan in place; IBI Taylor Young Stakeholder Engagement Events; Prospectus released August 2014; Henry Boots to appoint a dedicated customer liaison officer for the life of the project; Communications / Marketing plan developed; Key stakeholders identified; Specialist Comms consultant in place along with dedicated BMBC Comms Officer; Specialist Communications resource engaged by Development Manager;	Category 5	P = L F = VL OI = M	Category 6	P = VL F = VL OI = VL	Elected Member cross party workshops being held to aid awareness raising and political buy-in 17/18	Sarah McHale	25%	30/09/17	
									Regular updates with Market Traders 17/18	Ann Untisz	25%	30/09/17	
33	Failure to ensure that traffic within Barnsley can continue to move around the town in an effective manner due to schemes such as UCI, College works, re configuration of precinct area and other workstreams	Leading to... Complaints and negative publicity; Negative impact on town centre trading; Reputational damage; Unnecessary hardship to retailers due to loss of business; Issues regarding traversing the town (particularly by vehicle) may be problematic, with significant impacts on blue light services and their ability to respond in an effective manner;	Jeremy Sykes	AECOM traffic modelling; Town Centre Major Projects Officer to act as 'controlling mind' to ensure gridlock is avoided or minimised; Traffic modelling complete;	Category 5	P = L F = M OI = M	Category 6	P = VL F = L OI = L	Liaison with Blue Light services to identify pinch-points and possible mitigations / alternatives 17/18	Sarah McHale	25%	30/09/17	
									Undertake further traffic modelling work in 2017 to feed into planning applications for Phase II	Jeremy Sykes	25%	30/09/17	
3366	Failure to programme demolitions to enable other uses for the areas that could benefit the project	Leading to... Complaints and reputational damage; A reduction in the number of car parking spaces available, negatively impacting on town centre trade;	Jeremy Sykes	Consideration of offering increased car-parking in the locality during demolitions and constructions; Demolition consultant appointed; Specialist demolition contractor identified and procured; Library Site, Central Offices, Kendray Bridge and Carpet World completed;	Category 5	P = L F = M OI = M	Category 6	P = VL F = L OI = L	Demolition of Mayday Green and 40% of TEC building (TEC building demolition due for completion by September 2017 - car park demolition due September 2018 (via explosives rather than pull down)	Jeremy Sykes	40%	30/09/17	
3368	Failure to ensure that any breaks in trading are minimised	Leading to... Complaints from market traders; Complaints from retailers; Traders ceasing trading and reduction in overall offer within markets; Reductions in income; Reputational damage;	Anne Untisz	Liaison with retailers, market traders and other affected parties; Sequencing options presented to Cabinet for information - working up further detail; Phasing options to be agreed with main contractor; Consultations with traders regarding new areas completed;	Category 5	P = L F = M OI = M	Category 6	P = VL F = L OI = L	Robust programme monitoring and delivery 17/18 - revised programme to be communicated to traders	Sarah McHale	25%	30/09/17	
3370	Failure to progress scheme due to inclement weather	Leading to... Delays to scheme and re-programming of work;	Jeremy Sykes	Programming of significant areas of activity to be undertaken during periods of when fine weather can be assumed;	Category 5	P = L F = L OI = L	Category 6	P = VL F = VL OI = VL	Monitor and Review 17/18	Sarah McHale	25%	30/09/17	

Glassworks Project Risk Register - as at 19/07/2017

Risk No	Risk Title	Risk Consequences	Risk Owner	Existing Control Measures	Current Score	Prob. & Impact	Target Score	Prob. & Impact	Risk Mitigation Action	Owner	% comp	Review Date	Recovery Plan
3373	Failure to ensure wider governance arrangements for the project include consideration of existing strategies and policies such as Retail, Economic, Cultural, Tourism etc and each Phase is aligned and integrated with the wider Town Centre plan	Leading to... Areas of development that may conflict or create tensions with other Council activities or strategies resulting in mixed and conflicting messages; Out of sync phasing; Negative impact on financial viability of scheme and wider town centre; Missed opportunities to link Better Barnsley which focuses on leisure and retail (Phase 1) with Glassworks which focuses on retail, housing and wider marketing of Town Centre (Phase 2), as well as beneficial relationships with the business community;	Jeremy Sykes	Existing strategies and policies such as: • Retail Strategy; • Economic Strategy; • Cultural Strategy; • Tourism Strategy • Local Development Plan etc. Liaison with functions with the Authority that could be affected by programme and scheme outcomes; Project to now report to wider Town Centre Board to ensure cohesion of strategies; Recognition of Phase II within Phase I programme - compressed timescale for Phase II due to Cinema Operator long stop date;	Category 5	P = L F = M OI = M	Category 6	P = VL F = L OI = L	Development of Strategies to include recognition of Project 17/18	Sarah McHale	25%	30/09/17	
									Development of new governance arrangements for Phase I and Phase II to 'join' phases up and have one project board, one risk register etc - Cabinet Report due late July 2017	Andrew Osborn	25%	30/09/17	
									Coordination of key Town Centre plan working groups that bring in stakeholders from Better Barnsley and wider town plan project	Andrew Osborn		30/09/17	
3383	Failure to ensure there is a contingency plan in place to mitigate areas of the town that may remain undeveloped	Leading to... Areas of the town becoming unanimated, fenced off, and derelict; Reputational damage; Financial impact as a result of reduced footfall and spend and increased costs to mitigate 'black-holes' - much like the Bradford city centre issue; Barnsley Town Centre becomes less attractive to investors, retailers and stakeholders in general; Adverse impact on business rate income stream;	Jeremy Sykes	Consideration of alternative uses for land that is 'out of action' including use as a car-parking facility; Use of void areas as temporary car-parks; Consideration of 'mean-while' places; Turner and Townsend (with Queensbury) appointed as DMO; Leasing Strategy developed to create a balance between new and existing operators; Emphasis given to current gaps in the market such as food and beverages;	Category 5	P = L F = M OI = L	Category 6	P = VL F = L OI = L	Undertake a Void Management exercise to identify areas where a 'black hole' is at risk of occurring 17/18	Jeremy Sykes	25%	30/09/17	
38	Failure to ensure any implications arising from Lord Wakefield asserting his manorial and mineral rights in Barnsley	Inability to develop the town centre due to conflicts regarding rights to the land in question; Legal challenge; Cost increases if the Council is required to provide a financial remedy; Inability to control mineral and manorial surveying;	Andrew Frosdick	Initial liaison with Lord Wakefield; Working group to be convened in November 2015;	Category 5	P = VL F = H OI = H	Category 6	P = VL F = L OI = L	Ongoing negotiations being made to remove or reduce risk of manorial rights being asserted - likely to result in Lord Wakefield being offered a financial interest to formally waive manorial and mineral rights	Jeremy Sykes	75%	30/09/17	
3836	Failure to ensure any ecological issues are identified prior to works taking place	Programme may need to be extended to allow for the proper relocation of protected species such as bats;	Jeremy Sykes	Ecological survey has been undertaken and includes recommendations for action;	Category 5	P = L F = M OI = M	Category 5	P = L F = L OI = L	Monitor and review 17/18	Sarah McHale	25%	30/09/17	

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 for PLACE

Review of the Lettings Policy in response to changes in Universal Credit affecting the 18 to under 22 age group

1. Purpose of report

- 1.1 To update on the outcome of the review of the Lettings Policy, recently undertaken by Berneslai Homes. The review was prompted by changes in Universal Credit legislation affecting the 18 to under 22 age group.
- 1.2 To seek approval to make amendments to the Council's Letting Policy as recommended and highlighted in Appendix 1 of the report.

2. Recommendations

It is recommended that:

- 2.1 The proposed amendments to the Council's Lettings Policy and Code of Guidance as contained in Appendix 1 are agreed.
- 2.2 The Council works with Berneslai Homes and other agencies to provide advice and to support those applicants adversely affected by the legislative changes.
- 2.3 That a review of how the housing needs of those individuals affected by the amendments to the Lettings Policy be undertaken as part of the Housing Allocations and Community Safety Service Review; the proposals/actions to be presented to Cabinet over the coming months.

3. Introduction

- 3.1 The current Lettings Policy was agreed by the Council and implemented from April 2014. Although there has been a minor amendment in the Lettings Policy in 2016, to reflect changes in how we advertise vacancies following the Access to Service review, the policy is and has remained fit for purpose since the last review in 2014.
- 3.2 The changes in the Welfare Benefits system contained in 'The Universal Credit (Housing Costs Element for claimants aged 18 - 21) (Amendment) Regulations 2017 means that we need to review the way we deal with housing applicants aged 18 to under 22, who will no longer automatically qualify for financial assistance towards their rent payments, subject to their financial situation. The Council do not offer tenancies to under 18's as a general rule.

4. Current Situation

- 4.1 Whilst the current Lettings Policy is still considered 'Fit for Purpose', changes brought about by the introduction of The Universal Credit (Housing Costs Element for claimants aged 18 to 21) (Amendment) Regulations 2017 means that from 1st April 2017 the Housing Costs Element of Universal Credit will not be payable to all claimants aged 18 - 21 years old, going forward. To avoid offering accommodation to housing applicants which may not be affordable, the council must consider how we manage housing applications from young people aged 18 to under 22.
- 4.2 The review of the Lettings Policy, which has been managed by the Lettings Manager at Berneslai Homes (in consultation with the Council and other key stakeholders including Berneslai Homes tenants), has concentrated on addressing the potential affordability issues for 18 to under 22 year old housing applicants who may no longer qualify for assistance with their housing costs given the changes in Universal Credit. These changes were partially introduced by Government from the 1st April 2017 and will be fully rolled out in Barnsley in July 2017 as part of the Government's Universal Credit implementation timetable.
- 4.3 The review resulted in a 'Preferred Option' and proposed several recommended changes to the Lettings Policy and Code of Guidance as included in Appendix A. These changes were presented to the Berneslai Homes Board on 4th May 2017, recommending that the Board support submitting the 'Preferred Option' for Council approval. In summary, the recommendations propose that:
- Housing applicants aged 18 to under 22 should still be able, subject to the existing Lettings Policy eligibility criteria, to make applications and be eligible to join the Council's housing waiting list and bid for homes via Choice Based Lettings. At the time of joining the register, an initial affordability assessment will be undertaken to explore how the applicant intends to pay their rental costs. Any unemployed applicants will be advised to liaise with the Department for Works and Pensions (DWP) to ascertain whether they might qualify for assistance with their housing costs should their housing application be successful.
 - When applicants aged 18 to under 22 become eligible for an offer, a financial assessment will be undertaken to ensure that the applicant is able to pay their rent, either from their own income or because they are one of the exempt cases under Universal Credit regulations and therefore will still be able for assistance with their housing costs under Universal Credit. The details of the financial assessment are being worked up by Berneslai Homes' Tenancy Support Team but will review overall affordability (including all living expenses) and not just the ability of a perspective tenant to pay their rent.
 - Where the housing applicant is able to afford the rent for the property, the offer will go ahead.
 - Where the offer is unaffordable, the housing applicant will be advised that they will not qualify for an offer until their situation changes and they

either become eligible for assistance with housing costs through Universal Credit, or they gain employment and have sufficient income to pay their housing costs direct. There will be an appeals process for any prospective tenant who is turned down for accommodation on affordability grounds. This will be consistent with the existing appeals process as detailed in the Lettings Policy (pages 40-43).

Impact on Housing Waiting List Applicants:

- 4.4 As at 1st April 2017, from a waiting list of 5603, there were 707 applicants within the age group 18 - under 22 years. Of the 707 applicants, 241 are single persons and would potentially be adversely affected by these proposals. This equates to 4.3% of the total waiting list. However, the list of cases which the Government has indicated will be exempt from the Universal Credit changes means that fewer than 241 are likely to be affected, in reality. Whilst not exhaustive, exemptions to the changes are likely to be granted to those applicants who are:
- In work (with earnings threshold)
 - Out work less than 6 months (employed before for more than 6 months)
 - Couples
 - Care Leavers
 - Who can't live with parents (DWP assessment)
 - Unable to work due to medical issues
 - Single parents with child/children under 3
 - Carers
 - Pregnant people (29 weeks+)
- 4.5 In 2016/2017 Berneslai Homes rehoused 112 under 22 year old applicants out of a total number of lettings of 1456. 7.7% of the total number of allocations. Of this total 48 (3.3% of allocations completed) were single persons and potentially would have been affected by the proposals had they been effective in 2016/17. Of these 48 applicants it is believed that 37 would have been eligible for housing on the basis of falling in to one of the exempt categories or were in employment leaving 11 who would not therefore have received an offer.
- 4.6 Whilst it is anticipated that the numbers of affected applicants will be low, the impact of the benefit changes could be significant on both:
- The availability of accommodation for young people in the region, as some Local Authorities and Registered Providers may choose to completely exclude this age bracket from their waiting lists/allocations policies. This, in turn, impacts on other Council services e.g. Housing Options and Welfare Advice and, ultimately, Homelessness.
 - Rent collection rates and the sustainability of tenancies for Council/ Registered providers.

The recommended changes in the Lettings Policy will help to mitigate these effects.

5. Proposal and justification

- 5.1 It is proposed that the recommendations made as a result of the review are supported and the proposed changes to the Lettings Policy and Code of Guidance implemented.
- 5.2 The withdrawal of housing support for non-exempt 18 to 22 year olds will result in these individuals being unable to pay their rent if allocated a property and this will result in almost certain eviction. This is not in the best interest of these individuals as their credit rating will be adversely affected and they will have the negative experience of failing to maintain a tenancy
- 5.3 Whilst these changes will have a negative impact on a small number of housing applicants, the Council must ensure that it is not allocating properties which are unaffordable. Debt and money worries can have a detrimental effect on health and well-being and could exacerbate the vulnerability of young applicants.
- 5.4 From a business perspective, the council also needs to ensure that it continues to maintain rental collection rates which are re-cycled back into the HRA for the purpose of both maintaining and retaining a quality supply of social housing across the borough.
- 5.5 These Policy changes will be accompanied by the provision of further detail regarding the financial assessment and appeals process for applicants and a review, as part of the Housing Stock Options Service Review for Housing Allocations and Community Safety, on how the Council and Berneslai Homes can do further work with vulnerable service users, affected by the legislation, to secure affordable accommodation.

6. Implications for local people / service users

- 6.1 The Universal Credit (UC) regulation changes will adversely impact 'new claim' applicants aged 18- under 22. Non-automatic payment of the housing element of UC will mean that many young people, who are reliant on benefits, will have a lack of affordable housing options.
- 6.2 The proposed changes to the Lettings Policy will mean that some applicants will not be offered social housing accommodation if a financial check identifies that that they cannot afford to cover the rent.
- 6.3 Whilst the Council would not choose to exclude young applicants from accessing social housing accommodation, changes to UC nationally mean that mitigations need to be put in place to prevent young people from potentially being offered accommodation which is unaffordable.
- 6.4 To militate against the negative impact of these changes, the council proposes to approve the changes to Lettings Policy and to undertake a review of how the Council and Berneslai Homes can do further work with affected service users to explore accommodation options that are affordable.

7. Financial implications

- 7.1 Consultations on the financial implications have taken place with representatives of the Executive Director of Core Services.
- 7.2 There are no direct financial implications from this report.

8. Employee implications

- 8.1 There are no issues arising directly from this report.

9. Communications implications

- 9.1 Relevant lettings literature and the BH website will be updated to reflect this policy change, accordingly.

10. Consultations

- 10.1 Consultations have taken place with the Berneslai Homes' Senior Management Team and BH Board (4th May), Senior Officers and the Cabinet Spokesperson for Place within the Council and Barnsley Tenants and Residents Federation who are supportive of the approach being recommended.

11. Tackling Health Inequalities

- 11.1 The recommended changes will impact on the availability of social housing accommodation to some 18-under 22 year old applicants on the housing waiting list. However, the changes to the Lettings Policy aim to minimise the impact of this new legislation on affected young people. Offering accommodation which is unaffordable could impact on the health and well-being of young people, their financial situation and opportunity to access further accommodation in the future (if they get evicted, have arrears, poor references etc.).

12. Climate Change & Sustainable Energy Act 2006

- 12.1 There are no issues arising from this report.

13. Risk Management Issues

- 13.1 There are 'business' risks associated with not making the proposed changes to the Lettings Policy. These include the potential for: increased rent arrears and resultant evictions and the sustainability of tenancies and neighbourhoods. The recommended changes aim to address some of these risks.
- 13.2 There is a risk that delays in customers providing information regarding their income etc. will increase the void turnaround time. Berneslai Homes intend to notify customers at the earliest possible opportunity of the need to provide financial information to mitigate any increases in void turnaround times.
- 13.3 Clearly, there is also a risk that some vulnerable people will not have access to social housing provided by the Council and managed by Berneslai Homes. If other local RPs and Housing Providers/landlords choose to exclude young

people from their accommodation altogether, there is a real risk of increased homelessness amongst certain groups of young people across the borough and beyond. The changes look to strike a balance between still assisting young people to secure social housing, but not offering accommodation which is unaffordable and could exacerbate the vulnerability of a service user further.

14. Promoting Equality & Diversity and Social Inclusion

- 14.1 Changes to the housing element of Universal Credit payments will directly impact on some young people aged 18- under 22. The recommendations have been subject to an Equality Analysis by Berneslai Homes, a copy of which is attached at Appendix 3. The proposals to change the Lettings Policy are designed to minimise the effects of this legislation on the 18 to under 22 age group.
- 14.2 Equality monitoring of the Lettings Service forms part of the Berneslai Homes Performance Management Framework considered by Senior Managers.
- 14.3 The recommendations are supported subject to the Council and Berneslai Homes reviewing how they can support/advise you people affected by the legislative changes to source affordable accommodation. This will be considered within the Housing Stock Options review Housing Options Service Review.

15. Background Papers

Appendix 1 – Proposed Updates to Lettings Policy and Code of Guidance

Appendix 2 - Berneslai Homes Board Papers 4th May Item 12.

Appendix 3 – Berneslai Homes Equalities Analysis

The full Lettings Policy is available online at: <https://www.berneslaihomes.co.uk/wp-content/uploads/2016/11/LETTINGS-POLICY-2014-revised-2016.pdf>

The full Code of Guidance is available online at: <https://www.berneslaihomes.co.uk/wp-content/uploads/2016/11/LETTINGSPOLICYCODEOFGUIDANCENovember-2016.pdf>

Office Contact:	Sarah Cartwright	Date:
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Financial Implications / Consultation:



Date: 23/05/2017

Consultations have taken place with representatives of the Executive Director – Core Services

Appendix 1 – Proposed Changes to the Lettings Policy and Code of Guidance

The revised Draft Lettings Policy - Recommended changes contained in Section 8g (page 29).

8g Housing applicants aged 18-21 years old

All applicants aged 18-21 will be eligible to join the waiting list, subject to satisfying Section 6a of this policy. However as some 18-21 year old applicants are no longer eligible for the Housing Cost Element of Universal Credit, in accordance with Statutory Instrument 2017, No.2 The Universal Credit (Housing Costs Element for claimants aged 18 to 21) (Amendment) Regulations 2017 any offer of accommodation will be subject to a Pre-Tenancy Assessment which includes a Risk Assessment and affordability check.

Offers will only be made to applicants aged 18-21 years able to demonstrate that they can afford to sustain the tenancy: support and advice may be offered to overcome difficulties where appropriate.

To carry out the affordability check, documents will need to be produced to support the figures, so bank statements, benefits letters, wage slips etc. will be asked for.

The above paragraph has been added to the Assessment Procedures section of the Lettings Policy. The paragraph explains that whilst 18-21 year olds are still eligible to join the waiting list, an offer of accommodation will now be subject to a pre-tenancy assessment. The offer will be withdrawn if an applicant fails the affordability check.

The revised Draft Code of Guidance - Recommended changes are contained within Section 9f (viii) (Page 76).

9f (viii) Applicants aged 18-21 years old

As a result of The Universal Credit (Housing Costs Element for Claimants aged 18-21) (Amendment) Regulations 2017 (2017 No. 252) not all housing applicants will be eligible for assistance with their housing costs through the welfare benefits system (Universal Credit). These changes mean that we have to undertake an assessment of an applicant's financial ability to maintain a tenancy prior to any tenancy being offered.

Applications from people aged 18-21 years will be accepted onto the waiting list (subject to the applicant satisfying any immigration requirements and the standard exclusion/suspension appendices within the Lettings policy) and will be eligible to make applications for vacancies through the standard choice based lettings system.

At the time the application is acknowledged and accepted onto the waiting list we will inform the applicant of our requirement to undertake a financial assessment. They will be advised to begin collecting the information we will ask for should they become eligible for an offer of

accommodation and where appropriate asked to contact DWP to check eligibility for Housing Cost Element assistance under Universal Credit.

Should the applicant come up for an offer of accommodation, an affordability assessment will be undertaken. The applicant may be asked to provide proof of their income, any welfare benefits received and employment status, in order that an affordability assessment to be undertaken. We will hold the vacant property for a maximum of 10 working days to give the applicant time to provide the information. Where the necessary information is not provided within the prescribed period, the offer will be withdrawn.

On receipt of the information we will undertake a financial assessment to ascertain whether the rent of the property on offer is affordable.

Where the property is deemed affordable either with support through Universal Credit – Housing Costs Element or through the earnings/ savings of the applicant, the offer will be made.

Where the assessment determines the rent to be unaffordable, the offer will be withdrawn. The application will be placed in a pending status. The applicant will be informed of the decision and what they might do to qualify for an offer.

The Universal Credit (Housing Costs Element for claimants aged 18 to 21) (Amendment) Regulations 2017 stipulate that the following category of persons, aged 18-21 years old, will still be eligible for assistance with their Housing Cost Element of Universal Credit:

- Applicants who have responsibility for a child or a qualifying person.
- Was a Care Leaver before reaching the age of 18.
- The applicant has no parents or where neither parent lives in Great Britain
- Where the Secretary of State considers that it would be inappropriate for the young person to return to the parental home (The Government will determine this)
- Receives the care component of Disability Living Allowance at the middle or highest rate or the daily living component of Personal Independence Payment (PIP)
- Is subject to active multi-agency management arrangements (MAPPA case)
- Is in temporary accommodation provided by a local authority in respect of their homelessness duties
- Has been subject to, or threatened with, domestic violence by their partner, former partner, or a family member
- Where, due to caring responsibilities or a physical or mental impairment, the number of hours the claimant is expected to work is less than 35 hours per week
- Those applicants on whom a work-search requirement cannot be imposed due to the range of time-limited circumstances prescribed in the Universal Credit Regulations 2013 (SI 2013/376). These include where the applicant has suffered a bereavement

within the past 6 months (in relation to a partner, a child for which the applicant is responsible for or the child of a partner)

- They are receiving treatment for an addiction. (The claimant is, and has been for no more than 6 months, receiving and participating in a structured recovery-orientated course of alcohol or drug dependency treatment)
- Those applicants who are currently in work and have net earnings in an assessment period above a prescribed amount. This amount is set at the monthly equivalent that a person would earn working 16 hours per week at the National Minimum Wage for a person aged 18-20 years (£89.60 per week as at April 2017) If the applicant is under a contract of apprenticeship, the amount is set at the monthly equivalent of 16 hours per week at the National Minimum Wage of apprentices (£56 per week from April 2017) There is a time limited exemption of 6 months for those applicants who do not satisfy who do not satisfy this requirement in an assessment period but whose earnings were at this level or above for a prescribed 6 month period.
- Applicants who are already in receipt of Housing Benefit/ Housing Cost element at the time of an offer of accommodation. Must not have a break in claim.

The above paragraph has been added to Section 9f of the Code of Guidance, which lists the situations and process for cases which need a Special Assessment. The pre-tenancy assessment for 18- under 22 year olds is a new process.

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A fresh approach to people, homes and communities

Agenda Item 12

Report of the Director of
Customer and Estate
Services to Board
4th May 2017

**REVIEW OF THE LETTINGS POLICY AS A RESULT OF CHANGES IN
UNIVERSAL CREDIT FOR 18 TO UNDER 22 YEAR OLD CLAIMANTS**

1. Executive Summary

The purpose of this report is to update Board on the review of the Lettings Policy following the changes in Universal Credit regulations relating to housing costs for 18 to under 22 year olds and to seek Board approval to recommend the changes to the council.

2. Recommendations

2.1 That the Board agree the proposed changes to the Lettings Policy and Code of Guidance as contained in Appendix 1.

2.2 The Director of Customer & Estate Services to forward these recommended changes to the Lettings Policy and Code of Guidance to the Council for consideration and agreement of the changes.

3. Introduction/Background

- 3.1 The current lettings policy was agreed by the Council and implemented from April 2014. Although there has been a minor amendment in the Lettings Policy in 2016 to reflect changes in how we advertise vacancies following the Access to Service review, the policy is and has remained fit for purpose since the last review in 2014.
- 3.2 The changes in the Welfare Benefits system contained in 'The Universal Credit (Housing Costs Element for claimants aged 18 - 21) (Amendment) Regulations 2017 means that we need to review the way we deal with housing applicants aged 18 to under 22, who will no longer automatically qualify for financial assistance towards their rent payments, subject to their financial situation.

4. Current Position

- 4.1 The current Lettings Policy was implemented by Berneslai Homes in April 2014.
- 4.2 While the current Lettings Policy is still considered 'Fit for Purpose' changes brought about by the introduction of The Universal Credit (Housing Costs Element for claimants aged 18 to 21) (Amendment) Regulations 2017 means that from 1st April 2017 the Housing Costs Element of Universal Credit will not be payable for all claimants aged 18 - 21 years old going forward. We now need to review the way we deal with housing applicants aged 18 to under 22 to avoid the situation whereby we are offering accommodation to housing applicants that may no longer be affordable.
- 4.3 A copy of the revised Universal Credit Regulations are attached at Appendix 3 of this report together with a summary of the regulations and importantly the exceptions to the regulations which highlights who may still receive support with housing costs in the future.
- 4.4 The review of the Lettings Policy, which has been managed by the Lettings Manager, has included a presentation to the Customer Panel in February 2017, discussions with members of Barnsley Tenants and Residents Federation and Senior Officers and the Cabinet Spokesperson for Place from the Council, who have agreed in principal the proposed direction for dealing with 18 to under 22 year old housing applicants.
- 4.5 The review has concentrated solely on addressing the potential affordability issues for 18 to under 22 year old housing applicants who may no longer qualify for assistance with their housing costs given the changes in Universal Credit which were partially introduced by Government from the 1st April 2017 and will be fully rolled out in Barnsley in July 2017 as part of the Government's Universal Credit implementation timetable.

- 4.6 The recommended changes to the Lettings Policy and Code of Guidance, which supports the Lettings Policy, are in summary:
- Housing applicants aged 18 to under 22 will still be able, subject to the existing Lettings Policy eligibility criteria, to make applications and be eligible to join the waiting list.
 - Following initial assessment the applicant will be advised of their eligibility to join the waiting list and that should they become eligible for an offer of accommodation an affordability assessment will be undertaken. At this time we will advise any unemployed applicant to liaise with the Department for Works and Pensions (DWP) to ascertain whether they might qualify for assistance with their housing costs should their housing application be successful
 - Housing applicants aged 18 to under 22 years old will still be eligible to apply for accommodation through the Homeseeker Choice Based Lettings Service.
 - When applicants aged 18 to under 22 become eligible for an offer, it is proposed that a financial assessment is undertaken to ensure that the applicant is able to pay their rent, either from their own income or are one of the exempt cases under Universal Credit regulations and therefore will still be able for assistance with their housing costs under Universal Credit. Where the housing applicant is able to afford the rent for the property, the offer will go ahead and where the offer is unaffordable we will advise the housing applicant that they will not qualify for an offer until their situation changes and they either become eligible for assistance with housing costs through Universal Credit or they gain employment and have sufficient income to pay their housing costs direct.
- 4.7 As at 1st April 2017 out of a waiting list of 5603 there were 707 applicants within the age group 18 - under 22 years. Of the 707 applicants, 241 are single persons and potentially adversely affected by these proposals. This equates to 4.3% of the total waiting list. However, the list of cases which the Government has indicated will be exempt from the Universal Credit changes means that fewer than 241 are likely to be affected.
- 4.8 In 2016/2017 we rehoused 112 under 22 year old applicants out of a total number of lettings of 1456. 7.7% of the total number of allocations. Of this total 48 (3.3% of allocations completed) were single persons and potentially affected by the proposals had they been effective in 2016/17.
- 4.9 Whilst it is anticipated that the numbers of affected applicants will be low, the impact of the benefit changes could be significant on both:
- The availability of accommodation for young people, as some local authorities and Registered Providers may choose to completely exclude this age bracket from their waiting lists/allocations policies.
 - Rent collection rates and the sustainability of tenancies for Council/ Registered providers.

The recommended changes in the Lettings Policy will help to mitigate these effects.

5. Options

- 5.1 Do not change the Lettings Policy/Code of Guidance and allow housing applicants aged 18 to under 22 to gain tenancies without any financial checks being undertaken. This is likely to result in increased rent arrears, and tenancy failures.
- 5.2 Exclude housing applicants from joining the waiting list. This will result in less risk to income collection but will drastically reduce the housing options to this age group and may well affect the demand for smaller units of accommodation, studio and one bedroom flats which younger people tend to request.
- 5.3 Allow housing applicants aged 18 to under 22 to join the waiting list but carry out a financial assessment prior to offer to ensure any accommodation offered is affordable and the tenancy has the maximum opportunity to be sustainable. This is the recommended option.

6. Consultations

- 6.1 Consultations have taken place with Berneslai Homes' Senior Management Team, Senior Officers and the Cabinet Spokesperson for Place within the Council and Barnsley Tenants and Residents Federation who are supportive of the approach being recommended.

7. Equality and Diversity

- 7.1 These recommendations have been subject to an Equality Analysis which has included Members of this Board. While the Government's policy to restrict access to housing costs support is directly aimed at younger people, the proposals to change the Lettings Policy are designed to minimise the effects on the 18 to under 22 age group.
- 7.2 Equality monitoring of the Lettings Service forms part of the Berneslai Homes Performance Management Framework considered by Senior Managers.

8. Risks

- 8.1 There are risks associated with not making the proposed changes to the Lettings Policy in terms of increased rent arrears, possible evictions and adversely affect tenancy sustainability. The recommended changes aim to address some of these risks.
- 8.2 There is a risk that delays in customers providing information regarding their income etc. will increase the void turnaround time. We intend to notify customers at the earliest possible opportunity of the need to provide financial information to mitigate any increases in void turnaround times.

9. Financial Implications/Value for Money
- 9.1 There are no direct financial / value for money implications resulting from this report.
10. Employee Implications
- 10.1 None arising directly from this report.
11. Agreement of the Council required or divergence from the Strategic Plan
- 11.1 The Lettings Policy is a Council Policy. Any agreement to change the Lettings Policy by this Board will need the approval of the Council.
12. Proposal
- 12.1 That Board approve the recommended changes to the Lettings Policy.
13. Glossary
- 13.1 None.
14. List of Appendices
- 14.1 Appendix 1 – The revised Draft Lettings Policy - Recommended changes contained in Section 8g (page 29).
- 14.2 Appendix 2 – The revised draft Code of Guidance - Recommended changes are contained within Section 9f(viii) Page 76.
- 14.3 Appendix 3 – Summary of the changes in Universal Credit: Housing Costs for 18 to under 22 year olds.
15. Background Papers
- 15.1 The Universal Credit (Housing Costs Element for Claimants aged 18 to 21) (Amendment) Regulations 2017.
- 15.2 Explanatory Memorandum to The Universal Credit (Housing Costs Element for Claimants aged 18 to 21) (Amendment) Regulations 2017. 2017 No. 252.

Financial Implications/Consultations

A. Ruddle

Officer Contact: Bob Cartwright
Lettings Manager

Tel. No. 787676

Date: 24th April 2017

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Universal Credit: housing costs for 18 to 21 year olds

From 1st April 2017, the rules are changing for young people aged 18 to 21 who want to claim help with housing costs in areas where Universal Credit is fully rolled out.

Unemployed young people who can live in their family home will no longer automatically receive an amount for housing in their Universal Credit award.

Young people who are in work, have children of their own, are disabled or are vulnerable are not affected by this change. A full list of exemptions is given below.

Landlords can continue to rent to these young people with confidence.

Most will have clear upfront evidence that they are exempt - for example those in work or claiming a disability benefit. This evidence could also be in the form of a statement from a trusted third party (e.g. a local authority homelessness team or a relevant charity) that the young person is unable to return to the parental home.

Some young people will be eligible for support because they are unable to return to the parental home, but will not have upfront evidence. In these cases any extenuating circumstances will be taken into account.

18 to 21 year olds who can get help with housing costs

- Those for whom it is inappropriate for the young person to live with their parents, for example where there has been a breakdown in the relationship with their parents, where the young person has been asked to leave the family home, or where the need to live independently is part of an agreed plan with relevant support agencies
- Those who are claiming Universal Credit in a live service area
- Those who are responsible for a child or a qualifying young person
- Those who get the care component of Disability Living Allowance at the middle or highest rate
- Those who get the daily living component of Personal Independence Payment
- Those who have a physical or mental impairment and are not expected to work more than 35 hours a week
- Those who are a relevant carer and are not expected to work more than 35 hours a week
- Those who were a care leaver before the age of 18
- Those who are a victim of domestic violence
- Those who live in Temporary Accommodation
- Those who have no parent

- Those who cannot live with their parents because they do not have a home in Great Britain
- Those who cannot live with their parents because of a serious risk to their physical or mental health or significant risk of harm
- Those who earn the monthly equivalent of 16x National Minimum Wage in their Universal Credit assessment period
- Those who have a contract as an apprentice on the last day of their Universal Credit assessment period. Continuing entitlement is dependent on them earning the monthly equivalent of 16x National Minimum Wage for apprentices during each assessment period
- Those who have made a new claim to Universal Credit and earned the monthly equivalent of 16x National Minimum Wage for 18 to 20 year olds each month for the 6 calendar months before the month in which they made their claim to Universal Credit (see National Minimum Wage and the in-work threshold calculation below)
- Those who have made a new claim for Universal Credit and have been contracted as an apprentice for the 6 months before the month in which they claim Universal Credit and they were earning the monthly equivalent of 16X National Minimum Wage for apprentices throughout that period
- Those who are an existing Universal Credit claimant and: a) earned the monthly equivalent of 16x National Minimum Wage for 18 to 20 year olds in each of the 6 previous assessment periods, or b) have received Universal Credit for less than 6 months and have earned the monthly equivalent of 16x National Minimum Wage for 18 to 20 year olds in each of the previous assessment periods and in any additional calendar months within the last 6 months but before the month in which they claimed.
- Those who are an existing Universal Credit claimant contracted as an apprentice and: a) earned the monthly equivalent of 16x National Minimum Wage for apprentices in each of the 6 previous assessment periods, or b) have received Universal Credit for less than 6 months and have earned the monthly equivalent of 16x National Minimum Wage for apprentices in each previous assessment period and in any additional calendar months within the last 6 months but before the month in which they claimed.
- Those who are a member of a couple who claim Universal Credit as a couple
- Those who are covered by multi-agency public protection arrangements (MAPPA) - for example: registered sex offenders, violent and other types of sexual offenders, offenders who pose a serious risk of harm to the public, certain claimants in Scotland who may cause serious harm to the public
- Those who are a prisoner in custody or on remand
- Those who are attending a court or tribunal as a party to any proceedings or as a witness
- Those who are under protection arrangements because they are involved in

criminal investigations or proceedings

- Those who are getting treatment for alcohol or drug dependency
- Those who are abroad for no more than 6 months to get treatment for an illness or physical or mental impairment or for medically approved convalescence or care, or are accompanying a partner, child or qualifying young person for whom they are responsible and they are receiving such treatment, convalescence or care
- Those whose partner or child has died in the last 6 months
- Those who are taking part in activity that is in the nature of a public duty, for example jury service
- Those who are expecting a baby within 11 weeks
- Those who miscarry or whose baby is stillborn after the 24th week of pregnancy
- Those who have a fit note showing they cannot work for up to 14 days
- Those who are not subject to 'all work-related requirements' conditionality as part of their Universal Credit claim
- Those who are a Housing Benefit claimant who moves into a Universal Credit full service area or are transferred into Universal Credit full service by DWP who are entitled to Housing Benefit at the point that they move or are moved
- Those who moved into a Universal Credit full service area or are transferred from Universal Credit live service to Universal Credit full service after 31 March 2017 and were receiving the Housing Costs element when they moved or were transferred
- Those who have been claiming in Universal Credit full service since before 1 April 2017 and their claim includes the Housing Costs element.

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Equality Analysis

**Name of policy service or function:
Lettings Policy- Change to assessment
of applicants aged 18-21 years old
(inclusive)**



Purpose

There are legal, moral and best practice reasons for ensuring that our policies do not discriminate against people and to actively promote equality of opportunity where ever possible.

This Equality Analysis (EA) should be completed for all policies, strategies and functions – when they are being developed or when they are being reviewed. It is not a one-off process however, only the start of a longer process whereby equality is embedded into the mainstream of your policy development and review.

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By doing an Equality Analysis you will be able to focus on the equality issues that are the most important, plan the improvements needed and evaluate their success.

Equality analysis should help you, not restrict you; you may also wish to group several policies with a similar purpose or remit within a single EA.

What to include

Use research, customer profile information and the results of consultation and surveys to evidence your responses and comments. It is best practice to include the views and feedback from people with different characteristics and experience. If appropriate, different people should be involved in the EA process at some point.

It is **not recommended** for just one individual to carry out an EA. Where possible, the EA should involve:

- ✓ The person (or people) who are responsible for the policy or function (the 'owner')
- ✓ The people who implement the policy (officers)
- ✓ The people who the policy is for (customers, staff)

Equality requirements

The law on equality is complex and rapidly changing. **If you are in any doubt about the requirements of the legislation, or how to complete this EA, then you should seek advice from the Organisational Development Manager.**

Name of Manager responsible for completing equality analysis	Bob Cartwright
Names of other people involved in the analysis	Julie Walker, Julie Griffiths, Councillor Roya Pourali, Councillor Caroline Makinson, Debbie Ibbeson and Tracy Shaw
Is this a new policy/service or a review of an existing policy/service?	New Existing
What is the purpose of the policy/service?	<ul style="list-style-type: none"> • To contribute to the development of balanced and sustainable communities • To create and , wherever possible, maximise choice for housing applicants • To provide flexible and affordable housing options which meet expectations • To seek to promote social inclusion • To meet housing needs • To make effective use of the housing stock • To minimise relet void periods • To minimise the incidence of difficult to let property • To promote and achieve equality of opportunity • To adhere to relevant legislation and regulatory framework • To assist the local authority in meeting its' statutory and corporate responsibilities towards Barnsley residents • To ensure that the council fulfils its legal responsibility to produce a lettings policy.
Who is intended to benefit from the policy and in what way?	<p>Applicants on the Housing Register (including transfer applicants) and their households, through assessing their housing need and satisfying the need of those with the highest priority.</p> <p>Existing tenants and residents, through reducing the number of empty properties and any associated crime and disorder on estates, lessening the environmental impact of these and preventing anti-social behaviour related to these.</p> <p>The wider community by contributing to safer sustainable communities</p>

		The council in satisfying its legal duties to publish a lettings policy.	
Does the policy, service or function you are reviewing comply with relevant equality legislation?		√ Yes – fully <input type="checkbox"/> More investigation needed <input type="checkbox"/> Specific concern identified	
Has an EA been carried out previously?		√ Yes But not directly linked to the current minor amendments to the Lettings policy	
What were the main findings of the previous EA, and what actions were taken?		<p>Main Findings</p> <p>There is potential for inconsistencies in dealing with people who present with a criminal background, especially if the customer fails to declare all the relevant circumstances. The arrangement to reduce/eliminate the impact includes the Special Assessment Process and Senior Managers authorising any exclusions or suspensions. Other support agencies are aware of their role in ensuring their clients make full disclosure to enable accurate assessments to be made.</p> <p>There is little evidence to suggest that there is any discrimination under the CBL system. Although we acknowledge that customers with disabilities could be disadvantaged. We overcome this by maintaining a list of vulnerable customers who need assistance accessing the CBL service. In addition support agencies are utilised to minimise any potential disadvantages.</p> <p>We maintain a comprehensive data base of all disabled customers needs including: physical, sensory and mental health issues and what their specific property requirements are.</p> <p>Actions</p> <p>None outstanding</p>	
Date this EA commenced	3.4.2017	Date this EA completed	12.4.2017
EA Review date (+ 3 years from now)		April 2020 or sooner if Lettings Policy reviewed.	

Using the sections below, review the policy, service or function under consideration, in relation to the protected characteristics:

	<p>People with the protected characteristics below have different needs, experiences or priorities. With regard to this policy service or function please identify what might lead to (or has led to) unequal service delivery. Please indicate what steps you have taken or might take to mitigate the potential inequality. Please transfer any planned actions to the table at the end of this document.</p>
General Comments	<p>The suggested changes to the lettings policy directly relate to changes in the national welfare benefits system. Under: The Universal Credit (Housing Costs Element for claimants aged 18 to 21) (Amendment) Regulations 2017. Under these regulations the automatic right to help with housing costs under Universal Credit will end for 18years olds to under 22 year olds. The Government have announced a number of categories of individuals who will still get assistance with their housing costs _ See appendix 1 to this Equality Analysis.</p>
Age	<p>The changes in Universal Credit Regulations directly relates to people aged 18 to under 22 year old and will have a direct effect on those individuals, unless the Secretary of state has indicated that they are in an exempt category. The lettings policy will allow all 18 to under 22 year olds, looking for council housing, to join the waiting list. An assessment of the financial situation of housing applicants who are aged 18 to under 22 will have a financial assessment undertaken to determine whether an offer can go ahead. This is to ensure that any offer of accommodation is both affordable to the individual and to give the tenancy the maximum opportunity to succeed/ be sustainable.</p> <p>Existing tenants from this age group are less likely to be affected We will need to monitor and report on the effects of this policy on individual housing applicants. As of 12th April 2017 696 families are on the waiting list aged 18 to under 22. The actual number of families rehoused from this age group numbers approx. 120 per year.</p>
Race/Ethnicity	<p>There is no indication that are any qualitative or quantitative differences towards applicants in this group</p>
Gender	<p>Although the policy is not gender specific it is likely that the policy will adversely affect males more than females given one of the exemptions is for families with children/ caring responsibilities and a majority of females on the waiting list have children.</p>
Disability	<p>One of the exemptions announced by the government who will retain the right to assistance with housing costs are people in receipt of Disability Living Allowance at the middle or highest rate and people who receive the daily living component of Personal Independence Payment</p>
Religion/Belief	<p>There is no indication that are any qualitative or quantitative differences towards applicants in this group</p>
Sexual orientation	<p>There is no indication that are any qualitative or quantitative differences towards applicants in this group</p>

Gender reassignment	There is no indication that are any qualitative or quantitative differences towards applicants in this group
Pregnancy and Maternity	One of the exemptions announced by the government who will retain the right to assistance with housing costs are females who are expecting a baby within 11 weeks
Marriage and Civil partnerships	There is no indication that are any qualitative or quantitative differences towards applicants in this group
Socio-economic factors	There is no indication that are any qualitative or quantitative differences towards applicants in this group

	2 What evidence do you have, or can you get, for any comments about inequalities in section 1. For example, anecdotal evidence, reports from Northgate, customer satisfaction data or local or national reports. Any reports you need to run should be included as an action at the end of this document.
General Comments	
Age	We currently have 696 applicants on the waiting list in this age group. Although it is difficult to accurately determine how many applicants will be adversely affected because, although some of the exemptions are clear ie pregnancy, care leavers, MAPPA cases and families with children, some are not so clear and will be determined by the department for Works and Pension (DWP) eg young people who cannot live with their parents/ Domestic violence cases etc. In these examples initial indications are that the DWP will make the decision on eligibility for financial assistance towards housing costs. Indications are that DWP will determine these on a case by case basis
Race/ethnicity	There is no indication that are any qualitative or quantitative differences towards applicants in this group
Gender	Of the 112 applicants aged 18 to under 22 rehoused in 2016/7, 26 were males. This does indicate that potentially there could be inequalities between gender. Need to develop report showing effect between males and females.

Disability	Indications are that disability, depending on level, will be an exception and will still receive assistance towards housing costs as previously.
Religion/belief	There is no indication that are any qualitative or quantitative differences towards applicants in this group
Sexual orientation	There is no indication that are any qualitative or quantitative differences towards applicants in this group
Gender reassignment	There is no indication that are any qualitative or quantitative differences towards applicants in this group
Pregnancy and Maternity	One of the exemptions announced by the government who will retain the right to assistance with housing costs are females who are expecting a baby within 11 weeks
Marriage and Civil partnerships	There is no indication that are any qualitative or quantitative differences towards applicants in this group
Socio-economic factors	There is no indication that are any qualitative or quantitative differences towards applicants in this group

	3 Who are the key stakeholders in relation to this policy and how are they being consulted?
General Comments	<p>Members of the public. Staff within Berneslai Homes/ The Council, Council Members, Berneslai Homes Board Members, Support Agencies</p> <p>Senior Council and Berneslai Homes Officers Cabinet Spokesperson has been consulted on this change in policy and is in broad agreement to the proposals</p> <p>The proposals were discussed at the Customer Panel held in February 2017 at which representatives of members of the public and from The Tenants & Residents Federation were present. All were in agreement with the suggested approach</p> <p>A meeting has been arranged with Barnsley Tenants & Residents Federation for 25th April 2017.</p>

Age	We will notify all new housing applicants potentially affected by this change in policy at registration stage of the application to join the waiting list procedure, we will contact all 18 to under 22 year olds to advise on the change of approach to applicants of this age and offer advice and support at offer stage should offers be withdrawn.
Race/ethnicity	Not directly affected
Gender	Not directly affected- See General comments above
Disability	See General comments above
Religion/belief	Not directly affected- See General comments above
Sexual orientation	Not directly affected- See General comments above
Gender reassignment	Not directly affected- See General comments above
Pregnancy and Maternity	Not directly affected- See General comments above
Marriage and Civil partnerships	Not directly affected- See General comments above
Socio-economic factors	See General comments above

Using the information from the sections 1 and 2 complete the following action plan: (insert more rows if necessary)

Please ensure you keep a note of the actions you have agreed to carry out and report on progress quarterly to the Organisational Development Manager

Issues identified	Protected characteristic groups involved	Action planned or already taken to minimise discrimination/promote equality of access	Officer (s) responsible for the actions (must be identified)	Target date for completion
1. Monitor effects of this policy change	Age/ Gender/ disability	Develop reports from Northgate showing effects by these equality strands	R. Cartwright	When policy adopted by BMBC
2. Seek protocols with DWP to establish a mechanism for early identification of exempt cases	Age	Meeting between Rents Manager and DWP Manager arranged for 27 th April 2017	C Roby	TBA
3				
4.				

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Name/signature of manager completing analysis	R. Cartwright
Date assessment sent to Organisational Development Manager	5.5.2017
Name/signature of Organisational Development Manager	Yasmin Henstock
Date of publication of equality analysis	

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

**Report of Executive
Director, PLACE**

Visitor Economy Strategy for Barnsley 2017-2020

1. Purpose of Report

- 1.1 The purpose of this report is to gain cabinet approval and acceptance of a Visitor Economy Strategy for Barnsley 2017-2020.
- 1.2 To put in place a strategy to enable the Borough to realise tangible benefits from the development of the visitor economy including: enhanced profile for the Borough, increased visitor spend and economic impact, increased viability of attractions and visitor economy sector business, job creation, investment and an enhanced sense of pride in the Borough for residents.

2. Recommendations

It is recommended that:

- 2.1 **Cabinet adopts the Visitor Economy Strategy for Barnsley 2017-2020**
- 2.2 **The strategy's action plan priorities are implemented to realise the benefits associated with Visitor Economy Development.**

3. Introduction / Background

- 3.1 At a national level Visit England / Visit Britain have been recently amalgamated and are funded by the Department for Culture Media and Sport to be responsible for building England's tourism product, raising Britain's profile worldwide, increasing the volume and value of tourism exports and developing England and Britain's visitor economy.
- 3.2 Regionally there is a network of recognised Destination Management Organisations across the country that take on responsibility for promoting their particular areas and are often constituted as a tourism board, for example Visit Derbyshire or Visit Cambridge. Visit Barnsley has been constituted as a Community Interest Company and although very small scale it does provide an independent platform to promote Barnsley and is recognised by Visit England / Visit Britain as an official Destination Management Organisation, enabling Barnsley to participate in Visit England/ Visit Britain activities where it is appropriate to do so, for example Barnsley benefited from the Northern Futures Campaign in 2015-16.

- 3.3 Welcome to Yorkshire is a regional organisation which has developed out of its forerunner the Yorkshire Tourist Board. Welcome to Yorkshire's stated aim is: 'to grow the county's visitor economy' and its main focus is PR and Promotion. Welcome to Yorkshire has been very successful in building a strong and recognisable brand for Yorkshire and in particular has used events such as the Tour de France and the Tour de Yorkshire to raise Yorkshire's profile on the international stage and consolidate the brand. Barnsley is a member of Welcome to Yorkshire, paying an annual subscription of £15,000 which enables Barnsley to be promoted on Welcome to Yorkshire's digital marketing platforms and provides the opportunity (at extra cost) to be included in Welcome to Yorkshire's advertising campaigns and to participate in events such as Tour de Yorkshire. In addition attractions within the Borough also have to be independent members of Welcome to Yorkshire to receive these benefits.
- 3.4 A strategy for the development of the visitor economy in Yorkshire and Humber 2015- 2020 was produced by Tourism UK in 2015. With the demise of the Yorkshire and Humber Local Government Association; this has not been implemented as intended. The document does however serve to inform individual Council's in the development of their own strategies. This has been considered in the development of the Visitor Economy Strategy for Barnsley, in particular Tourism UK's model for investment to grow the visitor economy underpins the document as a guiding principle; see diagram at Appendix 1
- 3.5 The Sheffield City Region does not cite tourism and the visitor economy explicitly in its priorities; however South Yorkshire Chief Executives have expressed an interest in raising Culture and the Visitor Economy up this agenda. There is the opportunity to do this as part of the current Strategic Economic Plan refresh process. To this end The CEO of the Peak District National Park is currently leading a task and finish group on South Yorkshire Tourism..
- 3.6 Barnsley is atypical in that its main stock of visitor attractions are predominantly either owned or supported by the Council: i.e. the five attractions within the Barnsley Museums portfolio: (Cannon Hall Museum Park and Gardens, Worsborough Mill and Country Park, Experience Barnsley Museum and Discovery Centre, the Cooper Gallery, and Elsecar) are Council owned, with others such as Wentworth Castle Gardens and Calypso Cove indoor Waterpark (part of Barnsley Premier Leisure's Metrodome operation) and The Civic are currently supported by the Council through grants. RSPB is a significant attraction within the charitable sector and Cannon Hall Farm is the only substantial visitor attraction within the private sector. This means that the Council has an unusually high stake in this sector.
- 3.7 In this Visitor Economy Strategy for Barnsley it is important to differentiate between Barnsley Museums as five visitor attractions for the borough attracting visitors both from within the borough and further afield to contribute to the Visitor Economy and the Barnsley Museums

Service that increasingly delivers a range of activities and services to local people. Particularly now that Arts Council National Portfolio Status (NPO) has been secured for 2018 - 2022, the latter is able to deliver across a range of council agendas, such as health and wellbeing, education and community engagement, for example through volunteering.

4. Proposal and Justification

4.1 Whilst not a statutory requirement this strategy will position the Council to lead on coordinating activity in the Visitor Economy Sector across the borough by strengthening partnership activity aligned to a clear action plan.

4.2 The strategy makes use of available data and evidence from Visit Britain and Visit England Insight in so far as it is relevant for this area to identify where activity should be targeted and to enable effective monitoring of progress. In common with other regions there is however very limited regional and local level data which is a significant issue for the tourism and visitor economy sector across the country. An analysis of the available data has taken place as far as is possible within these limitations and this has also been used to inform the strategy.

4.3 The Visitor Economy Strategy for Barnsley sets out a broad vision and key priorities for the Council and its visitor economy sector partners to address. Coordinating activity across the sector will enable the Borough to realise the benefits from the development and growth of the visitor economy sector. The strategy links closely to the Borough's corporate priorities and approved Jobs and Business Plan, it also builds on initiatives and investment that have already been delivered across the Borough by the Council, funding agencies such as the Heritage Lottery Fund and by sector partners.

4.4 The vision for the strategy is that by 2020 Barnsley will be recognised as an emerging tourism destination and be seen as a place worth visiting. We do need to be realistic about our offer, particularly in a highly competitive market, however by working together with our partners we can realise tangible benefits such as:

- Increased money coming into the borough directly from visitor spend and from investment and funding streams
- Business opportunities
- Business profitability
- Jobs at all skill levels including entry-level
- Increased viability for our attractions and support for our arts , culture and heritage
- Bigger and better profile for the borough which will help our image and reputation – and will help support inward investment
- A sense of pride for our residents

4.5 To realise the potential of the visitor economy tourism in Barnsley will require two things delivered over a sustained period of time:

- Improvement and investment in the products and experiences offered
- Promotion of the place that is truthful and compelling.

4.6 The Tourism UK's model for investment to grow the visitor economy identifies that investment in one or more of the following four areas will grow the visitor economy most rapidly, the more sectors invested in the faster the growth:

- attractions,
- promotion
- events
- accommodation

Investment in the remaining sectors will support the growth of the visitor economy and encourage repeat visits:

- public realm
- food and drink
- customer service

Barnsley has already seen significant investment in its attractions, for example at Cannon Hall Farm, Experience Barnsley and the Cooper Gallery and further investment planned at Cannon Hall Museum Parks and Gardens, RSPB Old Moor and Elsecar. Significant investment has taken place in the Town Centre and in public realm and a Public Art Strategy for the borough has been developed. Barnsley has already realised benefits from this investment, such as increased visitor numbers and corresponding economic impact, increased publicity, improved perceptions and increased civic pride. Public Art in particular has had a significant impact in raising the profile and changing perceptions of the Borough, with Barnsley winning a National Civic Trust Award for its Somme Artwork. Significant investment and development in the Town Centre will address a major weakness in Barnsley's visitor offer, in particular stimulating the evening economy. The Council and its partners have also had success with events and exhibitions, which at the local level drive footfall to the town centre and visitor attractions. Higher profile events such as Tour de Yorkshire and the Picasso Exhibition also raise the profile and improve perceptions of the borough.

4.6 A review of the available data and evidence has identified the following:

- Tourism is a big and growing business regionally and nationally
- Day trips are the biggest sector - an opportunity now
- Domestic short breaks for leisure are a longer term opportunity

- Barnsley's location means it is well placed for day trips for those coming from home and those holidaying in the Peak District and Yorkshire – a great day out
 - History, heritage and culture are all important motivators and Barnsley's museums and attractions are already performing well above national and regional trends
 - What Barnsley has to offer is likely to appeal to older visitors i.e. people with time and money, interested in a meaningful experience, there is also reasonable offer for families
- 4.7 The Borough's main strength and opportunities lie with its heritage assets. Research done by Visit Britain and Visit England suggests that culture and heritage are big motivators for visitors on holiday, on a short break or on a day out. Research also suggests that people are looking for things to do on their break or day out so visitor attractions are a really important element of the tourism experience. So while Barnsley may not yet be front of mind for a break we can definitely already offer something based on our existing attractions and build on this strength.
- 4.8 Elsecar, represents the most realistic prospect for development of a tourism product, especially when linked to the proposed development of Wentworth Woodhouse. The restoration of the Newcomen often described as the most important piece of industrial heritage in the world, recent Heritage Action Zone recognition and Great Place status, proposed future investment and detailed destination management planning on both of these sites serve to support this premise.
- 4.9 The Borough is 75% Green Belt and is home to stunning landscapes and countryside, which is also a priority for visitors. To change outdated perceptions of the Borough it is important to utilise and promote these natural assets and build on existing strengths such as our flagship parks at Elsecar and Locke Park, the Trans Pennine Trail, RSPB Old Moor and the emerging concept proposals by Yorkshire Water for Langsett, Underbank and surrounding areas, in the borough or on its adjacent borders. As well as helping to change outdated perceptions of Barnsley as predominantly a post-industrial landscape, national level data demonstrates that recreational activity also has significant potential for economic impact and is a driver for day visits and overnight stays. Televised events with an international reach such as the Tour de Yorkshire are successful in raising the profile and improving perceptions of the borough and present an opportunity to showcase the borough's beautiful countryside.
- 4.10 The strategy sets out the links to national, regional and local level policy and strategic documents. This forms the basis for the development of an action plan which can be delivered in partnership and by coordinating and utilising existing resources to ensure a clear focus on raising the profile of the borough and delivering key strategic actions outlined in the action plan.

4.11 An outline action plan has been developed as part of this strategy which will be developed into a detailed action plan for delivery by the Visitor Economy Forum. The action plan identifies four priority areas:

- Partnerships: - recognising that we need to work together to get results
- Investment: - providing high quality and distinctive experiences for visitors
- Promotion: – telling visitors and potential visitors about the offer
- Intelligence gathering:- improving data and evidence across the sector

5 Consideration of Alternative Approaches

5.1 The alternative approach is to not have a Visitor Economy Strategy which would result in an uncoordinated approach to delivering the tangible benefits of a coordinated Visitor Economy Strategy delivered in partnership across the borough. This approach is not consistent with the aims of Future Council and the Authority's approved Jobs and Business Plan

6 Implications for Local People / Service Users

6.1 Approximately 60% of visitors to Barnsley's attractions are local people, with millions visiting each year. Adopting the strategy and taking a coordinated partnership approach to investment and development of our visitor attractions will improve the offer for local people and ensure its sustainability.

6.2 Where significant developments and investment takes place at visitor attractions in the future the needs and impact on local people will be considered and as key stakeholders local people will be involved in development plans.

7. Financial Implications

7.1 Consultation on the financial implications has taken place with colleagues in Financial Services on behalf of the Service Director – Finance (S151)

7.2 There will be no additional financial implications arising directly from this report. Implementation of the strategy will serve to refocus priorities and target existing resources at them.

7.3 Any financial implications associated with any of the headline priority actions identified will be the subject of further cabinet reports as required with any funding requirement needing to be identified initially from other sources than the Council's Core Resource.

8. Employee Implications

No implications

9. Communications Implications

9.1 Marketing and promotion is central to this strategy in terms of increasing visitor numbers to attractions and events and also changing and improving perceptions of Barnsley. Promotion has been identified as a key theme in the strategy's outline action plan

9.2 Communications team employees are embedded within the Culture and Visitor Economy and Economic Development Services, providing a dedicated resource to promote our Visitor attractions, events and the Town Centre as well as providing a link with our recognised Destination Management Organisation, Visit Barnsley CIC.

10 Consultations

10.1 Consultation has been carried out with internal and external stakeholders in the development of this strategy including:

- Barnsley Visitor Economy Forum
- Visit Barnsley CIC
- Barnsley Economic Partnership – Visitor Economy Sub Group
- South Yorkshire Local Authority visitor economy sector leads
- Welcome to Yorkshire

10.2 Visitor economy attractions and sector businesses are located in a number of wards across the borough and necessarily there is greater involvement from local Members in these areas. Local Members are kept informed of implications and developments at each of these attractions as necessary and are involved on stakeholder groups for associated major projects, for example Parks for People at Cannon Hall and projects at Elsecar.

11 Community Strategy and the Council's Performance Management Framework

11.1 Strengthening the Visitor Economy is priority outcome in the Corporate Plan contributing to the Council's ambition for a Thriving and Vibrant Economy and is recognised as priority area for development in the Council's Jobs and Business Plan

12 Promoting Equality and Diversity and Social Inclusion

12.1 An Equalities Impact Assessment has been undertaken in the development of this strategy and an action plan being incorporated into the strategy, so that the strategy remains inclusive.

13. Risk Management Issues, including Health and Safety

13.1 The fundamental risk associated with this report is that if it is not approved, there will be the potential for an ineffective and un-coordinated approach in the visitor economy sector across the borough. This could result in Barnsley failing to realise the tangible benefits associated with growing the visitor economy including missed opportunities for investment.

The Culture and Visitor Economy Service benefits from a detailed risk register, which includes a number of risks that are essentially underpinned by the approval of this report. By approving the Council's Visitor Economy strategy, the service will be in a position to implement mitigation actions that arise from the strategy which have been designed to reduce the threats and risk to the successful delivery of the strategy itself.

14. List of Appendices

14.1 Appendix 1 – Diagram Tourism UK model for Developing the Visitor Economy

Appendix 2 - Draft Visitor Economy Strategy for Barnsley 2017-2020

15. Background Papers

15.1 Yorkshire and Humber Visitor Economy Strategy 2015-2020

Summary Visit England / Visit Britain research insights data Tourism Markets and Trends – Blue Sail

Background papers are available from Sue Thiedeman Head of Culture and Visitor Economy

Reconomics: The impact of outdoor recreation in the UK

Creative England : Quantifying Film and Television Tourism in England
:

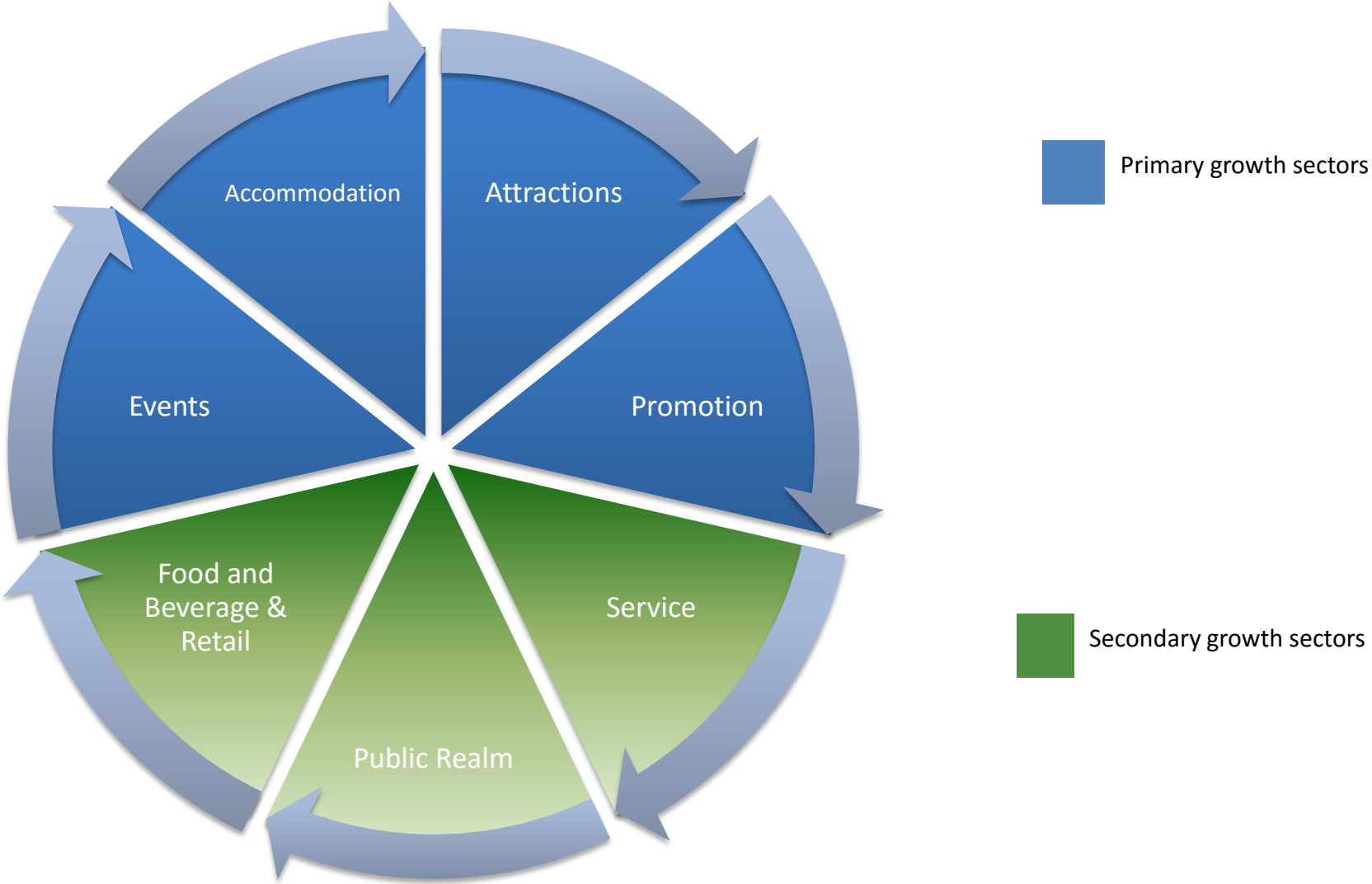
<p>Officer Contact: Sue Thiedeman Telephone No: 01226 787506 Date: 14.8.17</p>
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If an Appendix A is not required, please include the box below:

<p>Financial Implications/Consultations : Date :</p> <p>Consultations on the financial implications have taken place with representatives of the Executive Director of Finance.</p>

Appendix A: Tourism UK's model for investment sectors to grow the visitor economy

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Visitor Economy Strategy for Barnsley

2017-2020

EXECUTIVE SUMMARY

Visitor Economy Strategy Executive Summary

Working together for a brighter future, a better Barnsley is our Vision at Barnsley Metropolitan Borough Council. We aim to make the borough a thriving and unique place to live, work, visit and trade; providing imaginative public spaces, arts, culture and urban living. The Visitor Economy has an important contribution to make and the vision for the Visitor Economy is that: By 2020 Barnsley will be recognised as an emerging tourism destination and be seen as a place worth visiting.

The Visitor Economy Strategy for Barnsley sets out a broad vision and key priorities for the Council and its visitor economy sector partners to address. Coordinating activity across the sector will enable the Borough to realise the benefits from the development and growth of the visitor economy sector. The strategy links closely to the Borough's corporate priority of growing a Thriving and Vibrant Economy and to the themes of the approved Jobs and Business Plan. It also builds on initiatives and investment that have already been delivered across the Borough by the Council, by funding agencies such as the Heritage Lottery Fund and by sector partners, such as Cannon Hall Farm and RSPB.

To realise the potential of the visitor economy tourism in Barnsley we aim to do two things delivered over a sustained period of time:

- **Enable Improvement and investment in the products and experiences offered**
- **Develop promotion of the place that is truthful and compelling.**

To deliver these outcomes four priority areas have been identified

- **Partnerships:** - recognising that we need to work together to get results
- **Investment:** - providing high quality and distinctive experiences for visitors
- **Promotion:** – telling visitors and potential visitors about the offer
- **Intelligence gathering:**- improving data and evidence across the sector

We do need to be realistic about our offer, particularly in a highly competitive market, however by working together with our partners we can realise tangible benefits, which include an enhanced profile for the Borough, increased visitor spend and economic impact, increased viability of attractions and visitor economy sector business, job creation, investment and an enhanced sense of pride in the Borough for residents.

Cllr Roy Miller Cabinet Member, Place

VISION

Barnsley – a place worth visiting.

Barnsley stands out from other places in England because of the unique character of its people and its long, proud heritage. It is many things but it is not a recognised tourism destination – yet.

The aim of this strategy for the visitor economy is to change that. It won't be easy and it won't be achieved overnight but it will be worth it in terms of spend, jobs, business success and pride in our place.

We will need to employ our creativity and our imagination to provide experiences which will appeal to 21st century visitors faced with an almost infinite choice of how to spend their leisure time. We will need to be equally creative and take every opportunity in finding income streams to support the investment we require. And we will need to work together in productive partnerships to achieve our ambitions..

If we can do all this then by 2020 Barnsley should be seen as one of the UK's emerging visitor destinations. A place with a reputation for incredible heritage with absorbing museums and galleries. A place showcasing events which entertain and delight. A place off the beaten tourism track with picturesque villages and beautiful countryside. A place which is down to earth, authentic and genuine – and very serious about making itself the best it can be.

NEED FOR A STRATEGY

A successful visitor economy brings many benefits:

- Increased money coming into the borough directly from visitor spend and from investment and funding streams
- Business opportunities
- Business profitability
- Jobs at all skill levels including entry-level
- Increased viability for our attractions and support for our arts , culture and heritage
- Bigger and better profile for the borough which will help our image and reputation , improve perceptions – and which will help support inward investment
- A sense of pride for our residents

All of these are real, tangible benefits which will directly contribute to the Council's key strategy for jobs and business, the 20 20 outcomes framework and in turn, the things the Council is seeking to deliver) are exactly the things that will make Barnsley a place worth visiting. This is why the visitor economy is one of the five priority economic sectors the Council has identified.

*We aim to make the borough a thriving and unique place to live, work, visit and trade; providing imaginative public spaces, art culture and urban living.
Barnsley Borough Council
Jobs and Business Plan*

We need a strategy for the visitor economy because it won't just happen on its own.

To realise the potential of the visitor economy in Barnsley will require two things delivered over a sustained period of time:

1. Improvement and investment in the products and experiences offered by the public and private sector.
2. Promotion of the place that is truthful and compelling.

We already have assets capable of attracting visitors, but we don't have enough of them to effectively compete with other places, nor are some of them as good as they need to be. We are also operating in an environment of uncertainty with Brexit and reduced public sector resources. And we know that in some instances we are fighting negative and outdated perceptions of Barnsley.

There are some promising opportunities too. Cultural tourism is a big trend in driving visits so we can capitalise on our incredible heritage and as yet untold stories, excellent museums and galleries which already attract 1.2 million visitors a year. National research shows that day trips are the biggest sector in tourism. We are well placed near centres of population and the well-known tourism destination 'brands' of the Peak District and Yorkshire. Visitor

numbers to Elsecar have almost doubled over the last three years and, having already achieved Heritage Action Zone and Great Place status , with partners such as Elsecar Heritage Railway, the proximity to Wentworth Woodhouse and substantial planned investment in all of these areas the locality is poised to become a unique heritage destination for the North of England. These factors alone signpost where our best prospects lie.

It's easy to be pulled in many directions when it comes to a visitor economy strategy; particularly as in Barnsley the Council has a larger than is usual stake in the portfolio of attractions across the borough. It is a question of being single-minded and focused on where the market opportunity is and putting in place actions that can seize that opportunity. That's what this strategy is about.

DRAFT

CONTEXT & CURRENT POSITION

The Visitor Economy Landscape

Barnsley may be starting from a low base when it comes to tourism but we have some great assets with which to start.

Research done by VisitBritain and VisitEngland¹ suggests that culture and heritage are big motivators for visitors on holiday, on a short break or on a day out. Research also suggests that people are looking for things to do on their break or day out so visitor attractions are a really important element of the tourism experience. So while Barnsley may not yet be front of mind for a break we can definitely already offer something based on our existing attractions (see table 1 for more detail on what they are).

Attractions:

- With the help of external funding we've been investing in our museums and galleries over the last ten years to the tune of £20M
- The Heritage Lottery fund in particular has invested Cooper Gallery has a fantastic new extension funded by £638,000 from the Heritage Lottery Fund and Cannon Hall has embarked on the delivery of substantial improvements thanks to £3m investment by the Heritage Lottery Fund and a new Museum was created . XXX has recently been awarded £XX to enhance the visitor experience.
- Elsecar Heritage Railway is in the process of making significant investment to extend the track to Cortonwood Retail Park which will significantly enhance the visitor proposition
- We've hosted some significant events including the Tour De France in 2014, and the Tour de Yorkshire in 2015 and 2017 which attracted 25,000 people spending £538,000 and received international television coverage, showcasing our stunning landscapes, the Pennine town of Penistone and surrounding villages..
- We've got clusters of heritage assets around Elsecar, including historic village, Heritage Railway , national award winning park and nearby Wentworth Woodhouse with compelling stories linking Wentworth Castle Gardens There is also a cluster of attractions at Cannon Hall, with the popular farm, farm shop, play facilities and restaurants, together with Cannon Hall Museum Park and Gardens.
- Elsecar in particular offers the potential to be a unique visitor attraction in UK terms in terms of industrial heritage, as well as a venue for events
- Barnsley Civic is recognised by the Arts Council for the quality of its cultural programme and is well located as the Town Centre improvements progress and the night time economy is strengthened. The Lamproom Theatre situated in an impressive converted Methodist chapel has strong support from local audiences.
- As well as having a substantial section of the Trans Pennine Trail, offering the opportunity for off road cycling walking and horse-riding , providing a route linking many of our visitor attractions, Barnsley Council is also the host for the Trans Pennine Trail National Office.

*[Case study Elsecar Destination
inc Railway, park, etc*

¹ See www.visitbritain.org/england-research-insights

- Barnsley Football Club has a substantial following and the economic impact of football is well documented with away fans travelling to matches in Barnsley.

Things to make more of:

- We have a public art strategy in place which will help reinforce our claim to be a place for culture and Barnsley's profile was significantly enhanced by the National recognition afforded through winning a 2017 Civic Trust Award for the Somme Commemoration Artwork at the Town Hall, the only winner from the Yorkshire and Humber Region.
- We're investing £120M in improving Barnsley town centre, including a modern new library, enhanced leisure provision, a multiplex cinema and new restaurants that will enhance the evening economy in the town. The Town Hall, Pals Square and fountains have already been transformed and provide a link to the Town Centre's cultural attractions in the wider town centre.
- The Cultural offer in Barnsley Town Centre linked to strengthening of the evening economy, for example, Barnsley Civic and the Lamproom Theatre
- We are a film partner with Creative England to promote the borough as a location for film and TV building on the likes of the TV drama *Jericho* and the film *The Journeyman* and BBC2's *Our Dancing Town*. We know that every £1 spent in the production results in £10 spent in the local economy, also that screen tourism of all types is attracting visitors in abundance and is worth hundreds of millions to the UK economy)²
- James Hudson Taylor is the man who took Christianity to China and while there is limited evidence of his presence in Barnsley we know there is interest and a growing market with more people from China travelling to the UK than ever before
- Being part of Pennine Yorkshire – so a place for activities (walking, cycling), attractive villages, country pubs and restaurants
- Our attractions can offer a wet weather alternative to those on holiday in Peak District and Yorkshire including family attractions such as the Calypso Cove Indoor Waterpark and Cannon Hall Farm.
- Promoting our flagship parks at Elsecar and Locke Park in Barnsley linked to developments in the Town Centre [Case study Town Centre] and at Elsecar
- Potential enhanced recreational facilities and capacity on our borders at Langsett and Underbank Reservoirs ,RSPB sites **in the Dearne Valley and Barnsley's Yorkshire Wildlife Trust managed sites** .
- Our landscapes and wildlife offer to help change perceptions of Barnsley as a post industrial area and possibility of SSSI and NNR designation for RSPB sites in the Dearne Valley offer the potential to raise the profile of the borough and attract a greater number of visitors.

Table 1: Barnsley Visitor Attractions

It is important to note that though there appears to be a downward trend in some figures from 2015/16 to 2016/17 this is in line with national trends as 2016/17 was a year with no Easter break. The TPT however bucked the trend showing an increase of 7% a legacy from Tour de France and Tour de Yorkshire where uplift has been sustained. Cooper Gallery and Experience Barnsley also showed uplift due to the popularity of the exhibitions programme, such as the Somme, When the Oaks Fired and Picasso, and also substantial investment in the Cooper Gallery. Elsecar Heritage Railway footplate experiences have

increased by a staggering 84% demonstrating the value visitors place on unique experiences. In fact visitor figures at the majority of our Barnsley attractions are holding up well, with some good increases in the previous year (when there was no anomaly in the date for the Easter break) with some attractions showing a particularly strong performance such as RSPB Old Moor at +15%, Cooper Gallery +17% and Elsecar Heritage Centre + 22%. Only Wentworth Castle Gardens showed a decline in visitor numbers in that year. This local data confirms the attractions with strongest performance are the Elsecar and Cannon Hall husband Calypso Cove, with RSPB, Elsecar and Cooper Gallery showing marked improvement. In the last 4 years Barnsley Museums has seen visitor figures rise by over 25% due to a combination of investment, programming and marketing including use of customer insight data.

Attraction	Description	Admission	Annual visits (2016-17)	% change (2015/16 to 2016/17)
Cannon Hall Farm	Family farm attraction, indoor and outdoor play facilities, farm shop, restaurants and seasonal events.	£8.95	350,000	X
Barnsley Civic	unique multi-purpose arts centre offering a high quality varied programme and contemporary gallery	Variable Gallery-Free	32,799	-15%
Lamproom Theatre	Located in an impressive converted Methodist Chapel the programme has strong local support	Variable	29,181	+15%
Trans Pennine Trail	A national coast to coast route for recreation and transport – for walkers, cyclists and (in parts) horse riders	Free	413,166	+7%
Cannon Hall Museum, Park & Gardens	Georgian country house museum set in 70 acres of historic parkland and landscaped gardens.	Free	406,786	-7%
Elsecar Heritage Centre	Heritage centre with craft workshops, artist studios, antique centres & exhibitions, indoor children's play centre, café, steam railway, visitor centre.	Free	449,802	-3%
Elsecar Heritage Railway	Heritage Railway offering steam and diesel train rides and special events	£2.50 - £5	X	X
	Exclusive "footplate experiences"	£90- £139	574X	+84%
Worsbrough Mill, Museum & Country Park	17 th century working water mill & museum set in 240 acres of country park. 60-acre reservoir, mill shop, tea room.	Free	157,494	+2%
Experience Barnsley	Museum & discovery centre located in Town Hall, telling story of Barnsley.	Free	82,631	+5%
The Cooper Gallery	Art Gallery. Collection of 17 th – 20 th century paintings, watercolours, drawings. Café.	Free	81,563	+6%
Wentworth Castle Gardens	Historic gardens and 500-acre deer park. Restored Victorian conservatory. Wedding venue.	£6.95	52,000.	-20%-

Monk Bretton Priory Medieval Monastery	Remains of medieval priory.	Free	n.a.	n.a.
Wortley Top Forge	Britain's last surviving water-powered heavy iron forge. Undergoing renovation.	Free	1676	-10%
Wigfield Farm	Working farm next to Worsbrough Country Park.	£3	x	x
Victoria Jubilee Museum	Small village museum	Free	1,101	+4%
Maurice Dobson Museum	Small village museum mall	Free	2077	-1%
RSPB Old Moor Nature Reserve	250-acre wetlands nature reserve.	Free	109,787	+15%
Barnsley Metrodome	Leisure complex with Calypso Cove Waterpark, swimming pool, gym, bowling, arena.	various	855,061.	-£4%.
	Calypso Cove Indoor Waterpark		291,980	-7%
	Bowling		67,721	-1%
Langsett	Picturesque accessible walking trails in peak district National Park		n/a	n/a
Penistone	Highest Market Town in Pennines		n/a	n/a

Source: Blue Sail online research; Survey of Visits to Visitor Attractions, Visit England; Barnsley Metropolitan Borough Museums Data

Headlines – local, regional and national

By way of context we have reviewed the data (full data set at Appendix 1) – there is limited data available for Barnsley itself although we have more at regional and national level. Here are the main implications for Barnsley followed by the detailed facts:

1. Tourism is a big and growing business regionally and nationally
2. Day trips are the biggest sector - an opportunity now
3. Domestic short breaks for leisure are a longer term opportunity, but more lucrative
4. Barnsley's location means it is well placed for day trips for those coming from home and those holidaying in the Peak District and Yorkshire – a great day out
5. History, heritage and culture are all important motivators and Barnsley's museums and attractions are performing well above national and regional trends
6. What Barnsley has to offer is likely to appeal to older visitors i.e. people with time and money, interested in a meaningful experience, there is also a reasonable offer for families

- Tourism is an important and growing sector in the UK, accounting for 9% of GDP³ and forecast to grow by 3.8% annually through to 2025.
- Most tourism expenditure is on day trips - over 50%; and a quarter of these are visiting friends/relatives.
- 9% of all tourism trips in England are to Yorkshire & the Humber - 120 million day trips, 11.3 million domestic overnight trips and 1.3 million from overseas.
- 60% of tourism expenditure in Yorkshire & the Humber comes from day trips, 31% from domestic overnight trips and just 9% from overseas. This is compared to England averages of 54% day trips, 23% domestic overnight trips and 23% inbound trips.
- Almost half (46%) of domestic overnight trips to Yorkshire & the Humber are for holidays, mainly short breaks of 1 – 3 nights. Holiday trips to the region have grown by 4% on average each year since 2008, higher than the national average of 2%.
- Barnsley is situated on the south-western edge of the Yorkshire & Humber region and has a population of 241,218⁴, 4.4% of the regional total.
- Barnsley's central location next to the M1 means that it is within easy day-trip distance for residents and holiday makers from a sizeable catchment area, including Manchester, Leeds, York, Sheffield, Nottingham and the Peak District National Park.
- Approximately 8.7 million people live within 44 miles of Barnsley (the average distance travelled for tourism day trips in England).
- An estimated 3 million tourism trips are taken in Barnsley annually, most of whom – 2.9 million – are day visitors.

³ Includes both direct and indirect effects (i.e. incorporating supply chain effects)

⁴ Barnsley Metropolitan Borough, 2016 mid census estimates

- Only around a quarter (24%) of domestic overnight trips to Barnsley are for holiday purposes compared to 44% for England as a whole. The majority are for visits to friends/relatives – 64% of domestic overnight trips compared to 38% for England.
- Average length of stay in Barnsley is 2.3 nights compared to 3.4 nights for England as a whole.
- The economic impact of a day visitor is estimated to be in the region of £21 per person rising to approximately £38 for an over night stay
- In the absence of visitor profile data for Barnsley, we can look at a combination of regional data and national averages for towns/cities. The age profile of domestic holiday trips to the Yorkshire and Humber region is older than that for England – 40% are aged over 55 compared to 34% for England. Similarly, small towns attract a slightly older visitor, with 39% aged over 55. By contrast, the age profile of domestic holiday trips to large towns/cities tends to be younger, with just 31% aged over 55. It is likely that Barnsley's profile will be closer to that of the region than to large town/city averages.
- History and heritage activities are a key attraction to Yorkshire & the Humber, occurring on 28% of trips, compared to 22% for England as a whole. This is also likely to be a key motivator for trips to Barnsley.
- Customer insight data from Barnsley Museums identifies that just over 50% of visitors are from the local area, though this varies across the sites. Cannon Hall and Elsecar in particular attract people from across the North of England, where as Worsbrough Mill has a predominately local audience. Visitors tend to be in the 55 plus age range, with Experience Barnsley and Elsecar attracting a younger age group. The biggest motivator for visitors is to spend time with family and friends
- Well over a million visitors are attracted to Barnsley's museums annually with a corresponding economic impact of over £25M
- Nationally, visitor attractions are important. Around a quarter of domestic overnight trips in England and one in ten tourism day trips include visiting a visitor attraction. Between 1989 and 2015, visits to England attractions as a whole have increased by 50%. Visitor/heritage centres and museums/art galleries are amongst those sectors achieving higher than average growth.
- Heritage Railways bring a huge boost to the UK tourism market. In 2015 £120 million with 8.3 million passengers in the UK
- We know that sport and recreation national data set (RECRONOMICS) that participation in active recreation has considerable local economic impact and is worth millions to the UK visitor economy. An average of £8.75 per head is spent for those visiting to enjoy the natural environment and wildlife and spend on participating in activities averages around £30 per head
- Through biannual surveys we have a detailed breakdown of visitor spend for the Trans Pennine Trail with users spending on average £6.33per head in Barnsley an annual economic impact of over £2.6M .
- Yorkshire water has detailed customer insight data for users and non users, but no actual visitor count. Visitors to Langsett are predominantly 35-54 , with a significant proportion of 18-24 year olds. They value nature and countryside, as well as accessibility. Lack of awareness is the main barrier for non users, with ¾ suggesting they would visit if they had been aware.
- The UK Film industry is a rapidly growing sector and Creative England has analysed the value of screen tourism to the UK economy estimating the value to be in the region of £140m with the economic impact of the most popular destinations being between £1.6m and £5m.

Where are we starting from?

<h3>Strengths</h3> <ul style="list-style-type: none">• Cluster of good visitor attractions with recent investment• Industrial heritage offer• Elsecar Destination including Elsecar Village , award winning park and Elsecar Heritage Railway• Cannon Hall Museum, Park & Gardens / Cannon Hall Farm Cluster• Trans Pennine Trail• Cycling & Walking opportunities• Country pubs with quality food• Picturesque villages e.g. Penistone, Langsett• Barnsley town centre redevelopment• James Hudson Taylor• Traditional market• Flagship parks at Elsecar and Locke Park• Proximity to Peak District National Park• Accessibility / M1 corridor• Wildlife – RSPB Old Moor sits at the heart of a nationally important and recognised set of wildlife habitats that draw a lot of visitors.• Partnership with Yorkshire Wildlife Trust• Dearne Valley Landscape Partnership• Pay and Play Golf Provision	<h3>Weaknesses</h3> <ul style="list-style-type: none">• Lack of a quality, rounded visitor offer to attract longer stays and increase dwell time• Evening economy in Barnsley town• Limited retail offer• Limited eating out offer• Narrow range of accommodation• Lack of major national attraction• No sizeable competitive conference or meetings venues• Current lack of priority for the visitor economy in Sheffield City Region
<h3>Opportunities</h3> <ul style="list-style-type: none">• Yorkshire brand – and Welcome to Yorkshire activity• Collaboration Derbyshire and Peak District National Park• External funding streams for investing in attractions• Proximity to centres of population in Manchester, Leeds & Sheffield• New delivery structures – Visit Barnsley and Visitor Economy Forum	<h3>Threats</h3> <ul style="list-style-type: none">• Perceptions of Barnsley and South Yorkshire brand• Over reliance on council owned assets• Lack of resource and capacity within the council and the sector• Continuing squeeze on public sector finances• Ability to attract private sector investment

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| <ul style="list-style-type: none">• Events – Tour de Yorkshire etc.• Partnerships with attractions e.g. Yorkshire Sculpture Park, Hepworth, National Mining Museum• Wentworth Woodhouse / Elsecar / Elsecar Heritage Railway investment• Film location and film tourism• Potential for enhanced recreation offer at Langsett and surrounding areas• Potential for enhanced profile at RSPB sites in the Dearne Valley through the development of SSSI Sites and access to RSPB visitor database• Barnsley Town Centre Major redevelopment - increased leisure , retail and evening economy offer, including linking to existing cultural offer• Development of sustainable travel plans Core Cities of Sheffield & Leeds City Regions and LEPs• Promotion of landscapes, natural environment and wildlife• Utilise of attractions to support the health and wellbeing agenda• Principal Towns development programme – particularly for Penistone• Popularity of food culture, eg Food Festivals and Artisan Flour Production at Worsbrough | <ul style="list-style-type: none">• Lack of data, intelligence and visitor insight• Relatively poor public transport links• Cultural and heritage offer in cities and resulting growth in city breaks• Competition from historic cities elsewhere in England• Competition from established rural destinations• Tensions between development and preservation of heritage or natural resources including biodiversity• Lack of capacity for parking and / or inadequate infrastructure, in historic villages such as Cawthorne and Elsecar which are adjacent to substantial visitor hubs |
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MAKING IT HAPPEN

With so many opportunities it is important that we take a strategic approach to developing Barnsley’s visitor economy and focus on doing a small number of things well to achieve organic growth based on our culture and heritage. We will seek to build Barnsley as a place worth visiting focusing in the short term on growing days out from those living within a one hour travel time and those holidaying in the Peak District and Yorkshire. The Tourism UK Model (Appendix 2) underpins our overall strategy for investment and allocation of resources in the medium term we will seek to Improve promotion of our offer, including to film makers strengthen our attractions, , and the wider experience we can offer visitors in terms of public realm, shopping and eating out. We will continue to participate in high profile events such as the Tour de Yorkshire . Through our efforts we seek to improve perceptions of Barnsley as a place to visit ultimately leading to private sector investment in the visitor economy sector and accommodation for example.

This approach recognises where we are starting from, the constraints on resources and investment, the relative strength we have in our industrial heritage and our visitor attractions, as well as the investment we have made in those things. The approach is realistic and achievable and focused on those experiences that research shows are appealing to visitors as well as delivering an infrastructure which we know is appreciated by our residents.

[Case study Tour de Yorkshire]

There are 4 priorities to the strategy to be implemented over the next 3 years:

- **Partnership** – recognising that we need to work together to get results
- **Investing in the experience** – recognising that we have to provide something that is high quality and distinctive for our visitors if we expect them to come
- **Promotion** – recognising that we need to tell potential visitors what we’ve got
- **Intelligence gathering** – recognising that we need to know evidence, data and intelligence to assess how we are doing and to plan what we do next

: PARTNERSHIPS	
Actions	Operational Tasks
Develop productive partnership with Welcome to Yorkshire exploiting their brand, their marketing themes of events, heritage and outdoors and their routes to market.	<ul style="list-style-type: none"> • Regular meetings and proactive identification of opportunities • Deliver information and news on a proactive basis to WtY
Build relationships with sector partners, such as Heritage Lottery Fund, Historic England, and Arts Council England to access information, intelligence and support for cultural attractions	<ul style="list-style-type: none"> • Regular meetings, conferences and networking opportunities • Inclusion of range of partners across the borough, eg Barnsley Civic, Lamproom Theatre and RSPB Old Moor, Locke and Elsecar Parks
Collaboration with South Yorkshire local authorities, Derbyshire, and the Peak Park Authority on tourism issues	<ul style="list-style-type: none"> • Use existing mechanisms to identify issues and agree joint approaches • Strengthen the voice for tourism in South Yorkshire with regional and national agencies through having a unified and consistent position; with a

	particular focus on creating a presence with the Local Enterprise Partnerships and in the SCR Strategic Economic Priorities.
Collaboration with other attractions to strengthen our joint offer	<ul style="list-style-type: none"> Identify appropriate attractions and explore options for collaboration on promotion and product development e.g. benchmarking, sharing good practice, training etc.
Support the Visitor Economy Forum so the private sector increasingly takes responsibility and leads and there is peer to peer support within the group	<ul style="list-style-type: none"> Increase membership from all sectors of visitor economy Create a small 'executive advisory board' from the VEF membership to oversee delivery of this strategy Support effective networking – information, benchmarking good practice, staff secondments, training opportunities etc. Develop partnerships with diverse communities to support visitor attractions becoming more accessible and inclusive
Encourage and work through new delivery mechanisms	<ul style="list-style-type: none"> Support Barnsley Museums & Heritage Trust in its role as a champion for the sector and its efforts to fundraise Develop Visit Barnsley Destination Marketing Organisation as a vehicle for delivering marketing activity
INVESTMENT	
Actions	Operational Tasks
Prioritise the development of Elsecar as our signature visitor attraction to give us a nationally significant attraction	<ul style="list-style-type: none"> Fully exploit the opportunity presented by English Heritage designation of Heritage Action Zone of Elsecar as one of 10 locations of national significance and national recognition from the Great Place Programme Develop funding bids to attract investment to enhance the visitor experience Ensure investment priorities include access and inclusion to meet the needs of diverse audiences Commission strategic plan, business plan and marketing plan to appraise Elsecar's assets against the market opportunity, and how these should be used and developed to enhance its status as a major tourist destination alongside Wentworth Woodhouse Undertake an options and feasibility study into development Elsecar as an

	<ul style="list-style-type: none"> events venue Work with Partners such as Elsecar Heritage Railway and Wentworth Woodhouse Preservation Trust to build a cohesive offer for the region
Identify and secure new funding opportunities for our attractions across the Borough	<ul style="list-style-type: none"> Build and maintain good relationships with national funders - Heritage Lottery Fund, Arts Council England, Creative England, National Trust VisitBritain/VisitEngland - and use these relationships to access information, intelligence, networks, and funding streams Work with our attractions to help identify opportunities for increasing secondary spend through retail and catering Identify a sustainable long term solution for Wentworth Castle Gardens
Develop our annual events programme with funding based on clear quality and impact criteria	<ul style="list-style-type: none"> Develop a funding framework with objective criteria designed to support events most likely to attract visitors and improve perceptions of Barnsley Identify and develop one major signature event for Barnsley capable of attracting significant numbers of visitors and achieve national PR Ensure that it is easy for visitors to identify events of interest to them on our website and social media platforms
Develop a product/experience around James Hudson Taylor	<ul style="list-style-type: none"> Undertaken an options and feasibility study into the development of a visitor experience Seek external funding to enhance the visitor offer at Salem Church s
Develop our activity and countryside offer	<ul style="list-style-type: none"> Work with Yorkshire Water on the experience around our reservoirs Continue productive partnership with Trans Pennine Trail Team and seek investment for maintenance improvements to the Barnsley section, including the Little Don Extension Support RSPB to enhance their visitor offer and create a hub of an outdoor activity space in the heart of the Dearne. Linked by the Trans Pennine Trail
PROMOTION	
Actions	Operational Tasks
Produce and implement a Destination Marketing Plan for Barnsley based on the promotion of Barnsley as the ideal day out to a visitor attraction	<ul style="list-style-type: none"> Develop a truthful, compelling destination narrative for Barnsley which raises awareness, challenges negative perceptions and that everyone can

<p>for people holidaying in the Peak District or Yorkshire, or living within one hour (Sheffield, Wakefield, Leeds).</p>	<p>use in their promotion of the place.</p> <ul style="list-style-type: none"> • Enhance marketing for the new Town Centre Development, to promote improvement in shopping, Leisure and evening economy offer and present a cohesive offer that includes cultural activity in the wider town centre • Continue to develop and refresh the website Visit Barnsley as the main information and promotional asset for the Borough. • Use digital channels to communicate messages around days out, events, what's on etc. to potential visitors • Use press & PR channels to communicate strategic news messages around Barnsley's positioning, new investments, attractions etc. • Ensure marketing messages are inclusive and deploy specific target marketing to attract under represented groups • Identify a small number of consumer shows focused on days out bringing together Barnsley's attractions and working with others e.g. other attractions, Welcome to Yorkshire • Identify opportunities piggy-backing on Welcome to Yorkshire's activity which offer Barnsley a route to reaching visitors • Utilise landscapes and countryside in promotional material
<p>Promote Barnsley as a film location to help in raising awareness as well as the direct spend benefits that filming brings</p>	<ul style="list-style-type: none"> • Continue partnership with Creative England to actively promote Barnsley's as a film friendly borough • Respond to enquiries providing information and support to convert to filming days • Co ordinate film location activity across the borough • Use filming as a PR opportunity
<p>Develop an strategic approach to event provision to change the perceptions of Barnsley and drive footfall and spend to the Town Centre and attractions</p>	<ul style="list-style-type: none"> • Work with sector partners to co ordinate events across the borough • Review marketing for events • Work in collaboration to secure the Tour de Yorkshire as an annual event for South Yorkshire.
<p>STRAND 4: EVALUATION & EVIDENCE</p>	
<p>Actions</p> <p>Improving data and evidence across the sector</p>	<p>Operational Tasks</p> <ul style="list-style-type: none"> • Implement plans to provide free Wi-Fi at all venues and use for data capture • Hotels – explore options such as STR Global who work with branded hotels

and destinations across the UK gathering and reporting on occupancy data

- Visitor attractions – put in place a system of monthly calls to visitor attractions asking for visitor data; and explore the possibility of attractions collecting data on visitor origin
- Develop a better understanding of the demographics of visitors and the visitor experience – including the diversity profile and barriers to access.
- Business monitor – explore the cost and feasibility of boosting local samples in Visit England’s [Tourism Business Monitor](#) of accommodation occupancy and attraction visitation - at the very least this could be used as a benchmark
- Visitor survey – implement a bi visitor survey at key points around Barnsley to collect data on numbers, origin, perceptions, spend, type of visitor etc.
- Continue to build customer insight data at our museums
- Establish a suite of PI’s , linked to the Council’s 2020 Outcomes Framework to measure the delivery of the strategy and ensure that the Visitor Economy Sector across Barnsley can contribute to.