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MEETING:	Overview and Scrutiny Committee
DATE:	Wednesday, 31 May 2017
TIME:	2.00 pm
VENUE:	Council Chamber, Barnsley Town Hall

AGENDA

Administrative and Governance Issues for the Committee

1 **Apologies for Absence - Parent Governor Representatives**

To receive apologies for absence in accordance with Regulation 7 (6) of the Parent Governor Representatives (England) Regulations 2001.

2 **Declarations of Pecuniary and Non-Pecuniary Interest**

To invite Members of the Committee to make any declarations of pecuniary and non-pecuniary interest in connection with the items on this agenda.

3 **Minutes of the Previous Meeting** (*Pages 3 - 6*)

To approve the minutes of the previous meeting of the Committee held on 2nd May, 2017 (Item 3 attached).

Overview and Scrutiny Issues for the Committee

4 **Future Council Strategy Progress** (*Pages 7 - 26*)

Following a brief introductory presentation, to consider a report of the Executive Director Core Services (Item 4a attached) in respect of Future Council Strategy Progress and the Organisation Improvement Strategy (Item 4b attached).

5 **Overview and Scrutiny Committee (OSC) Work Programme 2017-18** (*Pages 27 - 30*)

To consider a report of the Executive Director Core Services (Item 5 attached) in respect of the proposed OSC work programme for 2017-18.

6 **Exclusion of the Public and Press**

The public and press will be excluded from this meeting during consideration of the items so marked because of the likely disclosure of exempt information as defined by the specific paragraphs of Part I of Schedule 12A of the Local Government Act 1972 as amended, subject to the public interest test.

7 **Children's Social Care reports** (*Pages 31 - 70*)

Reason restricted:

Paragraph (2) Information which is likely to reveal the identity of an individual.

Enquiries to Anna Marshall, Scrutiny Officer

Phone 01226 775794 or email annamorley@barnsley.gov.uk

To: Chair and Members of Overview and Scrutiny Committee:-

Councillors Ennis (Chair), P. Birkinshaw, G. Carr, Charlesworth, Clarke, Clements, Franklin, Frost, Gollick, Daniel Griffin, Hampson, Hand-Davis, Hayward, W. Johnson, Lofts, Makinson, Mathers, Mitchell, Phillips, Pourali, Sheard, Sixsmith MBE, Spence, Tattersall, Unsworth and Wilson together with co-opted Members Ms P. Gould, Mr M. Hooton, Ms J. Whitaker and Mr J. Winter and Statutory Co-opted Member Ms K. Morritt (Parent Governor Representative)

Electronic Copies Circulated for Information

Diana Terris, Chief Executive
Andrew Frosdick, Executive Director Core Services
Rob Winter, Head of Internal Audit and Risk Management
Michael Potter, Service Director, Business Improvement and Communications
Ian Turner, Service Director, Council Governance
Press

Paper Copies Circulated for Information

Majority Members Room
Opposition Members Rooms, Town Hall – 2 copies

Witnesses

Item 4 (2:00pm)

Andrew Frosdick, Executive Director Core Services
Michael Potter, Service Director - Organisation & Workforce Improvement
Amanda Glew, Organisation Development Manager
Councillor Alan Gardiner, Cabinet Spokesperson Core Services

Item 5 (3:00pm approx.)

Anna Marshall, Scrutiny Officer

Item 7 (3:15pm approx.)

Mel John-Ross, Service Director, Children's Social Care and Safeguarding
Councillor Margaret Bruff, Cabinet Spokesperson – People (Safeguarding)

MEETING:	Overview and Scrutiny Committee
DATE:	Tuesday, 2 May 2017
TIME:	2.00 pm
VENUE:	Council Chamber, Barnsley Town Hall

MINUTES

Present

Councillors Ennis (Chair), P. Birkinshaw, G. Carr, Charlesworth, Clements, Franklin, Frost, Gollick, Hampson, Hayward, W. Johnson, Lofts, Makinson, Phillips, Pourali, Sheard, Tattersall and Unsworth together with co-opted members Ms P. Gould and Mr J. Winter.

64 Apologies for Absence - Parent Governor Representatives

No apologies for absence were received from Parent Governor Representatives in accordance with Regulation 7(6) of the Parent Governor Representatives (England) Regulations 2001.

65 Declarations of Pecuniary and Non-Pecuniary Interest

Councillor Lofts declared a non-pecuniary interest in Minute no. 67 due to his being a member of the Adoption Panel. Councillors G. Carr, Charlesworth, Tattersall and Unsworth declared non-pecuniary interests in the same minute due to their involvement with the Corporate Parenting Panel.

66 Minutes of the Previous Meeting

The minutes of the meeting held on 14th March 2017 were approved as a true and accurate record.

67 Support to Looked After Children from Barnsley Placed outside the Local Authority area

The following witnesses were welcomed to the meeting:

- Rachel Dickinson, Executive Director - People Directorate, BMBC
- Jon Banwell, Head of Service Children In Care, People Directorate, BMBC
- Sharon Galvin, Designated Nurse Safeguarding Children, Barnsley CCG
- Andrea Scholey, Named Nurse CiC, 0-19 Children's Community Nursing Service, Public Health, BMBC
- Liz Gibson, Virtual Headteacher for Looked After Children, People Directorate, BMBC
- Cllr Margaret Bruff, Cabinet Spokesperson - People (Safeguarding), BMBC

John Banwell presented a report on behalf of the Executive Director Core Services and the Executive Director People regarding Children in Care (CiC) outside of Barnsley. It was explained that wherever feasible, Children's Social Care and Safeguarding Services aim to place children in Care (CiC) with carers within the Borough, in line with statutory guidance. However, for some cases this is not always possible or appropriate.

Members asked questions in response to the report submitted and the introduction by John Banwell and the following matters were highlighted:

As at 31st March, 12 of the 93 children placed outside Barnsley have been placed for adoption. Three are in secure placements (two on remand, one on welfare grounds). One child is in a residential school because of specific educational requirement and is jointly funded with education. Two children are placed with relatives, one is in independent living, 11 are in residential settings. 18 are in residential placements, two in family assessment placements and 64 in foster placements outside the authority. Some of these will be in-house foster carers who live outside the Barnsley Boundary.

There are currently 11 children placed within 10-20 miles of the Barnsley boundary, with just 24 placed more than 20 miles away. Location is not the main consideration when placing children, it has to be the right match for the child. Support is provided for all young people, regardless of where they live. Barnsley performs well when compared to other Local Authorities. Children with complex needs must be carefully matched. There is a small group of children whose specific needs mean it is right to place them out of the Barnsley Borough.

There is a shortage of in-house foster carers, particularly for adolescents, sibling groups, young people with complex needs, long term carers and for emergency placements. Recruitment processes have been revised and now use Facebook, Twitter as well as regular mass media to spread the message of 'Barnsley carers for Barnsley children'. A recent event at Barnsley football club has started to generate some interest, as has a similar initiative working with the North East Area Council to highlight the range of people who can be foster carers.

The approval process for foster carers takes around six months, which includes training and guiding applicants through the process. An independent review of the process identified why people drop out of the process and there is now an action plan in place to simplify the process. The website and policies and procedures have been updated. The best recruiter for foster carers is other foster carers through word of mouth. Once approved, foster carers may be waiting some time for a placement, dependent on their terms of approval. All foster carers are approved for children aged between 0-18 but with a preference for a certain age group. Matching meetings take place monthly with foster carers and the support available is outlined to them, should they wish to consider widening their preference. Placements with independent fostering agencies (IFAs) are very expensive at an average of £900 per week and between £2500 and £3000 for a residential placement.

Members were reassured that during the current budget round and the medium term financial strategy there will be no reductions in funding. Similarly, although there was the possibility of Barnsley children placed outside the Borough not having statutory health checks, this has now been resolved through negotiation. On some occasions Andrea Scholey (Named Nurse, CiC) may have to travel to do the assessment. This

is not ideal, as local health practitioners know what services are available. There is a good reciprocal arrangement across South Yorkshire. Procedures for care leavers are the same wherever young people are placed. Young people are visited by Barnsley's targeted advice workers although this is not always in a child's best interests for children placed outside the Borough as they will have limited local knowledge.

The performance management of services for children and care leavers is robustly monitored. Visits are monitored monthly and there are regular team meetings. If a target is missed this will be quickly identified and steps taken to ensure it does not happen again. Every child has an Independent Reviewing Officer (IRO) who is also able to identify if a placement is struggling.

When children are placed out of authority the school will be visited to go through the child's educational and wider pastoral needs, which is very well appreciated by designated teachers, particularly when a child has complex needs. A meeting usually takes place prior to the child starting school to enable a strong package of support to be put in place. Regular monthly meetings take place with South Yorkshire Police and there are clear visiting arrangements with other police forces.

All Independent fostering agencies (IFAs) are part of the White Rose framework, commissioned and monitored by all Local Authorities. All placement contracts have strong information sharing protocols and performance against the contract is carefully monitored.

Many children coming into care have complex needs, with many having attachment and bereavement issues. Particularly complex needs include special educational need, physical or learning disability and social, emotional and developmental problems. Once needs have been identified plans are put in place to meet the individual needs of the child. Child and Adolescent Mental Health Services (CAMHS) are available both for the children and to support carers. It is not possible to have reciprocal arrangements with other authorities for children with complex needs placed outside of Barnsley due to the small number of children involved. Children with complex needs are consulted during visits with social workers, but improvement is always possible.

All children have a Personal Education Plan (PEP) which is updated three times a year and has a section to record a child's wishes and feelings. Problems with the care plan can often be unlocked when heard from the child. What a child says is always taken seriously, although conversations will be tempered according to the age, understanding and ability of the child. There is a small group of children who aren't happy at being in care and will always say they want to go home, which may not be in their best interests.

When a placement is not working, additional support is provided, but if a placement is found to be no longer suitable a move will be planned. Placement stability overall is good but disruption meetings are always held following placement breakdowns so that lessons can be learned for future placement support.

Representatives were thanked for their attendance and contribution.

68 Scrutiny Task and Finish Group (TFG) Reports from 2016/17 (Reports for information only)

Members were provided with copies of reports which had recently been to Cabinet in respect of work undertaken by scrutiny task and finish groups:

- Higher level skills and jobs
- Fly-tipping
- Flooding

It was reported that the reports had been well received by Cabinet. Members involved in the Task and Finish Groups were thanked for their hard work.

RESOLVED: that the reports be noted.

Item 4

Report of the Executive Director Core Services to the Overview and Scrutiny Committee (OSC) on 31st May 2017

Future Council Strategy Progress

1.0 Introduction

1.1 This report provides an overview of the Organisation Improvement Strategy 2017-2020, which has been developed to ensure that Barnsley Metropolitan Borough Council (BMBC) continues to drive forward changes and improvements at pace to ensure it meets the demands required of a modern council.

2.0 Background

2.1 Future Council was established as a concept in 2013 to fundamentally change how services were designed, planned and delivered in order to achieve sustainability for the future.

2.2 In order to ensure the council was in the best position possible to become a Future Council, achieve the priorities included within the Corporate Plan and meet customer needs and expectations, the Future Council Strategy 2014-2017 was developed. It set out how the council would achieve the organisational transformation required to be effective, efficient and high performing.

2.3 Implementation of the strategy resulted in a programme of organisational change and transformation at a scale, strength and pace that had not been seen before at the council. Key achievements during the period 2014-2017 include:

- Introduction of a new organisational model
- Achievement of efficiencies through reviewing and realigning common services and functions
- Development of a new council vision supported by four core values
- Implementation of a revised approach to financial planning and performance management including multi-year planning to provide more stability
- Implementation of a new approach to business planning that put our customers at the heart of the process
- Development of the Barnsley Leadership Programme
- A revised and improved Member Development offer
- Introduction of the Employee Excellence Awards scheme

2.4 During this period the council also became recognised as an Investors in People Gold accredited organisation and was shortlisted as a finalist for the LGC Council of the Year Award 2016.

3.0 Current Position

3.1 Although significant progress and improvements were made during the three year period, there were some outcomes that were not fully achieved. These are:

- Implementation of effective workforce and succession planning –some progress has been made but more work is required to fully embed this throughout the organisation
- Introduction of a corporate coaching and mentoring scheme – informal coaching and mentoring does happen but a formal corporate approach is needed for consistency
- Review and improvement of systems, processes and procedures – some progress has been made with real positive results but it is important that we undertake a whole scale review to have the maximum impact on both our customers and the way we operate internally

3.2 The council is now planning its journey to 2020 and has developed the Organisation Improvement Strategy 2017-2020 (Item 4b - attached) to build on progress already made and make further changes and improvements to ensure it continues to meet the demands of a modern future council. The strategy also includes actions to address the outstanding outcomes from the previous strategy.

4.0 Future Plans/Challenges

4.1 Using feedback from the 2016 Investors in People assessment and in consultation with employees and members, four themes of improvement have been identified. These are:

Theme 1: Culture and Behaviour Change

Theme 2: Efficient and effective processes and technology

Theme 3: Agile, healthy and engaged workforce

Theme 4: Developing the skills of our workforce and our members

4.2 An Organisation Improvement Strategy Board is to be established consisting of representatives from across the council to check and challenge progress of actions arising out of the strategy and making sure things stay on track. Julia Burrows, Director of Public Health, will be the Senior Responsible Officer for the Board.

4.3 A communication plan has also been developed to ensure that regular updates are provided to employees to keep them up-to-date on progress and achievements.

5.0 Invited Witnesses

5.1 At today's meeting, the following representatives have been invited to answer questions regarding this area of work:

- Andrew Frosdick, Executive Director Core Services
- Michael Potter, Service Director - Organisation & Workforce Improvement
- Amanda Glew, Organisation Development Manager
- Councillor Alan Gardiner, Cabinet Spokesperson Core Services

6.0 Possible Areas for Investigation

6.1 Members may wish to ask questions around the following areas:

- What are the key areas for development and how will these be achieved?
- What are the potential consequences if these areas for development are not addressed?
- What resources are required to deliver the strategy and does the organisation have the capacity to effectively address these requirements?
- What was the main reason for not achieving all the outcomes from the previous strategy and what has been learnt?
- How will you know whether the new Strategy is having the desired impact and what processes are in place to ensure a continuous cycle of improvement?
- Which areas of the strategy are reliant upon partners and what is being done to develop these relationships?
- What is being done to support employees in terms of development, wellbeing and managing change?
- To what extent is the organisation effective in working as 'One Council'?
- What actions could be taken by Members to support the development of the organisation?

7.0 Background Papers and Useful Links

- Item 4b (attached) – BMBC's Organisation Improvement Strategy 2017-2020
- BMBC Corporate Plan 2017-2020:
<https://www.barnsley.gov.uk/media/4264/corporate-plan-2017-20.pdf>
- Future Council Strategy 2014-2017:
<http://barnsleymbc.moderngov.co.uk/documents/s14358/Appendix%203%20-%20Future%20Council%20Strategy%202014-17.pdf>

8.0 Glossary

BMBC - Barnsley Metropolitan Borough Council

9.0 Officer Contact

Anna Morley, Scrutiny Officer (01226 775794)
Amanda Glew, Head of Organisation and Workforce Improvement (01226 772206)
19th May 2017

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ORGANISATION IMPROVEMENT STRATEGY 2017-2020



<p>- OUR PRIORITIES -</p> <p>THRIVING & VIBRANT ECONOMY</p>	<p>- OUR PRIORITIES -</p> <p>PEOPLE</p> <p>ACHIEVING THEIR POTENTIAL</p>	<p>- OUR PRIORITIES -</p> <p>STRONG & RESILIENT COMMUNITIES</p>	<p>ONE COUNCIL</p>
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- CLEAR VISION AND VALUES • CUSTOMER FOCUS • COMMERCIAL AND BUSINESS ACUMEN • EFFECTIVE DELIVERY OF PROJECTS AND PROGRAMMES • INNOVATIVE AND MANAGED RISK TAKING • LEARNING ORGANISATION • LEADERS AT EVERY LEVEL
- FLEXIBLE WORKFORCE • WORKING WITH OUR PARTNERS, COMMUNITIES AND RESIDENTS • ENABLING ORGANISATION

INTRODUCTION

Our journey to become a customer focused, modern, efficient and business minded 'Future Council' began in 2013 and since that time we have implemented a programme of organisational change and transformation at a scale, strength and pace we have not seen before.

As part of our transformation plans, we developed a new vision '**Working together for a brighter future, a better Barnsley**' supported by our values and behaviours which have been central to supporting the positive changes in our organisational culture.



We are now planning the next phase of our journey to 2020 and our [Corporate Plan 2017-2020](#) sets out our plans of what we want to achieve over the next three years.

This strategy has been developed to ensure we are efficient, effective and in the best position possible to support the achievement of our priorities and plans and to meet our customers' needs and expectations. It builds on the progress already made as a result of our previous Future Council Strategy 2014-2017 and has been developed in consultation with our employees and our members.

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

OUR JOURNEY SO FAR

Our Future Council Strategy 2014-2017 set out what we wanted to do and achieve in order to bring about the fundamental transformation needed to enable us to become an effective, efficient, high performing and sustainable Future Council.

Our key achievements during the period 2014-2017 are shown below:

Achieved efficiencies by reviewing and realigning common services and functions	Developed and introduced a new organisational model putting our residents and customers at the heart of everything we do	Enabled a more flexible workforce by introducing job families and generic job profiles	Implemented a new approach to business planning that put our customers at the heart of the process
Introduced a revised approach to financial planning and performance management including multi-year planning to provide more stability	Developed and introduced a new vision and values in consultation with our employees and members which has driven culture change	Developed the 2020 outcomes framework to enable employees to clearly see their contribution to our priorities	Launched the excellence awards scheme to recognise and reward our employees' innovative ideas, suggestions and achievements
Launched our revised Workforce Development Programme 'The Barnsley Offer'	Revised and improved our Member Development offer to align it to Future Council and their community leadership role	Developed and rolled out the Barnsley Leadership Programme to drive forward the culture change needed to become a Future Council	Reviewed senior manager pay and integrated this into a revised 17 grade pay structure
Implemented a revised operating model for social care and improved our debt recovery process as a result of our customer service programme	Successfully enabled an increase in self-service contact with the council by over 27% as a result of our customer service programme	Enhanced the employee benefit offer and launched the employee benefits brochure 'JUST4YOU'	Introduced our Improvement and Growth Fund to drive and support additional innovation and change within the Council
Revised and improved our approach to employee communication, engagement and collaboration	Identified real positive changes and improvements as a result of our employee survey feedback	Became recognised as an Investors in People Gold accredited organisation	Shortlisted as a finalist for the LGC Council of the Year Award 2016

WHAT'S NEXT FOR US?

We've looked back at the progress made over the last three years and used feedback from our Investors in People assessments to see where we need to make further improvements and do things differently. We also used our recent Talkabout events to ask our employees and members for their help to identify where we need to focus our efforts over the next three years.

This feedback has identified four themes for our Organisation Improvement Strategy 2017-2020. These will enable us to continue to drive forward changes and improvements at pace to ensure we meet the demands required of a modern council.

OUR ORGANISATION IMPROVEMENT THEMES



MAKING IT HAPPEN AND MONITORING PROGRESS

Our delivery plan clearly sets out the actions we will take against each of the themes in order to bring about the required improvements and efficiencies to our organisation and how we operate. Progress against the delivery plan will be reported to and monitored by the Future Council Improvement and Growth Board on a bi-monthly basis.

We are aware that the environment in which we operate is constantly changing so it's important that throughout the next three years we continuously reflect, review and evaluate what we are doing to make sure we are still focussing on the right things and are making a positive difference. We will do this by undertaking a 'lessons learned' approach and by reviewing performance data, findings and recommendations from inspections, employee surveys and Investors in People assessments. We will also use feedback from employees, members, partners, communities and customers.

In addition, we have developed 10 areas of focus that are helping us to change the way we work. We have aligned the actions within this strategy to the 10 areas to help us to identify progress towards their achievement. These areas of focus are:

1. Clear vision and values – we have developed these together and they define what we are trying to achieve in our communities and for our customers, as well as how we do what we do.

2. Customer focus – we will understand all our customers and put them at the centre of everything we do.

3. Commercial and business acumen – we will focus on outcomes and making every penny count, removing bureaucracy and running our organisation really well for our customers and residents.

4. Efficient delivery of projects and programmes – we will strengthen and standardise our approach. Working together to ensure accountability and value for money.

5. Innovative and managed risk taking – we will remove barriers to change, encourage, support and empower our employees to develop great new ideas and implement improvements.

6. Learning organisation – we will invest in our employees, recognise success and achievement, and become stronger from our mistakes.

7. Leaders at every level – we will have leaders at every level of the organisation who are highly skilled, and able to inspire and empower their teams to respond effectively to local needs.

8. Flexible workforce – we will ensure our employees are healthy, agile, skilled, and flexible so that we can continue to meet our customers' changing needs.

9. Working with our partners, communities and residents – we will work better together to identify and meet local needs by joining up our work, and playing to our different strengths.

10. Enabling organisation – we will enable our partners, communities and residents to do more for themselves, rather than stepping in when we are not needed or where others can do something better than we can.

ORGANISATION IMPROVEMENT STRATEGY 2017-2020 – HIGH LEVEL DELIVERY PLAN

Key Theme 1: Culture and behaviour change		<i>Continue to build and develop a healthy and positive organisational culture to ensure we are a customer focused, modern, efficient and business minded Future Council</i>		
We will	Delivered through	Priority	Future Council Focus Area	Key outcomes and success criteria
Further embed our vision and values into communications, strategies and processes to ensure they are at the heart of what we do and how we work	Communications Strategy Organisation Improvement Strategy	H	Clear vision and values	Vision and values recognised and understood by employees Values and behaviours are modelled throughout the organisation Positive feedback from customers
Further develop and embed a commercial culture through the implementation of a Commercial Services Strategy	Commercial Services Strategy	H	Commercial and business acumen	Commercial strategy in place Effective training and development programme in place
Further develop and embed a culture of accountability, effective performance management and learning from best practice	Corporate Governance Framework Corporate Project Management Approach Organisation Improvement Strategy	H	Commercial and business acumen Efficient delivery of projects and programmes Leaders at every level	Corporate governance requirements are met across the whole organisation Key performance indicators demonstrate a positive direction of travel Positive feedback from employees regarding the effective management of performance Positive results and feedback from inspections, assessments and reviews Projects delivered to time and within budget

Key Theme 1: Culture and behaviour change (Cont'd)	<i>Continue to build and develop a healthy and positive organisational culture to ensure we are a customer focused, modern, efficient and business minded Future Council</i>			
We will	Delivered through	Priority	Future Council Focus Area	Key outcomes and success criteria
Develop awareness and confidence amongst our employees and members to prioritise early help and a strengths based approach to enable our partners, communities and residents to do more for themselves	Organisation Improvement Strategy All Age Early Help Strategy Customer Services Strategy	H	Working with our partners, communities and residents Enabling organisation	Effective training and development programme in place Positive results from early help audits Case studies and success stories demonstrating how the change in approach has resulted in people being encouraged and enabled to do more for themselves
Build positive working relationships within the organisation and with our members, partners, communities, residents and the city region by working collaboratively and through integration and co-location	Organisation Improvement Strategy Barnsley Place Based Plan Children's Plan Safer Barnsley Strategy Asset Management Strategy	H	Working with our partners, communities and residents Customer focus	Positive feedback from employees regarding a reduction in silo working Case studies and success stories provide positive results arising from joint working, training and volunteering More regional and sub-regional partnerships in place Increase in Employer Supported Volunteering (ESV) activity
Review our performance and progress in relation to culture and behaviour change through feedback from employees, customers and external assessments	Organisation Improvement Strategy	M	Learning organisation	Positive employee survey results regarding organisational culture Positive feedback from customers Positive feedback from external assessments demonstrating progress and improvements in relation to culture and behaviour change

Key Theme 1: Culture and behaviour change (Cont'd)	<i>Continue to build and develop a healthy and positive organisational culture to ensure we are a customer focused, modern, efficient and business minded Future Council</i>			
We will	Delivered through	Priority	Future Council Focus Area	Key outcomes and success criteria
Continue to build a culture that respects diversity, values the contribution a diverse workforce makes towards a flexible and innovative working environment and treats everyone with dignity	Workforce Diversity Plan Equality Scheme	H	Clear vision and values Flexible workforce	A workforce that better reflects the diversity of the local community Fewer employees reporting bullying or harassment at work

Key Theme 2: Efficient and effective processes and technology	<i>Ensure our processes and procedures are reflective of a modern council and provide efficiency and value for money as well as supporting creativity and innovation</i> <i>Provide reliable and efficient technology to mobilise our workforce and members and enable better and more efficient ways of working</i>			
We will	Delivered through	Priority	Future Council Focus Area	Key outcomes and success criteria
Undertake an end to end review of our policies, procedures and processes, using a LEAN approach where appropriate, to ensure we work efficiently, reduce costs, empower people to make timely decisions and are responsive to customer and business needs	Organisation Improvement Strategy Commercial Services Strategy	H	Commercial and business acumen Innovative and managed risk taking Customer focus Leaders at every level	All policies, procedures and processes streamlined, improved and e-enabled where appropriate Positive feedback from employees regarding improvements to policies, processes and procedures Positive feedback from employees about effective and efficient decision making Positive feedback from customers
Develop and implement a commercial services strategy to ensure we clearly demonstrate value for money across all our activities, identify and develop innovative ways to maximise income and ensure we undertake effective procurement and commissioning	Commercial Services Strategy	H	Commercial and business acumen Customer focus	Council spend kept within budget Savings and efficiency targets are met Opportunities for generating income increase Performance data demonstrates value for money
Develop and implement a standardised corporate project management approach to ensure efficient delivery of projects and programmes	Corporate Project Management Approach	H	Efficient delivery of projects and programmes	Corporate project management framework and toolkit in place Effective training and development programme in place Corporate governance framework and programme and project boards are in place

Key Theme 2: Efficient and effective processes and technology (Cont'd)	<p><i>Ensure our processes and procedures are reflective of a modern council and provide efficiency and value for money as well as supporting creativity and innovation</i></p> <p><i>Provide reliable and efficient technology to mobilise our workforce and members and enable better and more efficient ways of working</i></p>			
We will	Delivered through	Priority	Future Council Focus Area	Key outcomes and success criteria
Provide appropriate hardware and software solutions that will allow our employees and members to access systems, data, information and intelligence when and where they are required in a safe and secure way	IT Strategy	H	Commercial and business acumen Flexible workforce	<p>Each employee and member has access to appropriate technology and information</p> <p>Compliance with information and computer usage policies and legislation</p> <p>Reduction in the number of security breaches</p>
Implement a corporate Learning Management and Appraisal system to provide a standard, centralised system which enables managers, employees, members and partner organisations to effectively manage their learning, development and performance	Organisation Improvement Strategy	H	Commercial and business acumen Learning organisation Leaders at every level	<p>Corporate learning management and appraisal solution in place</p> <p>Reduction in administrative support for learning and development activities</p> <p>Internal and external employees can book and manage own learning</p> <p>Positive feedback from employees regarding opportunities for development</p>

Key Theme 3: Agile, healthy and engaged workforce	<p><i>Ensure our workforce is healthy, resilient and able to work flexibly to meet the needs and expectations of our customers</i></p> <p><i>Ensure our employees and members are engaged, motivated, empowered, able to share ideas and get involved in decision making to shape the future organisation</i></p>			
We will	Delivered through	Priority	Future Council Focus Area	Key outcomes and success criteria
Review and revise our approach to agile and flexible working to ensure it continues to be responsive to customer needs and achieves business benefits	Organisation Improvement Strategy IT Strategy Asset Management Strategy	H	Flexible workforce	Revised approach to agile and flexible working in place Employees and members have access to appropriate technology and information Resources and skills can be used flexibly to meet business demands and customer needs Positive feedback from customers
Further embed workforce planning within the business planning process to support managers to predict future workforce demands and the skills needed to deliver the council's priorities	Organisation Improvement Strategy	M	Learning organisation Flexible workforce	Corporate workforce planning toolkit in place Workforce plans are in place for each Business Unit outlining actions to address future workforce issues, demands and skills
Support succession planning by developing career progression pathways for key roles to ensure we retain talent within the organisation	Organisation Improvement Strategy	M	Flexible workforce	Career progression pathways in place for all key roles Increase in the number of employees satisfied with career development opportunities Reduction in repeat recruitment exercises and recruitment costs Increase in retention rates
Support employees to improve their own health, wellbeing and resilience and promote the importance of health and wellbeing to others	Employee Wellbeing Plan	M	Flexible workforce	Effective health and wellbeing offer in place Increase in employee satisfaction Reduction in sickness levels

Key Theme 3: Agile, healthy and engaged workforce (Cont'd)	<p><i>Ensure our workforce is healthy, resilient and able to work flexibly to meet the needs and expectations of our customers</i></p> <p><i>Ensure our employees and members are engaged, motivated, empowered, able to share ideas and get involved in decision making to shape the future organisation</i></p>			
We will	Delivered through	Priority	Future Council Focus Area	Key outcomes and success criteria
Develop and implement an engagement plan which ensures two-way communication between employees and the organisation and provides them with opportunities to raise concerns, share ideas and get involved with decision making to shape the future organisation	Communications Strategy	H	Leaders at every level Innovative and managed risk taking	Employee engagement plan in place Increase in number of employees attending Talkabouts Increase in no of employees satisfied with opportunities to put forward ideas and suggestions Positive feedback from employees regarding opportunities to get involved in decision making
Develop and implement an engagement plan to provide opportunities for members to work collaboratively with officers to share ideas and get involved in decisions to shape the future organisation as well as encourage new candidates to stand as a Barnsley Councillor	Communications Strategy	M	Leaders at every level Working with our partners, communities and residents	Member engagement plan in place Increase in the number of members attending training, scrutiny and Member Talkabouts Increase in new candidates standing for the role of councillor

Key Theme 4: Developing the skills of our workforce and members	<i>Ensure that our employees, members and wider workforce take ownership for their own learning and development and have the right skills, knowledge and behaviours to perform effectively in their role, to support achievement of our priorities and plans and to meet our customers' needs and expectations</i>			
We will	Delivered through	Priority	Future Council Focus Area	Key outcomes and success criteria
Undertake a full review and refresh of our workforce and member development offer to ensure it continues to meet business needs and develops skills needed now and in the future	Organisation Improvement Strategy	H	Learning organisation Flexible workforce	Revised workforce and member development offer in place Increase in employees satisfied with training and development opportunities Increase in the number of employees and members engaging with training Increase in the number of employees with a Level 2 qualification and above Positive feedback from customers
Develop the skills of our workforce and members through a range of different approaches including coaching, mentoring, job shadowing, job rotation and secondments	Organisation Improvement Strategy	M	Learning organisation Flexible workforce	Corporate approach to blended learning in place Increase in the number of employees satisfied with training and development opportunities Positive feedback from customers
Develop the digital confidence of our employees and members to ensure they have the required skills and knowledge to embrace new technology, use it effectively and become digital role models supporting and encouraging others to use online services	Customer Services Strategy Organisation Improvement Strategy IT Strategy	H	Learning organisation Flexible workforce Enabling organisation	Increase in customer take up of online options Improvement in Members digital skills and confidence Increased take up of social media and online collaboration space by employees and members

Key Theme 4: Developing the skills of our workforce and members (Cont'd)	<i>Ensure that our employees, members and wider workforce take ownership for their own learning and development and have the right skills, knowledge and behaviours to perform effectively in their role, to support achievement of our priorities and plans and to meet our customers' needs and expectations</i>			
We will	Delivered through	Priority	Future Council Focus Area	Key outcomes and success criteria
Develop and implement a management toolkit and training programme to ensure consistent and effective management practice is in place across the whole of the organisation	Organisation Improvement Strategy	H	Learning organisation Leaders at every level Flexible workforce	Toolkit and training programme in place Improvement in employee feedback on management and management practice
Develop and implement a Future Leaders programme to retain the talent we have and develop the skills of our leaders of the future	Organisation Improvement Strategy	H	Learning organisation Leaders at every level Flexible workforce	Increase in the number of employees satisfied with training and development opportunities Increase in the number of employees satisfied with career development opportunities Increased retention rates Reduction in the number of management posts advertised externally
Use the 'Pathways to Success' initiative to develop the skills of our employees and wider workforce, to support workforce and succession planning and improve inequalities in our workforce demographic through the use of apprenticeships, traineeships, work placements, volunteering opportunities, supported internships, undergraduates and graduates	Organisation Improvement Strategy	H	Learning organisation Flexible workforce	Increase in the number of placement opportunities supported in the council Achievement of apprenticeship target Apprenticeship levy fully utilised Increase in the skills levels of our residents Improvement in workforce demographics

Key Theme 4: Developing the skills of our workforce and members (Cont'd)	<i>Ensure that our employees, members and wider workforce take ownership for their own learning and development and have the right skills, knowledge and behaviours to perform effectively in their role, to support achievement of our priorities and plans and to meet our customers' needs and expectations</i>			
We will	Delivered through	Priority	Future Council Focus Area	Key outcomes and success criteria
Develop and implement a leadership development programme for our members	Organisation Improvement Strategy	H	Leaders at every level	Member leadership development programme in place No of members successfully completing the programme Increase in the number of members with a Level 2 qualification and above

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Item 5

Report of the Executive Director Core Services to the Overview & Scrutiny Committee on Wednesday 31st May 2017

Overview & Scrutiny Committee (OSC) Work Programme 2017/18

1.0 Introduction & Background

- 1.1 The purpose of this report is to outline Barnsley Council's Overview and Scrutiny arrangements and to provide information for discussion to develop the Overview and Scrutiny Committee's (OSC) work programme for 2017/18.
- 1.2 In the current climate, the need for sound effective decision making has never been more important. Elected Members who sit on Barnsley's scrutiny committees have a vital role to play as 'scrutineers', providing a valid mechanism of challenge to monitor decision making, tackle poor performance and to ensure value for money is delivered by the Council and its partners.

2.0 Barnsley's Scrutiny Arrangements

- 2.1 A recent review has been undertaken on the Council's OSC's safeguarding workstream following the work of the former Safeguarding Scrutiny Committee being subsumed into the work of the OSC. The report (Cab.3.5.2017/15) highlighted that the current arrangements are working well and therefore meetings will continue to be set aside on the OSC work programme to consider safeguarding business, however that a fluid approach will be taken to allow for timely consideration of topics. During the last Municipal Year, the private part of the OSC meetings to consider Children's Social Care performance information has been formally minuted, but in a way not to disclose exempt information under the terms of the 1972 Act. The committee will continue to consider this information in private, however the public minute regarding this part of the OSC agenda will be expanded to provide further information and transparency.
- 2.2 The OSC will continue to have three Member-led Task & Finish Groups (TFGs) which will carry out in-depth investigations. These groups will comprise of 6-8 Members from the OSC who opt to participate in these groups.
- 2.3 Area Councils have also had an increasing performance monitoring role. This has been done through performance monitoring the services and contracts that are commissioned by the Area Councils and also to, where appropriate, performance monitor area-based and borough-wide services provided locally.

3.0 Work Programme Development Considerations

- 3.1 It is important that the Scrutiny work programme is forward planned to identify key issues requiring scrutiny, as well as being reactive and allowing for the work programme to evolve should issues require scrutiny at short-notice. Over the next municipal year, 12 OSC meetings will be held, 6 of which will have a safeguarding topic focus. The scrutiny work programme will be updated on an ongoing basis to allow for the timely discussion of topics. Each agenda usually contains 1 or 2 topics for consideration, the scope of which will be discussed in more detail as appropriate.

- 3.2 It has previously been agreed that the OSC would receive a copy of the Council's Quarterly Corporate Plan Performance Report, which contributes to the reactive work programme of the OSC by the timely identification of areas requiring scrutiny. Both internal and external providers can be invited to discuss performance issues around any areas identified by the OSC.
- 3.3 As Corporate Parenting is the responsibility of all Members, it was agreed at the meeting held on Tuesday 10th February 2015 that the Corporate Parenting Panel Annual report would be considered by the OSC on an annual basis. In addition, it is recommended that educational attainment across the Borough is discussed on an annual basis which would include specific information on Looked After Children. Also, in relation to Safeguarding, it is recommended that annually, both the Barnsley Safeguarding Adults Board (BSAB) annual report and Barnsley Safeguarding Children Board (BSCB) annual report are considered. Therefore, all these issues have been scheduled into the work programme below.
- 3.4 The table below shows the proposed OSC meetings for the 2017/18 Municipal Year:

Overview and Scrutiny Committee (OSC)	
Meeting Date	Topics
2017/18 Municipal Year	
Wed 31 st May 2017	<ol style="list-style-type: none"> 1. Q4 Corporate Plan Performance Report 2016/17 – Future Council Strategy Progress (& Organisation Improvement Strategy) 2. Scrutiny Work Programme 2017/18 3. Private Member Briefing – Children's Social Care (instead of 02.05.17)
Wed 21 st June 2017 (safeguarding topic focus)	<ol style="list-style-type: none"> 1. CAMHS (Child & Adolescent Mental Health Services) 12 month review 2. Private Member Briefing – Children's Social Care
Wed 12 th July 2017	<ol style="list-style-type: none"> 1. Intermediate Care – Mount Vernon Hospital 2. Corporate Parenting Panel Annual Report
Wed 13 th September 2017 (safeguarding topic focus)	<ol style="list-style-type: none"> 1. Barnsley Safeguarding Adults Board Annual Report 2016/17 2. Barnsley Safeguarding Children Board Annual Report 2016/17 3. Private Member Briefing – Children's Social Care
Wed 27 th September 2017	<ol style="list-style-type: none"> 1. 2. Q1 Corporate Plan Performance Report 2017/18
Wed 18 th October 2017 (safeguarding topic focus)	<ol style="list-style-type: none"> 1. SEND (Special Education Needs & Disability) Self-Assessment & Plan 2. Private Member Briefing – Children's Social Care
Wed 29 th November 2017	<ol style="list-style-type: none"> 1. NHS Sustainability & Transformation Plan (STP) (1 year on) 2. Q2 Corporate Plan Performance Report 2017/18 – Educational achievement across the Borough as well as a specific report on Looked After Children
Wed 10 th January 2018 (safeguarding topic focus)	<ol style="list-style-type: none"> 1. Provision of Domiciliary Care & Support to Live at Home Service (following new contract in April

	2017) 2. Private Member Briefing – Children’s Social Care
Wed 31 st January 2018	1. 2.
Wed 28 th February 2018 (safeguarding topic focus)	1. Update on the 0-19 Service (12 months on) 2. Private Member Briefing – Children’s Social Care
Wed 28 th March 2018	1. 2. Q3 Corporate Plan Performance Report 2016/17 – Suicide Prevention
Wed 18 th April 2018 (safeguarding topic focus)	1. Adult Social Care Local Account 2017/18 2. Private Member Briefing – Children’s Social Care
2018/19 Municipal Year	
Wed 30 th May 2018	1. Q4 Corporate Plan Performance Report 2017/18 2. Scrutiny Work Programme 2018/19
Wed 20 th June 2018 (safeguarding topic focus)	1. CAMHS (Child & Adolescent Mental Health Service) (12 months on) 2. Private Member Briefing – Children’s Social Care

3.5 As highlighted previously, in addition to the Scrutiny Committees, there are 3 Task and Finish Groups (TFGs) which can undertake in-depth investigations into topics. As a result of the work of the Fly-Tipping TFG during 2015/16 an officer action group was formed to implement and further develop the action plan recommendations. The TFG continued during 2016/17 and monitored the implementation of the action plan as well as undertook the Member Actions which included contacting local MPs and Magistrates. As fly-tipping continues to be an issue further work needs to be done to sustain the fly-tipping campaign as well as undertake additional actions as referenced in the recent report to Cabinet (Cab.5.4.2017/8). Therefore it is suggested that the Fly-Tipping TFG continues during 2017/18.

3.6 The Council is making a commitment to improve its engagement with communities by helping people to get involved, to do more for each other and their local area. The Council is working with communities to create this new approach, which is set out in the Community Engagement Strategy (Cab.22.3.2017/8). This is being done by making clear exactly what the council offers and set out what support is needed from people living and working in Barnsley. This will be called the ‘Barnsley Deal’. As this work is key to the role of Members and is currently being developed, it is recommended that a TFG is engaged in this work.

3.7 The recommended topics for the Scrutiny TFGs for 2017/18 would therefore be as follows:

Scrutiny Task and Finish Groups (TFGs)
1. Fly Tipping
2. Community Engagement Strategy & The Barnsley Deal
3. To be agreed

3.8 In addition to the topics identified above, other issues / services which Members may wish to consider are listed below. These are a combination of topics which have either been suggested by Members, are highlighted in the Council’s Forward

Plan of key decisions or are issues / services which have not been covered for some time:

- Council's Asset Management
- Culture/Visitor Offer
- Safer Neighbourhood Services
- NHS Consultations/Care Quality Commission (CQC) Inspections
- Social Prescribing
- Director of Public Health (DPH) Annual Report
- Alcohol / Substance Misuse / Legal Highs
- Men's Health
- Poverty
- Highways Infrastructure
- Devolution

4.0 Today's Meeting

- 4.1 Today's meeting provides an opportunity for OSC Members to identify areas of concern which impact upon the whole Borough and input into the development of the draft work programme for 2017/18 including topics for the TFGs. This report identifies topics which Members may wish to consider; however during the meeting Members may wish to share other ideas and make recommendations as to what key topics should be covered and why during 2017/18.
- 4.2 Following discussion at the meeting, work will be undertaken to finalise and seek agreement for the work programme.

5.0 Background Papers and Useful Links:

- Review of the Overview and Scrutiny Committee Safeguarding Workstream: (Cab.3.5.2017/15):
<http://barnsleymbc.moderngov.co.uk/documents/s19783/Review%20of%20the%20Overview%20and%20Scrutiny%20Committee%20Safeguarding%20Workstream.pdf>
- Barnsley Council Forward Plan of Key Decisions – published 4th May 2017:
<http://barnsleymbc.moderngov.co.uk/documents/l148/Printed%20plan%20Forward%20Plan%20-%2028th%20April%202017.pdf?T=4>
- Information on Barnsley Council's Overview and Scrutiny Committee:
<http://barnsleymbc.moderngov.co.uk/mgCommitteeDetails.aspx?ID=224>
- Centre for Public Scrutiny website: <http://www.cfps.org.uk>

6.0 Officer Contact:

Anna Marshall, Scrutiny Officer (01226 775794)
24th May 2017

Item 7

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