

MEETING:	Cabinet
DATE:	Wednesday, 3 October 2018
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 19th September, 2018 (Cab.3.10.2018/3)
(Pages 3 - 8)

Items for Noting

4. Decisions of Cabinet Spokespersons (Cab.3.10.2018/4) (Pages 9 - 10)

Petitions

5. Petitions received under Standing Order 44 (Cab.3.10.2018/5)

Items for Decision/Recommendation to Council

Deputy Leader

6. Public Health Strategy 2018 - 2021 - Renewing Action for a Healthier Barnsley
(Cab.3.10.2018/6) (Pages 11 - 28)
7. Food Plan (Cab.3.10.2018/7) (Pages 29 - 38)

Core Services Spokesperson

8. 2019 Revised National Joint Council (NJC) for Local Government Services Pay and Grading Structure (Cab.3.10.2018/8) (Pages 39 - 46)
9. Improving Employee Performance Policy (Cab.3.10.2018/9) (Pages 47 - 64)

People (Safeguarding) Spokesperson

10. Outcome of the Peer Challenge of the Integrated 'Front Door' to Children's Social Care in Barnsley (Cab.3.10.2018/10) (Pages 65 - 82)

Place Spokesperson

11. Procurement of Market Gate Bridge (Cab.3.10.2018/11) (Pages 83 - 98)
12. Annual Replacement Programme 2018-2021: Domestic and Commercial Bins
(Cab.3.10.2018/12) (Pages 99 - 108)

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, Daniel Griffin, Pourali, Saunders and Tattersall

Chair of Overview and Scrutiny Committee
Chair of Audit Committee

Diana Terris, Chief Executive
Rachel Dickinson, Executive Director People
Matt Gladstone, Executive Director Place
Wendy Lowder, Executive Director Communities
Julia Burrows, Director Public Health
Andrew Frosdick, Executive Director Core Services
Alison Brown, Service Director Human Resources and Business Support
Michael Potter, Service Director Business Improvement and Communications
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

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

Tuesday, 25 September 2018



MEETING:	Cabinet
DATE:	Wednesday, 19 September 2018
TIME:	10.00 am
VENUE:	Reception Room, Barnsley Town Hall

MINUTES

Present Councillors Houghton CBE (Chair), Andrews BEM, Bruff, Cheetham, Gardiner, Daniel Griffin (on behalf of Howard), Miller and Platts

Members in Attendance: Councillors Franklin, Frost, Pourali, Sheard and Tattersall

80. Declaration of pecuniary and non-pecuniary interests

Councillor Pourali declared a non-pecuniary interest in Minute 87 in her capacity as a Berneslai Homes Board Member.

Councillor Andrews, Frost, Gardiner and Miller declared non-pecuniary interests in Minute 97 in their capacity as Barnsley Business and Innovation Centre Board Members.

81. Leader - Call-in of Cabinet decisions

The Leader reported that no decisions from the previous meeting held on 5th September, 2018 had been called in.

82. Minutes of the previous meeting held on 5th September, 2018 (Cab.19.9.2018/3)

The minutes of the meeting held on 5th September, 2018 were taken as read and signed by the Chair as a correct record.

83. Decisions of Cabinet Spokespersons (Cab.19.9.2018/4)

The Record of Decisions taken by Cabinet Spokespersons under delegated powers during the week ending 7th September, 2018 were noted.

84. Petitions received under Standing Order 44 (Cab.19.9.2018/5)

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

Cabinet Spokesperson without Portfolio

85. Representation on Sheffield City Region Music Board (Cab.19.9.2018/6)

RESOLVED that Councillor Howard, as Cabinet Spokesperson Without Portfolio, be appointed as the Council's representative on the Sheffield City Region Music Board, with officer representation provided from within the Economic Regeneration and Property Business Unit within Place Directorate.

Core Services Spokesperson

86. Selective Voluntary Early Retirement and Voluntary Severance Schemes (Cab.19.9.2018/7)

RECOMMENDED TO FULL COUNCIL ON 27TH SEPTEMBER, 2018 that amendments to the Selective Voluntary Early Retirement and Voluntary Severance Schemes be approved with effect from 5th September, 2018.

Place and Communities Spokesperson

87. Changes to the Council's Lettings Policy 2018 (Cab.19.9.2018/8)

RECOMMENDED TO FULL COUNCIL ON 27TH SEPTEMBER, 2018 that the recommendations made as a result of the review of the Lettings Policy for 2018 be approved and the proposed changes to the Policy, as detailed in the report now submitted, be implemented.

Place Spokesperson

88. Cundy Cross (Various Streets) - Proposed Amendment to Existing Waiting Restrictions and Installation of New Restrictions - Objections (Cab.19.9.2018/9)

RESOLVED:-

- (i) that the objections received regarding the implementation of the Traffic Regulation Order for Cundy Cross (Pontefract Road, Rotherham Road, Grange Lane, Littleworth Lane, Meadow View, Hawthorne Avenue, Moorland Court and Hazelwood Drive) be overruled for the reasons set out in the report now submitted and the objectors be informed accordingly; and
- (ii) that the Head of Highways and Engineering and the Executive Director Core Services and Solicitor to the Council be authorised to make and implement the Traffic Regulation Order as originally published.

89. Straight Lane, Goldthorpe - Introduction of Prohibition of Motor Vehicles - Objections (Cab.19.9.2018/10)

RESOLVED:-

- (i) that the objections received regarding the implementation of the Traffic Regulation Order to prohibit motor vehicles on Straight Lane, Goldthorpe be overruled for the reasons set out in the report now submitted and the objectors be informed accordingly; and
- (ii) that the Head of Highways and Engineering and the Executive Director Core Services and Solicitor to the Council be authorised to make and implement the Traffic Regulation Order as originally published.

90. Burleigh Street, Barnsley - Changes to Various Waiting/Loading Restrictions/Proposed Restrictions - Objections (Cab.19.9.2018/11)

RESOLVED:-

- (i) that the objection received regarding the implementation of the Traffic Regulation Order on Burleigh Street, Barnsley be overruled for the reasons set out in the report now submitted and the objector be informed accordingly; and
- (ii) that the Head of Highways and Engineering and the Executive Director Core Services and Solicitor to the Council be authorised to make and implement the Traffic Regulation Order as originally published.

91. Windmill Road, Wombwell - Introduction of New Waiting Restrictions - Objections (Cab.19.9.2018/12)

RESOLVED:-

- (i) that following consultation with Local Ward Members, the objections received regarding the implementation of the Traffic Regulation Order on Windmill Road, Wombwell be overruled for the reasons set out in the report now submitted and the objectors be informed accordingly; and
- (ii) that the Head of Highways and Engineering and the Executive Director Core Services and Solicitor to the Council be authorised to make and implement the Traffic Regulation Order as originally published.

92. Exclusion of Public and Press

RESOLVED that the public and press be excluded from the meeting during consideration of the following items, because of the likely disclosure of exempt information as described by the specific paragraphs of Part I of Schedule 12A of the Local Government Act 1972 as amended, as follows:-

<u>Item Number</u>	<u>Type of Information Likely to be Disclosed</u>
93	Paragraph 3
94	Paragraph 3
95	Paragraph 3
96	Paragraph 3
97	Paragraph 3

Place Spokesperson

93. The Glassworks Development (Cab.19.9.2018/14)

RECOMMENDED TO FULL COUNCIL ON 27TH SEPTEMBER, 2018:-

- (i) that the progress made to date in the delivery of Phase 1 of the Glass Works development, as detailed in Section 4 of the report now submitted, be noted;
- (ii) that approval be given to proceed with the construction of the Glass Works scheme and the wider town centre redevelopment at a total estimated cost of £178.1m including completion of the Phase 1 construction, construction of the

Phase 2 retail and leisure element, town centre public realm works and construction of the Mark Gate Bridge (referred to in Section 5 of the report);

- (iii) that the £11.3m of pre-opening costs be that will be incurred prior to the development becoming fully operational (as detailed in Section 5 of the report) be noted;
- (iv) that approval be given to the remaining £115.7m resources required to complete the wider scheme (noting that £73.8m has previously been approved via separate reports), to be funded via a combination of borrowing and reserves previously set aside (as referred to in Section 6 of the report);
- (v) that the projected ongoing costs of managing and operating the Glass Works together with the annual income yields which are projected to be delivered (as set out in Section 8 of the report) be noted;
- (vi) that the estimated additional business rate income from the Glass Works of £0.8m which will serve to reduce the estimated annual cost of funding the overall scheme be noted, this income having been reflected in the Council's updated Medium Term Financial Strategy (as detailed in Section 9 of the report);
- (vii) that a provision of £2.6m to be set aside within the Medium Term Financial Strategy to fund the ongoing annual net costs to the Council of owning and operating the development (as noted in Section 13 of the report);
- (viii) that the Glass Works Board, led by the Executive Director Place in conjunction with the Executive Director Core Services, be tasked to continue to stringently review all costs and income projections associated with the development to ensure value for money continues to be achieved;
- (ix) that a further report be prepared on the final Phase 2 construction price prior to formally entering into a contract with the preferred bidder;
- (x) that the Executive Director Core Services be authorised to extend the current Pre-Construction Services Agreement with the short listed bidders up to an estimated cost of £0.680m, with this cost being contained within the total approval requested at recommendation (ii) above;
- (xi) that the Executive Director Core Services be authorised to enter into a contract with Yorkshire Water for the diversion of sewers necessary for the progression of the Glass Works Phase 2 scheme; and
- (xii) that the development of a Glass Works asset management strategy be noted, the outcome of which will be the subject of a future report.

94. Asset Management - Regeneration and Growth Programme (Cab.19.9.2018/15)

RESOLVED:-

- (i) that the Corporate Asset Manager be authorised to agree and finalise the Heads of Terms and contract details for the proposed disposals, as detailed in the report now submitted;
- (ii) that further reports be submitted on specific disposal proposals for individual sites and properties, following consultations with local Members, the Joint Asset Management Working Group and if necessary the Capital Oversight Board;
- (iii) that the capital receipts in respect of the former school sites be earmarked to the Building Schools for the Future programme as previously agreed; and
- (iv) that the Executive Director Core Services be authorised to complete transactions based on terms agreed, either using in-house resources or through the legal framework agreement which is often used for property transactions, subject to the necessary planning consents being achieved where appropriate.

95. Disposal of Trust Land Containing Park House Residence and former Brierley Town Council Maintenance Depot at Grimethorpe Welfare Park, Grimethorpe (Cab.19.9.2018/16)

RECOMMENDED TO FULL COUNCIL ON 27TH SEPTEMBER, 2018:-

- (i) that subject to the statutory procedures under the Charities Act 2011 being complied with, the Council in its capacity as Trustee of the Grimethorpe Miners Welfare Scheme, approve the sale of a section of the land at Grimethorpe Welfare Park, shown edged black on the attached plan to the report submitted;
- (ii) that the Corporate Asset Manager on behalf of the Council as Trustee dispose of the land in question, as directed by the independent surveyor acting for the Council as Trustee, to achieve best value in accordance with the Charities Act 2011;
- (iii) that the Executive Director Core Services be authorised to address any representations made by the general public to the proposal on behalf of the Council as Trustee and to conclude the necessary legal documentation relating to the disposal of the land in question; and
- (iv) that the Executive Director Core Services be authorised to deal with the net proceeds in accordance with the Trust Deed and agreed with CISWO and Charity Commission.

96. Barnsley Property Investment Fund (PIF) 2 - Scheme Approval (Cab.19.9.2018/17)

RESOLVED:-

- (i) that the progress made on the second Property Investment Fund (PIF) and the economic need and demand for commercial development, as detailed in the report submitted, be noted; and

- (ii) that the proposal to support a further scheme, as set out in Section 8 of the report, be approved.

97. Barnsley Business and Innovation Centre - Phase 5 Report (Cab.19.9.2018/18)

RESOLVED:-

- (i) that the proposed loan funding of £570,000 over a 15 year period to the Barnsley Business and Innovation Centre (BBIC) as part of its match funding commitment to develop BBIC Phase 5, as detailed in the report now submitted, be approved;
- (ii) that funding be provided initially from the Council's revised Reserve Strategy/Medium Term Financial Strategy, subject to the submission in due course of a report on this matter; and
- (iii) that approval be given to the provision of cash flow support during the construction and defect period (2019 to 2021) of up to £572,000 in any one year to accommodate European Regional Development Funds (ERDF) reclaim periods, this is to be funded from BBIC repayments as the grant is recovered.

.....
Chair

BARNSELY METROPOLITAN BOROUGH COUNCIL

CABINET SPOKESPERSONS' DECISIONS

Schedule of Decisions taken for week ending 28th September, 2018

<u>Cabinet Spokesperson</u>	<u>Item</u>	<u>Decisions</u>
1. Place	Warm Homes Fund	(i) that the Executive Director Place (on behalf of the Council) accepts the Warm Homes Funding of £561,500 over the period of 2018-2021 by signing the recipient agreement with Affordable Warmth Solutions; and (ii) that the expenditure of £928,398 on the project be approved and the new service be jointly developed by Communities Directorate and Place Directorate and commissioned through Communities Directorate in-house Assistive Living Service.
2. Without Portfolio	Attendance at Seminar and Conferences	that Councillors Daniel Griffin, Riggs and Sumner be authorised to attend the Local Government Association Leadership Academy Programme at Warwick, September to December 2018 (three sessions each).

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BARNSELY METROPOLITAN BOROUGH COUNCIL

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

Report of the Director of Public Health

To Cabinet on 5th September 2018

PUBLIC HEALTH STRATEGY 2018-2021: RENEWING ACTION FOR A HEALTHIER BARNSELY

1. PURPOSE OF REPORT

- 1.1 Renewing our Public Health Strategy is an opportunity for us to reflect on what we have achieved with our partners to improve the health and wellbeing of Barnsley residents. We want to renew our actions for a healthier Barnsley by working with others to improve the health and wellbeing of Barnsley people at an accelerated pace. Our approach strengthens our efforts in prioritising policy level action to support individual behaviour change in order to improve healthy life expectancy and reduce health inequalities.

2. RECOMMENDATIONS

2.1 Cabinet is asked to

- **Note the Public Health Strategy which has been produced in consultation with key partners**
- **Support the delivery of the public health strategy**

3. INTRODUCTION

- 3.1 The refresh of the public health strategy has provided an opportunity to review our 2016-18 priorities. These work areas (smoking; physical activity and oral health) now have successfully established programmes in place and have achieved a number of significant results in the last 3 years.
- 3.2 To complement the three existing priorities, we have selected three new priority areas; alcohol, emotional resilience and food for our 2018-2021 refresh of the public health strategy.
- 3.3 All priority areas will have robust action plans developed and shared with partners.
- 3.4 Targets for our public health priorities will be aligned to the developing work on the outcomes framework for the emerging integrated care partnership.

4. PROPOSAL AND JUSTIFICATION

- 4.1 The refresh of the public health strategy continues to contribute to achieving the Barnsley Council vision and the three Barnsley Council outcomes: thriving and vibrant economy, people achieving their potential and strong and resilient communities through our four long term public health outcomes:

- Our residents will start life healthy and stay healthy
- Our residents will live longer healthier lives

- We narrow the gap in life expectancy and health between the most and least healthy
- We protect our communities from harm, major incidents and other preventable health threats

4.2 To demonstrate we are making a difference in the short term we recognise that we must focus our resources in order to achieve the biggest impact on public health and wellbeing. We therefore focused on three evidence based priority areas in our original 2016-2018 strategy:

- improving the oral health of children
- creating a smoke-free generation
- increasing levels of physical activity

4.3 Having made progress on the original priorities as outlined in strategy refresh document, we have now added three new priority areas:

- alcohol
- emotional resilience
- food

4.4 The delivery of each of the new priority areas will be supported by a detailed action plan to identify what we will do, how we will do it to and how we can demonstrate our impact.

5. CONSIDERATION OF ALTERNATIVE APPROACHES

5.1 It was decided to refresh rather than replace the public health strategy because the overall outcomes we want to achieve remain the same. We wanted an approach that adds value and complements the existing strategies of the council and its partners such as the Place Based Plan and the Health and Wellbeing Strategy rather than diverting attention away from them.

6. IMPLICATIONS FOR LOCAL PEOPLE / SERVICE USERS

6.1 The strategy refresh will be used as a resource to continue embedding public health outcomes and priorities into day to day working as a public health council. It will be shared with all partners involved in building a sustainable public health system in Barnsley and made available to residents on the Barnsley Council website.

7. FINANCIAL IMPLICATIONS

7.1 There are no direct financial implications associated with this report.

8. EMPLOYEE IMPLICATIONS

8.1 There are no direct employee implications associated with this report.

9. LEGAL IMPLICATIONS

9.1 No identified issues.

10. CUSTOMER AND DIGITAL IMPLICATIONS

10.1 No direct issues identified.

11. COMMUNICATIONS IMPLICATIONS

11.1 A communications plan will be developed for the implementation of the strategy refresh.

12. CONSULTATIONS

- 12.1 The refreshed strategy has been drafted in consultation with partners from Barnsley Hospital, SWYPFT, Healthwatch, Barnsley CCG and Barnsley Healthcare Federation. It has been shared with Directorate Management Team meetings in BMBC, and shared with a number of partnership boards,
- 12.2 The choice of the 3 new priorities was strongly informed by the two most recent annual DPH reports which involved hearing the views and experiences of Barnsley people in relation to health and wellbeing.

13. PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION

- 13.1 The principle of the strategy is to give every child the best start in life and improve health outcomes for all our residents wherever they live and whoever they are.
- 13.2 The public health strategy promotes equity in access to public health interventions and advice to all of the community and in particular those who have the greatest need.

14. TACKLING HEALTH INEQUALITIES

- 14.1 A key foundation of the strategy is the commitment to work with partners to tackle the problem of poor health and health inequalities.

15. LIST OF APPENDICES

Appendix 1: Renewing action for a healthier Barnsley Public health strategy 2018-2021.

16. BACKGROUND PAPERS

If you would like to inspect background papers for this report, please email governance@barnsley.gov.uk so that appropriate arrangements can be made.

Report author: [Julia Burrows]

Financial Implications/Consultation



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

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Renewing Action for a Healthier Barnsley Public Health Strategy • 2018 to 2021

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Public Health Strategy 2018 to 2021

Produced by Barnsley Metropolitan Borough Council, Public Health Directorate

Design by Beth Heath



FOREWORD

Renewing our Public Health Strategy is an opportunity for us to reflect on what we have achieved with our partners to improve the health and wellbeing of Barnsley residents. We want to renew our actions for a healthier Barnsley by working collaboratively to improve our residents' health and wellbeing at an accelerated pace. This approach strengthens our efforts on prioritising policy level action to support individual behaviour change in order to improve healthy life expectancy and reduce health inequalities.

The priority areas set out in this strategy have been selected for the impact they have in Barnsley on avoidable illness and early death, and the consequences of both in terms of lost quality of life, lost economically productive years and pressure on health and social care services. The priorities also respond to key findings from recent Director of Public Health Annual Reports. In the 2016 report¹, we heard about the impact of alcohol, depression, smoking, food and exercise and how residents of Barnsley want to be "the best of the best". The 2017 'A day in the life of...' report² based on diaries of local residents describes people's daily challenges that affect their physical and mental health, and describes how to help individuals, their family, and their friends live healthier lives.

We have designed our approach to complement the existing strategic plans of the council and the health and care system. Our Public Health Strategy will contribute specifically to the Health & Wellbeing Strategy, and the Barnsley Plan.

We are grateful to our partners and colleagues across the council for their input in developing our renewed Strategy.



Cllr Jim Andrews

Deputy Leader of the Council
Cabinet Spokesperson
for Public Health

IF YOU REQUIRE THIS DOCUMENT IN AN EASY TO READ FORMAT PLEASE REQUEST YOUR COPY VIA ANY OF THE FOLLOWING WAYS:

Write to Public Health Directorate, Barnsley Council, P O Box 634, Barnsley, S70 9GG



01226 787416



PublicHealth@barnsley.gov.uk



BarnsleyCouncil



@barnsleycouncil

¹https://www.youtube.com/watch?v=_lhPPDhzH1I

²<https://www.barnsley.gov.uk/media/7655/director-of-public-health-2017-annual-report.pdf>

OUTCOMES AND PRIORITIES

As illustrated in Figure 1, (on page 4) our Public Health Strategy 2018–2021 vision and long term outcomes remain as they were in our 2016–2018 Strategy. The responsibility of delivering these long term outcomes lies with not only the public health distributed model but with collective action across the health and care system in Barnsley. Organisations with statutory responsibilities work in partnership with all agencies, the voluntary sector and local residents to make a contribution to public health. The successes of this partnership are evident in our local achievements. However, there is still more work to do to achieve our vision; that all Barnsley children are given the best start in life and all our residents enjoy a happy, healthy life.

We have reviewed our 2016–18 priorities and these work areas all have successfully established programmes in place and have achieved a number of significant results in the last 3 years. These existing priorities are now business as usual and the programmes of work are well established and show progress.

NEW PRIORITY AREAS

To complement our 3 existing priorities, we have selected 3 new priority areas; food, alcohol and emotional resilience. All the priority areas will have robust action plans developed and shared with partners. Targets for our public health priorities will be aligned to the developing work on the outcomes framework for the emerging Integrated Care Partnership. Figure 4 (on page 13) previews the work planned in these six areas.

ACHIEVEMENTS

Improving the oral health of children

4.3% reduction in adults smoking in Barnsley from 22.5% in 2014 to 18.2% in 2017

11% increase in the proportion of Barnsley children free from dental decay

Creating a smokefree generation

4.5% increase in the number of child courses of fluoride varnish

Increasing levels of physical activity

61% of adults are physically active and 28% of adults are physically inactive

2016-2018
& BEYOND
TO 2021

- Oral Health of Children
- Smokefree Generation
- Physical Activity

PUBLIC
HEALTH
PRIORITIES

2018-
2021

- Food
- Alcohol
- Emotional Resilience

OUR VISION

WORKING TOGETHER FOR

A BRIGHTER FUTURE

A BETTER BARNSELY

PUBLIC HEALTH STRATEGY

THE PUBLIC HEALTH STRATEGY WILL CONTRIBUTE TO ACHIEVING A BRIGHTER FUTURE AND A BETTER BARNSELY BY ENSURING CHILDREN HAVE THE BEST START IN LIFE AND EVERYONE ENJOYS A HAPPY HEALTHY LIFE WHEREVER THEY LIVE AND WHOEVER THEY ARE.

OUR VISION

WORKING TOGETHER FOR

A BRIGHTER FUTURE

A BETTER BARNSELY

THE THREE BARNSELY COUNCIL PRIORITIES WHICH WILL HELP US ACHIEVE THE VISION ARE:

THRIVING & VIBRANT ECONOMY

PEOPLE ACHIEVING THEIR POTENTIAL

STRONG & RESILIENT COMMUNITIES

WE WILL CONTRIBUTE TO THE THREE PRIORITIES THROUGH OUR FOUR LONG TERM PUBLIC HEALTH OUTCOMES:

TO DEMONSTRATE WE ARE MAKING A DIFFERENCE IN A SHORTER TIMESCALE WE WILL FOCUS ON SIX PUBLIC HEALTH PRIORITIES

FOOD

ALCOHOL

EMOTIONAL RESILIENCE

ORAL HEALTH OF CHILDREN

SMOKEFREE GENERATION

PHYSICAL ACTIVITY

OUR RESIDENTS WILL START LIFE HEALTHY AND STAY HEALTHY

OUR RESIDENTS WILL LIVE LONGER HEALTHIER LIVES

WE NARROW THE GAP IN LIFE EXPECTANCY AND HEALTH BETWEEN THE MOST AND LEAST HEALTHY

WE PROTECT OUR COMMUNITIES FROM HARM, HEALTH INCIDENTS AND OTHER PREVENTABLE HEALTH THREATS

WHAT MAKES US HEALTHY?

Health improvement and inequality continue to be a challenge for the borough and this is influenced by a number of determinants. These determinants include political, social, economic, environmental and cultural factors which shape the conditions in which we are born, grow, live, work and age. Achieving a healthy population requires greater action on these factors to keep all our residents well, not simply action on treating ill health alone.

Figure 2 shows that our health is shaped by factors outside the direct influence of health care. Published data shows that there is a gap of almost 18 years in healthy life expectancy between people living in the most and least deprived areas of the UK. This gap that is explained not by our ability to access health care but by differences in our experience of the things that make us healthy including good work, education, resources, our physical environment and social connections.

The healthy life expectancy gap between the most and least deprived areas in the UK is:

18
YEARS

As little as 10% of the population's health and wellbeing is linked to access to health care.

We need to look at the bigger picture:



But the picture isn't the same for everyone.

Healthy Life Expectancy at birth in Barnsley



81.9 YEARS

Life expectancy for females in Barnsley 2014-2016



78.2 YEARS

Life expectancy for males in Barnsley 2014-2016



59.8 YEARS

Healthy life expectancy for females in Barnsley 2014-2016



58.6 YEARS

Healthy life expectancy for males in Barnsley 2014-2016

WHAT IS LIFE EXPECTANCY?

The average number of years a person would expect to live based on current mortality rates.

WHAT IS HEALTHY LIFE EXPECTANCY?

The average number of years a person would expect to live in good health based on current mortality rates and self-reported good health.



22.1 Years



19.6 Years

Are spent not in 'good' health

WHAT IS HEALTHY LIFE EXPECTANCY?

We all have a role in improving healthy life expectancy and reducing health inequalities. We need to promote active, healthy lifestyles to address some of the important public health and employment challenges facing our residents. By providing equal opportunities for our local residents to work and lead healthy lives, both the physical and mental health of the borough as a whole is likely to improve and contribute to narrowing the gap in life expectancy and health between the most and least healthy. In return, individuals and local health and social care services will benefit from a reduced burden of chronic disease and disability, as well as equipping people to live fuller longer working lives; benefiting our local economy.

Although the latest data available from the Office for National Statistics identifies that life expectancy and healthy life expectancy has improved for both women and men born in Barnsley there is still more to do.

*Source, ONS, 2014 – 2016

Review of progress with public health strategy priorities 2016 – 2018

SMOKING

Our ambition to continue to drive forward 'make smoking invisible' impacts every part of the Council and our partners. From supporting the development of smokefree markets, smokefree play parks and smokefree schools. We will continue to work with Public Health England to develop licensing policies for tobacco sales. Every part of the system has a crucial role to play if we are to achieve our ambition to reduce smoking prevalence to less than 10% by 2022 as outlined in the Tobacco Alliance Action Plan, the Barnsley Plan and South Yorkshire & Bassetlaw Integrated Care System outcomes.



A CLeaR assessment was undertaken in June 2017. We achieved 70% of the available points, a 30% increase from our 2013 peer assessment.

All 24 key play parks are now smokefree to ensure our children can play in a safe environment where smoking is invisible.

The Breathe 2025 campaign rolled out across Barnsley, working towards seeing the next generation of children being smokefree growing up in a town free from tobacco.

4.3% REDUCTION IN ADULT SMOKING

The latest smoking prevalence data demonstrates local impact, as there has been a 4.3% reduction in adults smoking in Barnsley from 22.5% in 2014 to 18.2% in 2017. This is better than the national reduction in the same time period from 17.8% in 2014 to 14.9% in 2017.

Alongside this, there has been a 5.1% reduction in Barnsley adults in routine and manual occupations smoking from 32.6% in 2014 to 27.5% in 2017. This again is better than the national reduction in the same period from 29.6% in 2014 to 25.7% in 2017.



We are the first northern town to issue a Fixed Penalty Notice for smoking in cars and are the only Local Authority to be actively enforcing this national legislation.

We continue to raise awareness of illicit tobacco and how to report it.

We are the first northern town to introduce a smokefree town centre zone.

FUTURE PRIORITIES FOR ACTION

- Continue to drive forward 'make smoking invisible', working towards a reduction in adult smoking prevalence of 10% by 2020.
- Evaluate the smokefree schools pilot and roll out to all other primary schools across the borough.
- Support Barnsley Hospital in delivery of the Risky Behaviours CQUIN³.
- Support Barnsley Hospital in audit against NICE 48⁴ and lead development of improvement plan.
- Support development of smokefree markets across the borough.
- Continue to lead Barnsley Tobacco Alliance.
- Review progress against the revised Local Action Plan on a quarterly basis.
- Complete another CLearR peer assessment aiming to improve even further.
- Investigate the possibilities of disinvestment in shares in the tobacco industry from pension fund investments working with colleagues across South Yorkshire.

³ CQUIN – Commissioning for Quality & Innovation

⁴ www.nice.org.uk/guidance/ph48

We are the first northern town to implement a 'smokefree market'.

Smoking has been embedded in other areas of work and included in key policies and action plans such as the Anti-Poverty Plan for Barnsley.

We are ensuring retailers aren't selling to under 18's by carrying out underage test sales.

A new BMBC Smoking at Work Policy has been introduced that encourages and supports staff to quit smoking.

We have provided training/ information to retailers to ensure they are aware of the legislations.

I'M SUPPORTING **BREATHE 2025** breathe2025.org.uk
Inspiring a smokefree generation

OPPORTUNITIES

- SUSTAINING AND GROWING MOMENTUM
- CONTINUING TO REDUCE SMOKING PREVALENCE
- REDUCING THE WIDE INEQUALITIES IN SMOKING PREVALENCE ACROSS THE BOROUGH AND ACROSS DEMOGRAPHICS

Help us make smoking invisible to children. PLEASE DON'T SMOKE IN THIS MARKET SQUARE.

Children who see adults smoking are more likely to take up the habit. 97% of Barnsley residents don't want their children to smoke.

Barnsley's #Smokefree Generation **BREATHE 2025** **BARNSELY** Metropolitan Borough Council

PHYSICAL ACTIVITY

Physical activity, active travel and air quality are key elements of the Public Health Strategy working across the Public Health distributed model with external partners. Developing a new Strategic Physical Activity Partnership and 3 year Physical Activity Plan (2018-2021), along with new investment, will enable us to build community assets to increase levels of daily physical activity.

We are unable to compare the data in figure 3 with previous years as the way this information is gathered has changed. Our effort and resources have focused on inactive children, young people and adults who have the most health benefit to gain.



A new Strategic Physical Activity Partnership has been established to progress a whole system approach to tackle physical inactivity and to develop a refreshed Physical Activity Plan 2018-2021 to align with the Public Health Strategy.

In the last 12 months over 1,444 Barnsley leisure cards have been issued to eligible residents to access cheaper sport and leisure facilities.

Funding obtained to improve the standard of 17 playing pitches across the borough.

12 active walks developed across the borough. Over the last 12 months over 1,827 participants have attended and 19 people have become volunteer walk leaders.

Sport England funding secured to deliver a project over the next 3 years that supports families to be more active together throughout the week.

Active Travel Strategy 2018-2021 will be progressed to build the commitment to improving cycling and walking across the borough.

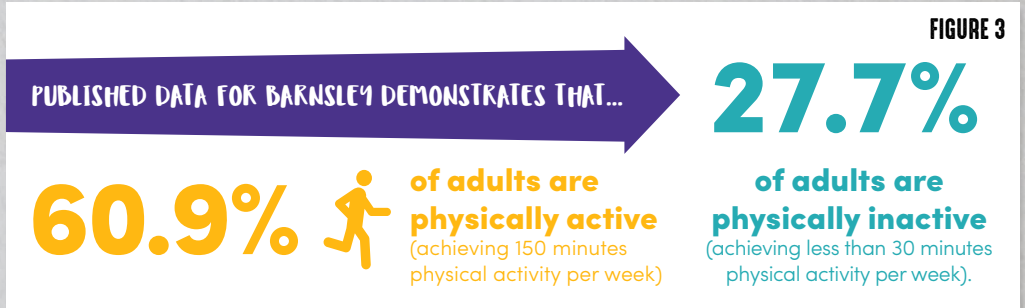
A Town Centre Bike Race & Community Ride - offering an opportunity for people to ride on a 1km closed Town Centre circuit route.

Secured funding to pilot a project that uses community activity champions and builds capacity across the Dearne to increase activity amongst adults in low level employment.

Together with our partners, Inclusive Ping Pong, we have delivered a number of tailored bat and chat sessions for older people at Barnsley Age UK.



'Barnsley Walking for Health' a guide led volunteer scheme funded for a further 3 years up to 2020.





FUTURE PRIORITIES FOR ACTION

- Develop senior level commitment through the development of a borough wide Physical Activity Strategy.
- Continue to progress a Council wide Active Travel Strategy to improve levels of cycling and walking to work and/or school.
- Bring in investment to support the development of physical activity programmes.
- Continue to drive forward Daily Mile or equivalent schemes in schools.
- Further develop a borough wide offer for table tennis through PING!
- Continue to support key sport and physical activity initiatives – Creating Connections etc.
- Review progress against the new Strategy and Local Action Plan on a quarterly basis.
- To ensure our residents understand that exercise isn't just about sport but about finding a physical activity that they can enjoy and that suits their level of mobility and fitness, such as dancing, walking, stretching, DIY, housework or gardening etc.

In partnership with Barnsley Premier Leisure and the Football Foundation we secured funding to install full size match artificial grass pitch at Dorothy Hyman Sports Centre. The pitch will be utilised by a variety of sessions including junior training and adult flexible football.

Research - We are currently commissioning an Active Travel study to inform our future Active Travel Strategy and commissioning processes.



Active Travel Hub - the current cycle hire provision in Barnsley Town centre will be expanded as a community cycling and walking offer.

Tour de Yorkshire saw an estimated audience of 26,650 line the Barnsley route. We used this as an opportunity to raise the profile of active travel and the various opportunities that exist across the borough to gain training and support for people to cycle for leisure, education and work purposes.

Successful PING! Table Tennis Festival saw a record number of people picking up a bat with 9,073 participants recorded.

OPPORTUNITIES

- **SUPPORTING INACTIVE PEOPLE TO BECOME MORE ACTIVE**
- **ENABLING ALL KEY STAKEHOLDERS TO REMAIN COMMITTED TO IMPROVING LEVELS OF PHYSICAL ACTIVITY ACROSS THE BOROUGH**
- **IMPROVING ACCESS TO PHYSICAL ACTIVITY OPPORTUNITIES**
- **EXPLORE OPPORTUNITIES TO DEVELOP THE ACTIVE TRAVEL AND HEALTHY STREETS APPROACH WORKING ACROSS THE SHEFFIELD CITY REGION.**

IMPROVING THE ORAL HEALTH OF CHILDREN

We recognise the importance of good oral health to ensure every child has the best start in life. To achieve improvements in tooth decay levels in children we have worked to provide more intensive exposure to fluoride as children grow up; both at home, at school and in the dental practice.

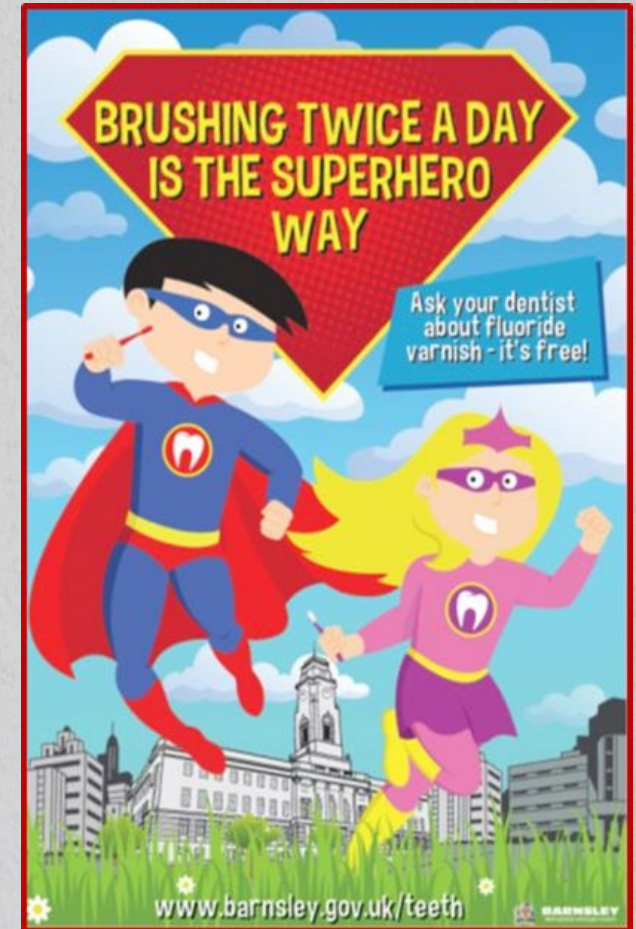
Improving the oral health of children continues to be a public health priority. We know that fluoride remains the most effective means of preventing tooth decay.

The latest data demonstrates our impact, as there has been an 11% increase in the proportion of children free from dental decay from 58.8% in the 2011/12 dental survey to 69.8% in 2015/16. Alongside this there has been a 4.5% increase in the application of fluoride varnish in Barnsley children from 59.2% in 2014/15 to 63.7% in 2015/16.

**WHAT
HAVE WE
ACHIEVED?**

11%
increase in the
proportion of Barnsley
children free from
dental decay

4.5%
increase in the number
of child courses of
fluoride varnish
application



Tooth brushing clubs are established in all Family Centres across Barnsley.

Dental practices in Barnsley have been encouraged to undertake brief intervention training on smoking and alcohol.

Working with NHS England and the Local Dental Committee we have increased the use of fluoride varnish in Barnsley dental practices by targeted work.

Communication links have been set up between Barnsley Hospital and local dentists to ensure children attending for extractions have the required follow up and any DNA's are not lost in the system.

A programme of training for early years, nurseries and reception staff to support delivery of daily tooth brushing has been introduced.

An Oral Health Needs Assessment has been undertaken in partnership with Public Health England.

The Public Health Nursing Service includes oral health promotion to be delivered at key contact points.

Tooth brushing packs have been distributed to the most vulnerable families in the borough via food banks.



More Barnsley families are attending a dentist than the national average.

OPPORTUNITIES

- TO USE THE OPPORTUNITY FOR PUBLIC HEALTH NURSING SERVICE TO PROMOTE ORAL HEALTH.



BMBC has led the way in encouraging healthy eating though removal of vending machines and full sugar drinks, and there may be opportunities to promote this in other public settings e.g. leisure centres.

Working with Barnsley Hospital we now provide tooth brushing packs and oral health advice to families attending the hospital for dental extractions.

FUTURE PRIORITIES FOR ACTION

- Encourage and support more Early Years settings to start a tooth brushing club.
- Continue to roll out 'Sugar Free Barnsley' by encouraging organisations to stop selling full sugar drinks.
- Evaluation of the tooth brushing packs distribution and brushing clubs.
- Explore the feasibility for interventions that increase fluoridation at a population level.

SUPERHERO TIPS
FOR LOOKING AFTER YOUR CHILD'S TEETH

1 As soon as a tooth appears brush your child's teeth for about two minutes twice a day.

2 Try to brush your child's teeth in the morning and just before bedtime. Encourage them to spit out the toothpaste - don't rinse!

3 Take your child to the dentist.

THE SPECIAL POWER OF FLUORIDE VARNISH

Fluoride varnish is one of the best ways to protect your child's teeth, and it's FREE for children.

Fluoride varnish is a sticky gel which is painted onto your child's teeth with a soft brush. It helps to strengthen the hard surface of the tooth.

Ask your dentist for more information

OUR PUBLIC HEALTH PRIORITIES

FOOD

Food is extremely important to our local population, the health and wellbeing of our residents, the local economy and the environment. Food gives us pleasure, allows us to share and celebrate and connect with others.

The vast majority of people know that eating a healthy diet, as well as being physically active is good for them and will help to prevent weight gain, but for many people it can be a real struggle to put this into practice. We know that more than 7 out of 10 (73.1%) adults in Barnsley are classified as overweight or obese; this is significantly worse than the England average of 61.3%.

By working together and in partnership with the local community we can go further to positively influence the food environment; to promote and make healthier food choices, enabling us all to live healthier lives.

We are therefore developing a Food Plan Strategy that will address issues around healthy weight, but is not limited to that alone. The Plan is about changing the food environment and culture within Barnsley as well improving access to quality food. Our approach will focus on the policies and structures which we all live, work, shop, eat and learn within.

ALCOHOL

Although alcohol has been part of our culture for centuries and many people use it sensibly, its misuse has become a serious and worsening public health problem in the UK.

The misuse of alcohol – whether as chronically heavy drinking, binge-drinking or even moderate drinking in inappropriate circumstances not only poses a threat to the health and wellbeing of the drinker, but also to family, friends, communities and wider society through such problems as crime, anti-social behaviour and loss of productivity. It is also directly linked to a range of health issues such as high blood pressure, mental ill-health, accidental injury, violence, liver disease and sexually transmitted infections.

A programme of work is being developed to tackle the availability, affordability and acceptability of alcohol use in Barnsley. This will include a revised Alcohol Strategy for the borough and the development of an Alcohol Alliance to deliver the actions from the Strategy. We will also work with key partners to address the rise in alcohol related hospital admissions. To support this we are working to explore different approaches to alcohol harm data.

EMOTIONAL RESILIENCE

Resilience is the ability to cope with and rise to the inevitable challenges, problems and set-backs you meet in the course of your life, and to come back stronger from them. It is having the ability to bounce back in the event of adversity.

The Five Year Forward View for Mental Health included an important recommendation for Public Health England to establish a Prevention Concordat for Better Mental Health ensuring a prevention-focused approach to improving mental health for everyone. This covers prevention in the widest sense from the promotion of good mental health through to living well with mental health problems and everything in between. The recommendations of the Five Year Forward View for Mental Health were accepted in full by government on 9 January 2017.

We will work across the local system to ensure we are able to deliver against the concordat whilst meeting local need, increasing equity and reducing health inequalities. Specific work programmes will include:

- Improving our needs and asset assessment with effective use of data and intelligence
- Improving our partnerships, collaborations and alignments
- Translating need into deliverable commitments
 - Defining success outcomes

ORAL HEALTH

Tooth decay is the main oral health problem affecting children with significant impacts on their daily lives including pain, sleepless nights and time missed from school. There are wide inequalities in the distribution of tooth decay. In Barnsley the average number of decayed teeth in some wards is five times higher than in other less deprived wards of the borough. Over 600 Barnsley children are admitted to hospital every year for the removal of decayed teeth.

The main risk factors for tooth decay are diets high in sugars and lack of exposure to fluoride, therefore tooth decay is largely preventable.

The Global Burden of Disease study (2010)⁵ provides evidence of the impact of poor oral health on children.

SMOKING

Smoking prevalence in Barnsley is reducing but we still have one of the highest smoking rates in the country.

The latest data illustrates that 18.2% of the adult population in Barnsley are smokers – significantly higher than the England average of 14.9%.

There is a wide variation between wards where the proportion of adult smokers ranges from 12% to 29%. The prevalence amongst routine and manual workers within Barnsley is higher than the overall prevalence at 27.5% compared to 18.2%.

The smoking prevalence at age 15 of 10.7% is significantly worse than the England average of 8.2%.

Although recently smoking in pregnancy has seen a large reduction at 15.4%, this is still significantly higher than the England average of 10.7%.

Smoking attributable mortality and admissions are significantly higher in Barnsley when compared with the regional average.

Roughly £62million per year is spent on tobacco by the smokers of Barnsley. This is on average around £1,323 per smoker per year.

Each year in Barnsley smoking costs society around £63.5 million; this includes factors such as lost productivity, the cost of social care and smoking-related house fires (ASH Ready Reckoner, The local cost of tobacco, May 2018).

When net income and smoking expenditure is taken into account, 8,326 (32%) households with a smoker fall below the poverty line. If these smokers were to quit, 2,140 households would be elevated out of poverty, these households include around 1,707 dependent children⁶.

PHYSICAL ACTIVITY

Leading a physically active lifestyle has been proven to improve both the length and quality of life for individuals and reduces the burden of disease and disability. Being active can boost workplace productivity; reduce sickness absence, crime and anti-social behaviour.

Physical inactivity is the fourth largest cause of disease and disability in the UK.

Children and young people who are physically active are more likely to continue the habit into adult life and can bring benefits for academic attainment and attention.

Barnsley falls below the national and regional average for physical activity participation with the latest figures from the Active Lives

Survey indicating that 60.9% of adults achieve the recommended levels of 150 minutes of moderate intensity physical activity a week.

27.7% of Barnsley adults are classified as inactive. Both figures are significantly worse than the Yorkshire and the Humber, and England averages.

⁵ Global Burden of Disease study (2010) <https://www.thelancet.com/gbd/2010>

⁶ASH Estimates of poverty in England adjusted for expenditure on tobacco, October 2015

BARNSELY METROPOLITAN BOROUGH COUNCIL

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

Report of the Director of Public Health
TO CABINET ON 5th September 2018

FOOD PLAN

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to share the Food Plan with Cabinet Members for information and support.

2. RECOMMENDATIONS

2.1 Cabinet are asked:

- To support the aims and priorities of the Food Plan.
- To agree to consider and acknowledge healthy weight and food in all policy decisions.

3. INTRODUCTION

- 3.1 Food is one of the public health strategic priorities (2018-2021). To deliver this priority, a Food Plan has been developed to achieve the goals outlined in the executive summary (Appendix one, page 5).

4. PROPOSAL AND JUSTIFICATION

- 4.1 The Food Plan is Barnsley Council's response to the increasing levels of obesity and proposes how we can all contribute locally to improving health outcomes and health inequalities related to healthy weight and associated chronic illnesses. The Plan seeks to go beyond traditional interventions and will address food access, food quality and the local supply chain to ensure we achieve our ambition of *Accessible quality food for all*.

5. CONSIDERATION OF ALTERNATIVE APPROACHES

- 5.1 This has not been considered given the importance of a strategic and systematic approach to improving health weight in the population.

6. IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS

6.1 The Plan will be used as a resource to improve population health and outcomes. It will be shared with all partners involved in the public health system in Barnsley.

7. FINANCIAL IMPLICATIONS

7.1 Not applicable

8. EMPLOYEE IMPLICATIONS

8.1 Existing staff members in each of the directorates will need to be involved to support the delivery of the food action plan in order to achieve our ambition.

9. LEGAL IMPLICATIONS

9.1 Not applicable

10. CUSTOMER AND DIGITAL IMPLICATIONS

10.1 The Executive Summary of the Food Plan will be made available to residents on the Barnsley Council website.

10.2 The plan on the page (Appendix One page 5) highlights the digital opportunities of the action plan.

11. COMMUNICATIONS IMPLICATIONS

11.1 In collaboration with the Communication team, public health will developed a communication plan for all stakeholders that will contain key messages. Messages will echo directorate priorities and key health messages from Public Health England.

12. CONSULTATIONS

12.1 The Food Plan has been drafted in consultation with colleagues from the People, Place, Communities Directorates, the Barnsley GP Federation and South West Yorkshire NHS Foundation Trust. Other agencies were also invited to comment and provide feedback. Changes and feedback suggested during the consultation phase have been addressed and incorporated into this final version of the plan.

13. THE CORPORATE PLAN AND THE COUNCIL'S PERFORMANCE MANAGEMENT FRAMEWORK

13.1 The following Food Plan performance indicators are included in the Council's performance management framework:

- PE41 Child excess weight - 4-5 year olds (Annual)
- PE42 Child excess weight - 10-11 year olds (Annual)
- PE43 Percentage of adults (aged 18+) classified as overweight or obese - current method Annual)
- PE93 Percentage of 5 year old children free from dental decay

14. PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION

- 14.1 The Food Plan aims to provide equal access to quality, healthy food. The Plan recognises that although our residents come from diverse backgrounds, food is the one thing we all have in common, and it has the ability to unify people through celebrations and events.

15. TACKLING THE IMPACT OF POVERTY

- 15.1 Food access is one of the Food Plan's priorities. The purpose of this priority is to tackle food poverty and address health inequalities around healthy weight. One of the outcomes of the Plan is to ensure each person will have access to food that is nutritious, affordable, delivers and that benefits their health and wellbeing.

Addressing the consumer food environment (another priority of the Food Plan), will also contribute to tackling the causes and impact of poverty.

16. TACKLING HEALTH INEQUALITIES

- 16.1 The Food Plan aims to raise awareness and educate residents on the importance of a healthy diet which along with the issues discussed in 15.1 will contribute to tackling health inequalities.
- 16.3 The Food Plan is connected to a number of other health strategies such as Cancer and Cardiovascular Disease Prevention, Physical Activity and the Healthy Lifestyles Service which all target the more deprived communities to improve health inequalities across the borough.

17. REDUCTION OF CRIME AND DISORDER

- 17.1 Not applicable

18. RISK MANAGEMENT ISSUES

- 18.1 Not applicable

19. HEALTH, SAFETY AND EMERGENCY RESILIENCE ISSUES

- 19.1 Not applicable

20. COMPATIBILITY WITH THE EUROPEAN CONVENTION ON HUMAN RIGHTS

- 20.1 Not applicable

21. CONSERVATION OF BIODIVERSITY

- 21.1 Not applicable

22. LIST OF APPENDICES

Appendix 1: Food Plan Executive Summary

23. BACKGROUND PAPERS

If you would like to inspect background papers for this report, please email governance@barnsley.gov.uk so that appropriate arrangements can be made

Report author: Anna Tummon

Financial Implications/Consultation



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

FOOD PLAN 2018-2021

OUR VISION: Accessible quality food for all

OUR PRIORITIES

Supply Chain

Sugar

Education

Public Sector Catering

Consumer Food Environment

Food Access

OUTCOMES

Supply Chain: we will celebrate the food journey from production to waste.

Consumer Environment: food will play a key role in strengthening our local economy and connections with our businesses and communities.

Sugar: we will reduce the amount and frequency consumed by our children and young people.

Education: residents and employees will have an improved understanding of the importance of a healthy balanced diet.

Public Sector Catering: we will be exemplar and serve quality products.

Food access: each person will have access to food that is nutritious, affordable, diverse and that benefits their health and wellbeing.

QUICK WINS

Supply Chain: host a meet the trader event to maximise local supply chain

Sugar: replace the sale of high sugar drinks to diet/zero with partner organisations

Education: introduce lunch box guidance for parents & schools

Public Sector Catering: introduce catering guidelines for BMBC catering providers through procurement & contract monitoring

Consumer Food Environment: roll out the revised Supplementary Planning Guidance into the Council's planning application process

Food Access: support the expansion of the Alexandra Rose Voucher scheme.

INDICATORS

- Child excess weight
- Children with one or more decayed, missing or filled teeth
- Proportion of 12 year olds free from dental decay
- Adult excess weight
- Proportion of the population meeting the recommended "5-a-day"
- Breastfeeding initiation & prevalence 6-8 weeks after birth

HOW WE'LL GET THERE

One Council

Existing Working Groups

Action Plan

DIGITAL

Education & training
Campaigns
Supply chain

Executive Summary

Food is the only product we buy and create that becomes part of us. We need it to function, grow and repair. Food is extremely important to our local population, the health and wellbeing of our residents, the local economy and the environment. Food gives us pleasure, allows us to share, celebrate and connect with others.

The food plan will require partnership delivery which will address issues around healthy weight, but it is not limited to that alone. The plan is about changing the food environment and culture within Barnsley, as well as improving access to quality food and improving health and wellbeing outcomes. Our approach will focus on developments to the policies and structures which we live, work, shop, eat and learn within. Barnsley's food plan has been developed in response to priorities in the 2018 refreshed public health strategy and will help to influence the social, cultural and environmental conditions around us. The plan will prioritise local supply chain, the reduction of sugar, education, public sector catering, the consumer food environment and food access.

The food plan supports the Future Council's vision and corporate priorities: *Thriving and vibrant economy, People achieving their potential and Strong and resilience communities.*

N.B There are specialist services that support individual behaviour change and individual psychological relationships with food which can be accessed through primary care. This level of support and provision is beyond the scope of the food strategy.

Money spent on local food in Barnsley's town centre and principal towns keeps money in the borough and supports local business and visitor economy.

Growing local produce in community allotments unites local people. Community cook and eat sessions can foster new relationships and educate people about healthy eating. Although we are all different, food is the one thing we have in common and it has the ability to unify people through celebrations and events.

Food education prepares and equips our young people with life skills and knowledge.



Quality food is defined as food which is nutritious, natural, unprocessed, without artificial additives and is substantial and satisfying.

How we will deliver the Food Plan

1. One Council

The food plan will be delivered in partnership with all Council directorates and external partners. Although the plan will be led by public health, the food agenda has relevance to Council business plans and strategies: therefore success will only be made possible through collaboration and shared responsibilities.

2. Action Plan

A detailed action plan has been developed which lists the steps needed to achieve our vision. The action plan includes specific interventions, resources and timescales. Interventions have been assigned under the relevant priorities.

3. Working Groups

Progress and achievements will be monitored by public health DMT. Given the diversity of the food plan, developments will also be reported into other stakeholder groups as and when required – some of which are listed below. In order to be successful, the action plan will be owned by existing groups with the need for only a minimum number of task and finish groups to be established. A virtual network will be established to maintain communication. It will be the responsibility of the Health and Wellbeing Officer to provide updates when appropriate, plus with quarterly updates to public health DMT. The following groups have been identified who have a role to play in delivering the food plan:

Group	Priority	Link Representative
Oral Health Improvement Advisory Group	Sugar/Education	Senior Health Improvement Officer
Evening and Night-Time Economy	Consumer food environment/ Food access	Head of Public Health
Town Centre Communications	Sugar / Consumer food environment/ Food access/ Public sector catering/ Supply chain	Communications and Marketing Business Partner
Maternal and infant feeding Steering Group	Food access/ Education	Head of Public Health 0-19
Early Help Steering Group	Food access/ Public sector catering/Sugar/Education/	Public Health Nursing Service Manager
Children's Trust Executive Group (TEG)	Sugar/ Food access/ Public sector catering/ Education	Head of Public Health 0-19
Barnsley Schools Alliance	Public sector catering/ Sugar/ Education/ Food access	Health and Wellbeing Officer (People Directorate)
Food Access Steering Group	Food access/ Education	Think Families Manager
School Catering Task and Finish Group	Public sector catering/ Sugar/ Education/ Food access	Health and Wellbeing Officer (Public Health Directorate)

Delivery of the food plan and action plan will be reviewed regularly to ensure all relevant and necessary stakeholders have the right amount of involvement.

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Stakeholders

Food is of interest to multiple services and departments both in and outside of the Council, with many initiatives already addressing food security, hygiene and access. To be successful, the food plan will need support of its stakeholders. Some of these stakeholders will make up the virtual network described above. A communication plan will be developed for all stakeholders containing key messages.

Internal Stakeholders	External Stakeholders
Anti-Poverty Delivery Group	Alexandra Rose Charity
Area Councils	Barnsley and Rotherham Chamber of Commerce
Business Intelligence	Barnsley CCG
Environment & Transport	Barnsley Food Bank Partnership
Environmental Health	Barnsley GP Federation
Events and Culture	Barnsley Hospital
Family Centres	Barneslai Homes
Market Kitchen Project Board	Food Access Steering Group
Museums	Food suppliers
Planning	Healthwatch
Public Health Nursing Service	Incredible Edible
School Catering Service	Local food retailers
School Governor Development	Manufacturing
Town Centre Management	Schools & Colleges
Trading Standards	South West Yorkshire NHS Foundation Trust
	Town Centre Retail Forum
	Voluntary Sector

Progress to date

Hot Food Takeaways: In February 2018, Cabinet approved the recommendations of the Hot Food Takeaways Task and Finish group. From January 2019 the Supplementary Planning Guidance and additional Health Impact Assessment will be used as part of the planning application process to restrict the number of new hot takeaway outlets opening across the borough. This works contributes to the developing the local consumer food environment objective and the food access objective.

Barnsley's Big Calorie Count: An action plan has been developed which aims to ensure that calorie information is added to all menus and labels across shops, cafes and other outlets in Barnsley. The aim is to help consumers make informed choices when making purchasing decisions. This project is also our local response to Public Health England's national calories campaign. This project supports four of the food plan's strategic objectives: education, public sector catering; consumer food environment and food access.

Barnsley is Sweet Enough: Public health has already started to reduce sugar consumption amongst Barnsley Council employees. The team has worked positively with Norse to remove the sale of full sugar drinks and replaced them with diet and zero options in Westgate and Gateway Plaza. There has not been a negative impact on sales which shows staff are switching to the sugar free options. Confectionary vending machines from all staff kitchens and break out areas have been removed. The project supports three of the strategic objectives: sugar reduction, public sector catering; and food access.

Alexandra Rose Vouchers: were introduced in Barnsley (Central, Dearne and South Areas) two years ago. The scheme helps tackle food poverty and supports healthy

Quality food is defined as food which is nutritious, natural, unprocessed, substantial and satisfying.



eating whilst supporting local markets. To date 286 families have been supported and £35,000 worth of vouchers has been spent in Barnsley's local markets. An evaluation report has shown Alexandra Rose has led to increased use of the markets, increased consumption of fruit and vegetables, weight loss, increased cooking from scratch and families eating together. A full evaluation report is available from the People Directorate. This project support the following objectives: supply chain, education, consumer food environment and food access.

Strategic Links

Cancer and Cardiovascular Disease Prevention: through encouraging healthy eating, improved access to fresh fruit and vegetables, a reduction in the availability of excess salt, fats and sugar are all examples of how the food plan will contribute to reducing mortality in Barnsley. The future restrictions imposed on hot food takeaways will support the health outcomes of those living in the most deprived communities as the evidence shows high proliferation of takeaways in disadvantaged areas.

Physical Activity: although healthy weight is only one part of the food plan, excess weight is one of the indicators. The food plan will be complemented by the developments in the physical activity strategy 2018-2021 and vice-versa, in order to promote healthy weight. The link between physical inactivity and obesity is well established, however, it is important to note that not one alone can combat obesity. Food and physical activity interventions together at a population level are more likely to be successful in addressing healthy weight.

Food Access: under the governance of the Stronger Communities Partnership sits the Food Access Steering Group. The group's vision is to *build a better Barnsley where everyone has the right to the food they need to thrive*. There are clear links between the aims of the food access network and this plan. Part of the remit for the Steering Group will to become a delivery group for the food access objective of the BMBC food plan.

Healthy Lifestyle Service: the review of Barnsley Council's healthy lifestyles service (includes individual behaviour change and weight management) will support the aims and objectives of the food strategy.

Public Health Strategy 2018-2021: food is one of the three new priority areas in the refreshed public health strategy 2018-21.

Elements of Barnsley's food plan can only be achieved at a national level. Through this plan, Barnsley Council would support all interventions in the Government's Childhood obesity: a plan for action Chapter 2 (2018) such as:

- Clear calorie information on food labels
 - Calorie reduction programme
 - Restrictions on junk food marketing to children
- Plus other national campaigns such as
- Reduction of trans-fats in products and cooking methods
 - Development of a UK food policy

Quality food is defined as food which is nutritious, natural, unprocessed, without artificial additives and is substantial and satisfying.

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BARNSELY METROPOLITAN BOROUGH COUNCIL

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

Report of the Service Director –
Human Resources and Business Support

2019 REVISED NATIONAL JOINT COUNCIL (NJC) FOR LOCAL GOVERNMENT SERVICES PAY & GRADING STRUCTURE

1. Purpose of Report

- 1.1 The purpose of this report is to seek approval for the revised NJC pay and grading structure at Appendix B following confirmation of the 2018 NJC pay agreement effective from 1 April 2019.

2. Recommendations

- 2.1 **Members approve the revised NJC pay and grading structure at Appendix B with effect from 1 April 2019.**

3. Introduction

- 3.1 The recent NJC pay agreement is a two year agreement. The first year includes a percentage increase on existing spinal column points (SCP) 6 to 79 and was implemented from 1 April 2018.
- 3.2 The second year of the agreement includes the introduction of a new NJC pay spine from 1 April 2019 that is based on the following:
- A bottom rate of £9.00 per hour on new SCP 1
 - 'Pairing off' old SCPs 6 to 17 to create new SCPs 1 to 6
 - Equal steps of 2.0% between each new SCPs 1 to 22
 - By creating equal steps between these pay points, new SCPs 10, 13, 16, 18 and 21 are generated to which no old SCPs will assimilate
 - On new SCPs 23 and above 2.0% increase on 2018 rate

- 3.3 The introduction of a new national pay spine means that our existing 17 grade pay structure needs to be reviewed.

4. Consideration of Alternative Approaches

4.1 Take a local approach to pay and grading and move away from national pay bargaining

- 4.1.1 The council could opt to move away from national pay bargaining and implement a locally determined pay scale. This would require a recasting of the whole pay structure. This option is not something that would be supported by the trade unions and would cause significant employee relations issues.

5. Proposal and Justification

- 5.1 To incorporate the new national pay spine a revised 17 grade pay structure has been developed at appendix B.

- 5.2 All employees covered by NJC for LGS terms and conditions will be remunerated in accordance with the revised 17 grade pay structure which is based on the national spinal column points 1 to 43. Grades 12 to 17 covering SCP 44 to 73 are locally agreed following the review of senior manager pay in 2013 (Cab.15.1.2014/7.4).
- 5.3 Grades 1, 2 and 3 of the revised pay structure contain 2 spinal column points with the possibility of progression through 1 increment. Having 1 increment is an almost inevitable consequence of having to address the impact of the National Living Wage.
- 5.4 Grade 4 contains 5 spinal column points with progression through 4 increments. Grade 5 and Grade 6 contain 6 spinal column points with the possibility of progression through 5 increments. This follows the principles already set in the existing grading structure at Appendix B.
- 5.5 Grade 7 though to Grade 17 remain unchanged in this regard.
- 5.6 Job Evaluation points attached to individual grades and incremental progression arrangements also remain unchanged.

6.0 Implementation and Assimilation

- 6.1 It is proposed that the revised NJC pay structure is implemented by the Council via a Collective Agreement with the trade unions.
- 6.2 Employees who are at the top of their grade will assimilate across on to the new grading structure as outlined in appendix B.
- 6.3 Employees who are not at the top of their grade will receive an increment on the current pay spine subject to the criteria outlined in the current Incremental Pay Progression Guidance.
- 6.4 They will then assimilate across from their incremented SCP on to the new grading structure.

7. Implications for local people / service users

- 7.1 None arising from this report

8. Financial Implications

- 8.1 Consultations have taken place with representatives of the Service Director – Finance (S151 Officer)
- 8.2 The estimated cost of implementing the revised pay scale in 2019/20 totals £2.474M including increments and the assimilation from the existing pay scale to the revised pay scale.
- 8.3 This additional cost is to be funded from previously set aside budgetary provision, included within the revised Medium Term Financial Strategy approved in February 2018.
- 8.4 The financial implications are detailed in the attached Appendix A.

9. Employee Implications

- 9.1 The implementation of the revised NJC pay structure will affect 3013 employees in the council and 1686 employees in schools.

10. Legal Implications

- 10.1 The implementation of the revised NJC pay structure enables the Council to comply with its obligations in accordance with s38 - 43 of the Localism Act 2011 and Departmental Guidance issued under s40 Localism Act 2011.

11. Communications Implications

- 11.1 A communication was issued to employees when the 2018 NJC pay award was agreed which also provided notification that a revised pay structure would be implemented in 2019 to include the 'pairing off' of SCP's 6-17 to create new SCP's 1-6 and equal steps of 2% between new SCP's 1-22.
- 11.2 A further communication including the publication of the revised pay structure, arrangements for assimilation and frequently asked questions document will be issued upon approval of the revised pay structure.

12. Consultations

- 12.1 The Trade Unions have been consulted throughout, have been fully supportive of the approach taken and are in agreement with the proposed revised pay structure as detailed at Appendix B.
- 12.2 The Senior Management Team has been consulted and support the recommendations contained within this report.

13. Promoting Equality and Diversity and Social Inclusion

- 13.1 An Equality Impact Assessment has been undertaken using advice and templates contained in part 4.11 of the NJC for LGS 'Green Book'.
- 13.2 Under the Equality Act 2010 the Council has regard to the elimination of unlawful discrimination and harassment and the promotion of equality.
- 13.3 Pay which has been determined by reference to an analytical job evaluation scheme is an important factor of the council meeting its responsibility under equal pay legislation.

14. Risk Management Issues

- 14.1 Pay and grading arrangements will always have an element of risk attached to them particularly with regard to equal pay. However, undertaking an initial Equality Impact Assessment on the proposal which highlighted no issues along with the council's statutory responsibility to undertake Gender Pay Gap Reporting, will identify and mitigate any risks associated with pay inequality, along with the Council's job evaluation process.

15. List of Appendices

Appendix A - Financial Implications
Appendix B - Current & Proposed Pay Structure

16. Background Papers

16.1 All background and working papers are available for inspection in Human Resources.

Officer Contact: Alison Brown

Date: 29 August 2018

Report of the Executive Director Core

Implementation of Revised 2019/20 Pay Scales

i) <u>Capital Expenditure</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	TOTAL
		£	£	
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

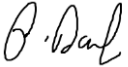
To be financed from:

ii) <u>Revenue Effects</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	TOTAL
	£	£	£	
<u>Expenditure</u>				
Assimilation to Revised Pay Scale		2,474,000		2,474,000
Total Expenditure	<u>0</u>	<u>2,474,000</u>	<u>0</u>	<u>2,474,000</u>

To be financed from:

Pay Increase Provision Set Aside Within The MTFS		-2,474,000		-2,474,000
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

<u>Impact on Medium Term Financial Strategy</u>	2018/19	2019/20	2019/20
	£	£	£
MTFS	0.000	-0.317	-0.703
Effect of this report	0.000	0.000	0.000
Revised Medium Term Financial Strategy	0.000	-0.317	-0.703

Agreed by:	On behalf of the Service Director-Finance, Section 151 Officer	Date: 29/08/2018
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NIC Grade 1 - 17 Pay Structure

Grade	Scale Point	01/04/18		New SCP	01/04/19		
		Salary	Hourly Rate		Salary	Hourly Rate	
Grade 1 (220-299)	6	£ 16,394	£ 8.50	Grade 1 (220-299)	1	£ 17,364	£ 9.00
	7	£ 16,495	£ 8.55		2	£ 17,711	£ 9.18
	8	£ 16,626	£ 8.62		Grade 2 (300-379)	3	£ 18,065
9	£ 16,755	£ 8.68	4	£ 18,426		£ 9.55	
10	£ 16,863	£ 8.74	Grade 3 (350-379)	5		£ 18,795	£ 9.74
11	£ 17,007	£ 8.82		6	£ 19,171	£ 9.94	
12	£ 17,173	£ 8.90		Grade 4 (380-399)	7	£ 19,554	£ 10.14
13	£ 17,391	£ 9.01	8		£ 19,945	£ 10.34	
14	£ 17,681	£ 9.16	9		£ 20,344	£ 10.54	
Grade 3 (350-379)	15	£ 17,972	£ 9.32	10	£ 20,751	£ 10.76	NEW
	16	£ 18,319	£ 9.50	11	£ 21,166	£ 10.97	NEW
	17	£ 18,672	£ 9.68	12	£ 21,589	£ 11.19	NEW
Grade 4 (380-399)	18	£ 18,870	£ 9.78	13	£ 22,021	£ 11.41	NEW
	19	£ 19,446	£ 10.08	14	£ 22,462	£ 11.64	NEW
	20	£ 19,819	£ 10.27	15	£ 22,911	£ 11.88	NEW
Grade 5 (400-419)	21	£ 20,541	£ 10.65	16	£ 23,369	£ 12.11	NEW
	22	£ 21,074	£ 10.92	17	£ 23,836	£ 12.35	NEW
	23	£ 21,693	£ 11.24	18	£ 24,313	£ 12.60	NEW
Grade 6 (420-449)	24	£ 22,401	£ 11.61	19	£ 24,799	£ 12.85	NEW
	25	£ 23,111	£ 11.98	20	£ 25,295	£ 13.11	NEW
	26	£ 23,866	£ 12.37	21	£ 25,801	£ 13.37	NEW
Grade 6 (420-449)	27	£ 24,657	£ 12.78	22	£ 26,317	£ 13.64	NEW
	28	£ 25,463	£ 13.20	23	£ 26,999	£ 13.99	NEW
	29	£ 26,470	£ 13.72				

Grade	SCP	01/04/18		New SCP	01/04/19	
		Salary	Hourly Rate		Salary	Hourly Rate
Grade 7 (450-489)	30	£ 27,358	£ 14.18	24	£ 27,905	£ 14.46
	31	£ 28,221	£ 14.63	25	£ 28,785	£ 14.92
	32	£ 29,055	£ 15.06	26	£ 29,636	£ 15.36
	33	£ 29,909	£ 15.50	27	£ 30,507	£ 15.81
Grade 8 (490-519)	34	£ 30,756	£ 15.94	28	£ 31,371	£ 16.26
	35	£ 31,401	£ 16.28	29	£ 32,029	£ 16.60
	36	£ 32,233	£ 16.71	30	£ 32,878	£ 17.04
	37	£ 33,136	£ 17.18	31	£ 33,799	£ 17.52
Grade 9 (520-559)	38	£ 34,106	£ 17.68	32	£ 34,788	£ 18.03
	39	£ 35,229	£ 18.26	33	£ 35,934	£ 18.63
	40	£ 36,153	£ 18.74	34	£ 36,876	£ 19.11
	41	£ 37,107	£ 19.23	35	£ 37,849	£ 19.62
Grade 10 (560-609)	42	£ 38,052	£ 19.72	36	£ 38,813	£ 20.12
	43	£ 39,002	£ 20.22	37	£ 39,782	£ 20.62
	44	£ 39,961	£ 20.71	38	£ 40,760	£ 21.13
	45	£ 40,858	£ 21.18	39	£ 41,675	£ 21.60
Grade 11 (610-647)	46	£ 41,846	£ 21.69	40	£ 42,683	£ 22.12
	47	£ 42,806	£ 22.19	41	£ 43,662	£ 22.63
	48	£ 43,757	£ 22.68	42	£ 44,632	£ 23.13
	49	£ 44,697	£ 23.17	43	£ 45,591	£ 23.63
Grade 12 (648-663)	50	£ 45,939	£ 23.81	44	£ 46,858	£ 24.29
	51	£ 47,036	£ 24.38	45	£ 47,977	£ 24.87
	52	£ 48,135	£ 24.95	46	£ 49,098	£ 25.45
	53	£ 49,318	£ 25.56	47	£ 50,304	£ 26.08
Grade 13 (664-696)	54	£ 50,551	£ 26.20	48	£ 51,562	£ 26.73
	55	£ 51,781	£ 26.84	49	£ 52,817	£ 27.38
	56	£ 53,021	£ 27.48	50	£ 54,081	£ 28.03
	57	£ 54,251	£ 28.12	51	£ 55,336	£ 28.68
Grade 14 (697-725)	58	£ 54,956	£ 28.49	52	£ 56,055	£ 29.06
	59	£ 56,291	£ 29.18	53	£ 57,417	£ 29.76
	60	£ 57,631	£ 29.87	54	£ 58,784	£ 30.47
	61	£ 58,968	£ 30.57	55	£ 60,148	£ 31.18
Grade 15 (726-741)	62	£ 59,352	£ 30.77	56	£ 60,539	£ 31.38
	63	£ 60,804	£ 31.52	57	£ 62,020	£ 32.15
	64	£ 62,250	£ 32.27	58	£ 63,495	£ 32.91
	65	£ 63,697	£ 33.02	59	£ 64,971	£ 33.68
Grade 16 (742-777)	66	£ 65,940	£ 34.18	60	£ 67,259	£ 34.86
	67	£ 67,544	£ 35.01	61	£ 68,895	£ 35.71
	68	£ 69,153	£ 35.85	62	£ 70,536	£ 36.56
	69	£ 70,765	£ 36.68	63	£ 72,180	£ 37.41
Grade 17 (778+)	70	£ 72,541	£ 37.60	64	£ 73,992	£ 38.35
	71	£ 74,305	£ 38.52	65	£ 75,791	£ 39.29
	72	£ 76,063	£ 39.43	66	£ 77,585	£ 40.22
	73	£ 77,824	£ 40.34	67	£ 79,380	£ 41.15
Grade 17 (778+)	74	£ 79,131	£ 41.02	68	£ 80,713	£ 41.84
	75	£ 81,065	£ 42.02	69	£ 82,686	£ 42.86
	76	£ 82,997	£ 43.02	70	£ 84,657	£ 43.88
	77	£ 84,929	£ 44.02	71	£ 86,628	£ 44.90
	78	£ 87,148	£ 45.17	72	£ 88,891	£ 46.08
	79	£ 89,176	£ 46.22	73	£ 90,959	£ 47.15

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BARNSELEY METROPOLITAN BOROUGH COUNCIL

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

**REPORT OF THE SERVICE DIRECTOR
- HUMAN RESOURCES &
BUSINESS SUPPORT**

IMPROVING EMPLOYEE PERFORMANCE POLICY

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval to implement revisions to the existing Improving Employee Performance policy.

2. RECOMMENDATIONS

- 2.1 It is recommended that Cabinet approve the revised Improving Employee Performance policy.**

3. INTRODUCTION

- 3.1 The current Improving Employee Performance policy is a policy that is increasingly being used to bring about improvements in employee performance. However this increase in usage has highlighted misunderstandings around the informal process because the first stage of the formal process is called the Informal Action Plan.
- 3.2 The intention of the policy was that performance issues should be addressed through the normal performance mechanisms i.e. the discussions, meetings etc. which are already regularly held by managers e.g. one to ones and Performance and Development Reviews (P&DR's). The approach was that managers would manage performance through an informal, supportive approach and only resort to the formal process as a last resort
- 3.3 In practice managers have started the process of performance management at the Informal Action Plan stage which is the first stage of the formal process and not addressed the issues informally. Once this has been identified managers have then had to restart the process at the informal stage thereby increasing the time to address performance concerns.

4. PROPOSAL AND JUSTIFICATION

- 4.1 The revised policy is intended to make it clear that managers should address any performance issues initially through the normal performance mechanisms that operate in their service / team.

- 4.2 The formal process continues to comprise of 2 stages and 2 action plans which have been renamed Stage 1 and Stage 2 (from Informal and Formal) to remove the confusion between the informal and formal parts of the process.
- 4.3 If the normal performance mechanisms do not bring about a satisfactory improvement in performance then the manager will put together a formal Stage 1 Action Plan with clear targets for improvement and any required support. Following a review of the Stage 1 action plan, if performance has not improved satisfactorily then a formal review meeting will be held with an independent manager. If it is deemed that there are still concerns regarding performance then a Stage 2 action plan will be issued incorporating revised targets and any additional support.
- 4.4 Following a review of the Stage 2 action plan if concerns regarding performance remain then a final formal meeting is held to determine the appropriate course of action which may result in the employee's dismissal
- 4.5 The policy provides a robust framework which enables concerns regarding performance to be highlighted and addressed in a supportive and timely manner.
- 4.6 It is imperative that this policy is workable and enables services to address performance issues in a fair, consistent and timely manner.
- 4.7 Agreement to this report will assist the Council in supporting employees and managers in situations where there are concerns regarding performance, allowing these to be dealt with in a fair, consistent and timely manner, therefore minimising any negative impact on the Council.

5. CONSIDERATION OF ALTERNATIVE APPROACHES

- 5.1 The alternative to the implementation of this revised policy is to continue with the current Improving Employee Performance Policy, preventing managers from being able to support their employees and deal with performance issues in a timely manner.

6. IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS

- 6.1 The implementation of this policy provides the framework to ensure that Council employees maintain a satisfactory level of performance, assisting the Council to function efficiently and effectively.

7. FINANCIAL IMPLICATIONS

- 7.1 There are no direct financial implications arising from this report.

8. EMPLOYEE IMPLICATIONS

- 8.1 By implementing the revised policy employees whose performance is deemed unsatisfactory will be supported and encouraged to improve, following a fair, consistent and timely process to enable them to fulfil the requirements of their role.

9. LEGAL IMPLICATIONS

9.1 There are no direct legal implications arising from this report.

10. CUSTOMER AND DIGITAL IMPLICATIONS

10.1 There are no direct implications arising from this report.

11. COMMUNICATIONS IMPLICATIONS

11.1 The policy will be displayed on the HR Intranet and the changes will be detailed in an article in StraightTalk.

11.2 For employees who do not have access to e-mail / intranet facilities, managers will be responsible for communicating this information to their teams.

11.3 Human Resources Business Partners and Advisors will be available to provide advice to employees / managers / head teachers / members.

11.4 The existing POD course will be updated and a bitesize training / briefing session developed to ensure managers / head teachers are aware of the policy and to ensure it is implemented fairly and consistently.

12. CONSULTATIONS

12.1 The trade unions have been consulted and are in agreement to the proposed changes.

12.2 HR and Legal colleagues have also been consulted and had their input into the proposed changes.

13. THE CORPORATE PLAN AND THE COUNCIL'S PERFORMANCE MANAGEMENT FRAMEWORK

13.1 The implementation of this policy provides the framework to ensure that Council employees maintain a satisfactory level of performance and support the Council's performance objectives.

14. PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION

14.1 This policy applies equally to all employees but takes account of situations where adjustments may be required to enable an employee to maintain an acceptable level of performance e.g. relating to a disability.

15. RISK MANAGEMENT ISSUES

15.1 Implementing revisions to this policy will contribute towards ensuring that all employees are performing satisfactorily, therefore reducing risks to the provision of Council services.

16. HEALTH, SAFETY AND EMERGENCY RESILIENCE ISSUES

16.1 Risks to the Council are minimised where employees are performing satisfactorily in their roles and this will be supported by the implementation of this revised policy.

17. COMPATIBILITY WITH THE EUROPEAN CONVENTION ON HUMAN RIGHTS

17.1 This Procedure is compatible with the European Convention on Human Rights.

18. LIST OF APPENDICES

Appendix A – Improving Performance Policy

Appendix B – Performance Framework Flowchart

Report author: Helen Weldon, HR Business Partner

Financial Implications/Consultation



.....
(To be signed by senior Financial Services officer)

IMPROVING EMPLOYEE PERFORMANCE POLICY

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1.0 **INTRODUCTION**

- 1.1 Employees have a responsibility to achieve an acceptable level of performance at work and must be supported and encouraged to reach this level.
- 1.2 Managers/Headteachers should set realistic and achievable standards consistent with the employee's role and should ensure that employees understand what those standards are in terms of the quality and quantity of work and the time and costs associated with the expected output.
- 1.3 This policy should be used for dealing with performance issues for all employees employed by the Council under the NJC for Local Government Services, JNC for Chief Officers, and Soulbury Terms and Conditions.
- 1.4 This policy does not apply to the Chief Executive who is governed by separate terms and conditions of service in this respect.
- 1.5 This policy does not include Teachers, for whom reference should be made to the [Capability Procedure for Teachers](#). However this policy does apply to school support employees subject to adoption by the Governing Body.
- 1.6 The formal process defined in this policy does not apply to those employees covered by the [Probationary Period Review Procedure](#) during their first six months in post.
- 1.7 Employees who have a period of long term illness or maternity leave will have this process suspended during their absence and the process will recommence at the same stage on their return to work.
-

2.0 **LINKS TO OTHER POLICIES**

- 2.1 Where poor performance is due to misconduct then this should be dealt with through the [Disciplinary Procedure](#).
- 2.2 Where poor performance is linked to health issues then reference should be made to the Councils Policies on [Managing Attendance Policy](#).
- 2.3 Where poor performance is related to a disability as defined under the Equality Act (2010) then consideration must be given to any reasonable adjustments which can be made to the workplace or job role. Further guidance is available in the [Supporting Disabled Employees at Work Policy](#).
- 2.4 Where poor performance is linked to issues relating to bullying, harassment or victimisation then reference should be made to the Council's [Dignity at Work Policy](#).
-

3.0 **THE INFORMAL PROCESS EMPLOYEE PERFORMANCE MONITORING MECHANISMS**

3.1 Once the employee has satisfactorily completed their probationary period then their ongoing performance will be monitored and reviewed through the Council's Performance Monitoring mechanisms as detailed below.

3.2 The aim of the informal process is to identify areas of potential weakness as early as possible. During this stage Managers/Headteachers must discuss performance issues, set improvement targets and provide support and any necessary training to assist the employee to improve to an acceptable standard within a given timescale.

3.3. **Performance & Development Reviews (P&DRs)**

All employees should receive a Performance and Development Review on an annual basis. During the review, a discussion will take place regarding the employee's targets and objectives for the forthcoming year along with a review of achievements against those set for the previous period. Managers should also discuss the Council's vision, values and behaviours with the employee to ensure they understand what is expected of them as an employee of the Council.

School based employees should follow the [Model Schools Performance Management Policy](#).

3.4 **One to One Meetings/Supervision**

There are a number of ways in which Managers/Headteachers and employees communicate with each other regarding performance. In the main there are 3 different methods, each appropriate to different services across the Council, which are as follows:

- Performance can be monitored during one to one discussions between the Manager/Headteacher and employee, which should, where possible and practical be convened regularly and documented. These discussions should include an ongoing update regarding targets and objectives and the prioritisation of day to day workloads to ensure that objectives are met.
- In certain roles professional supervision is a mandatory requirement which must be undertaken in line with the stipulated procedure.
- In services where it is not practical or appropriate to conduct regular one to one meetings, there must be at least an arrangement where employees and their Manager/Headteacher are able to contact each other to arrange a meeting when either party has concerns regarding performance. These discussions, even if ad hoc must be documented.

3.5 **Corporate Responsibilities**

The Council has a number of key areas of responsibility that affect all employees (excluding school support staff). Depending on the employee's role, some of these areas will have a greater significance than others, but many like health and safety, equality and diversity, information governance and anti-fraud apply equally to all employees regardless of role.

3.6 **What the Council Expects of You**

Future Council Vision, Values and Behaviours - Employee responsibilities

The Council has developed the Future Council Vision, Values and Behaviours framework to provide clarity about plans, ambitions, standards and expectations. Employees (excluding school support staff) are expected to contribute to the achievement of the vision and act in accordance with the values and behaviour expectations.

See the Future Council intranet site for further details.

- 3.7 It is imperative that all discussions about performance concerns are documented otherwise the improving employee performance process cannot proceed further. If documentation is not available then the Manager/Headteacher should meet with the employee and revisit any outstanding performance issues, ensuring that the meeting is documented and clear standards of expectation regarding performance are agreed.
- 3.8 The Manager/Headteacher should consider whether there are any circumstances, either personal or work related which may have impacted negatively on the employee's performance.
- 3.9 If the informal process using the performance monitoring mechanisms (detailed above) does not bring about an improvement in the employee's performance to the required standard in a reasonable time then the Manager/Headteacher should proceed to the formal stage of the Improving Employee Performance Process.

THE FORMAL PROCESS

4.0 STAGE 1 ACTION PLAN

- 4.1 Where performance is not satisfactory, in order to appropriately address this, Managers/Headteachers must ensure that clear indication, both verbally and in writing is given to the employee detailing the expected improvements and support mechanisms which will be put in place. The Manager/Headteacher should proceed as follows:
- 4.2 The Manager/Headteacher should arrange to meet with the employee and clearly define the areas of concern regarding performance and the targets and objectives which have not been achieved, allowing the employee opportunity to present their perspective of the performance issues. Discussions should also detail the expected standards, objectives to be met and any agreed actions including appropriate training, coaching etc. Managers must ensure that the targets and objectives set for the employee are within the confines of the role and are achievable in the timeframe.
- 4.3 Discussions must be documented on the **Improving Employee Performance Action Plan - Stage 1** along with details of the required actions from the meeting. This must be supplied to the employee by the Manager/Headteacher within 3 days of the meeting and should be signed by both parties.
- 4.4 This action plan will remain in place for three months, unless there are circumstances which dictate otherwise e.g. a training requirement cannot be fulfilled within this timescale, in which case an appropriate timescale should be agreed.
- 4.5 In cases where the performance issues are of such a severity that there is a severe risk to the Council then the timescale of the Action Plan may be shortened.
- 4.6 Where the employee works an alternative working pattern e.g. term time only then it may

be necessary to agree a different timescale in order to allow the employee sufficient time for improvement.

4.7 During the period that the action plan remains in place the Manager/Headteacher should ensure that the employee continues to participate in the performance monitoring mechanisms outlined in section 3.

4.8 **Reviewing the Improving Employee Performance Action Plan – Stage 1**

4.8.1 The Manager/Headteacher should arrange to meet with the employee to review the action plan on a fortnightly basis with a final meeting being arranged to coincide with the end of the action plan period.

4.8.2 On meeting with the employee, the Manager/Headteacher should discuss each item identified on the action plan and identify with the employee whether these have been met satisfactorily.

4.9 **Outcome of Improving Employee Performance Action Plan – Stage 1**

4.9.1 The outcome of the meeting at the end of the action plan should be one of the following:

- If all previous actions identified on the action plan have been implemented and the employee's performance has improved satisfactorily, the result being that objectives are now being met then no further action need be taken. The employee will continue with the normal cycle of performance monitoring mechanisms as defined in Section 3 above.
- If there are actions identified on the plan which have not yet occurred then these should be discussed and if justified on the Manager/Headteacher or employees part then the timescale should be extended for a further month to enable the completion of the original action plan. Review meetings should be held fortnightly. In exceptional circumstances where a one month extension is not appropriate then this may be extended to a maximum of two months. Review the extension by following paragraph 4.8 onwards.
- If all previous actions identified on the action plan have occurred but there is evidence that the employee's performance has not improved satisfactorily and objectives are still not being met then the Manager/Headteacher should inform the employee that it is their intention to progress to the formal review stage and arrange a Stage 1 Formal Performance Meeting (Section 5).

4.9.2 The details of the outcome, whatever this is, must be clearly documented on the action plan. A copy of the action plan should be given to the employee within 3 days of the meeting, signed by both Manager/Headteacher and employee and a copy retained by both.

5.0 **STAGE 1 FORMAL PERFORMANCE MEETING**

5.1 The Manager/Headteacher should make the following arrangements for a meeting with the employee:

- Arrange for a more senior Manager to hear the case (in the case of schools if the Headteacher has already been involved then this should be the Chair of Governors)
- Arrange a date for the meeting
- Arrange suitable accommodation for the meeting

- Arrange for the meeting to be recorded
- Collate all supporting documentation referred to in Section 3 & 4 above in readiness to present this at the stage 1 meeting
- Write to the employee giving 10 days' notice of the meeting – refer to [\(Example Letter 1\)](#).

5.2 A recommended protocol for use at the **Formal Performance Meeting** is at Appendix C.

5.3 Taking account of all the information presented by the Manager/Headteacher and employee and/or their representative the chair will decide on the appropriate course of action, which will normally be one of the following:

- If the employee's performance is deemed satisfactory then the employee will re-enter the normal cycle of performance monitoring as defined in Section 3 above.
- If the employee's performance is deemed unsatisfactory then details of the expected standards, objectives to be met and any further opportunities for training, coaching and support which will assist the employee in improving their performance will be discussed. The chair must ensure that the targets and objectives set for the employee are within the confines of the role and are justifiable and achievable. The chair will also inform the employee that they are issuing them with a final written warning which will remain in place for the duration of the Improving Employee Performance Action Plan – Stage 2 (see section 6 below).

5.4 Outcome of Stage 1 Formal Performance meeting

5.5.1 The outcome of the meeting should be confirmed in writing using **Example Letter 2**.

5.5.2 If performance is unsatisfactory then the letter will confirm the final written warning and the agreed actions from the meeting will clearly be documented on the **Improving Employee Performance Action Plan – Stage 2**. The Action Plan should be issued to the employee by the chair within 3 days of the meeting. It should be signed by all parties and a copy retained by the employee, the Manager/Headteacher and the chair.

5.5.3 Where the employee has been issued with a final written warning they must be given the right of appeal. The appeals process is detailed in Section 8.

6.0 STAGE 2 ACTION PLAN

6.1 The Stage 2 action plan/final written warning should remain in place for 3 months to allow further opportunity for improvement, unless there are circumstances which dictate otherwise e.g. a training requirement cannot be fulfilled within this timescale, in which case an appropriate timescale should be agreed.

6.2 In cases where the performance issues are of such a severity that there is a severe risk to the Council then the timescale of the Improving Employee Performance Action Plan - Stage 2 / Final Written Warning may be shortened.

6.3 Where the employee works an alternative working pattern e.g. term time only then it may be necessary to agree a different timescale in order to allow the employee sufficient time for improvement.

6.4 During the period that the Stage 2 action plan / final written warning remains in place the Manager/Headteacher should ensure that the employee continues to participate in the performance monitoring mechanisms outlined in section 3 and should meet with the

employee to review their progress on a fortnightly basis.

- 6.5 The Manager/Headteacher should arrange to meet with the employee to review the action plan on a fortnightly basis with a final meeting being arranged prior to the end of the action plan period.
- 6.6 On meeting with the employee, the Manager/Headteacher should discuss each item identified on the action plan and identify with the employee whether these have been met satisfactorily.
- 6.7 The outcome of the action plan should be one of the following:
- If all previous actions identified on the action plan have been implemented and the employee's performance has improved satisfactorily, the result being that objectives are now being met then no further action need be taken. The employee will continue with the normal cycle of performance monitoring mechanisms as defined in Section 3 above.
 - If there are actions identified on the plan which have not yet occurred then these should be discussed and if justified on the Manager/Headteacher or employees part then the timescale should be extended for a further month to enable the completion of the original action plan. Review meeting should be held fortnightly. In exceptional circumstances where a one month extension is not appropriate then this may be extended to a maximum of two months. Review the extension by following paragraph 6.5 onwards.
 - If all previous actions identified on the action plan have occurred but there is evidence that the employee's performance has not improved satisfactorily and objectives are still not being met then the Manager/Headteacher should inform the employee that it is their intention to progress to a formal review and arrange a Stage 2 Formal Performance Meeting (Section 7).

7.0 **THE FORMAL PERFORMANCE MEETING (STAGE 2)**

- 7.1 A final review meeting should be arranged to coincide with the end of the Stage 2 action plan / final written warning period. The Manager/Headteacher should make arrangements for a Stage 2 formal performance meeting where performance has not improved in order for a further independent panel to assess the performance issues, action taken to date, training, support etc.
- 7.2 In normal circumstances the panel conducting the formal performance meeting should consist of:
- Non schools** – A Service Director or Executive Director or equivalent, advised by a Human Resources Advisor.
- Schools** – An appropriate panel of Governors who have been delegated the function in accordance with the School Staffing Regulations 2009.
- The panel must consist of individuals who have had no prior involvement in the case.
- 7.3 The Manager/Headteacher should make the following arrangements for this meeting:
- Identify the panel members and confirm their attendance (see 7.2)
 - Arrange a date for the meeting

- Arrange suitable accommodation for the meeting
- Arrange for the meeting to be recorded
- Collate all supporting documentation referred to above from Section 3 onwards
- Prepare the management case
- Write to the employee informing them about the meeting, giving ten working days' notice of the meeting – refer to [\(Example Letter 3\)](#)

7.4 The Manager/Headteacher must prepare a statement of case detailing all the discussions and actions taken under the processes outlined above from Sections 3 onwards and all support, training etc. which has been provided to the employee in an attempt to improve their performance. This will be verbally presented to the panel at the formal performance meeting.

7.5 The meeting should proceed as detailed in the [Procedure at a Formal Performance Meeting](#)

7.6 After both the Manager/Headteacher and employee (or their representative) have given all the evidence in support of their cases, all questions have been asked and summaries given the panel will deliberate on all information presented and the conclusion is likely to be one of the following:

- If it is determined that the employee's performance has improved satisfactorily in order that objectives are being met then there will be no further action. The employee will continue with the normal cycle of performance monitoring as defined in Section 3 above.
- If it is determined that there is an avenue of support or training which has not yet been explored then the panel should instruct the Manager/Headteacher to implement the recommended actions and set a date for a further review in one month's time. In exceptional circumstances where a one month extension is not appropriate then this may be extended appropriately, usually to a maximum of two months. Following the extension period the stage 2 meeting should be reconvened following the format as 7.5.
- If it is determined that all possible support, training and management intervention has been implemented during both the informal and formal processes defined in Sections 3 - 6 above and the employee's performance has not improved to a satisfactory level which would enable them to meet their objectives then the panel should dismiss the employee with immediate effect giving the appropriate pay in lieu of notice.

7.7 Regardless of the outcome of the formal review the details must be clearly documented on the review section of the Improving Employee Performance Action Plan – Stage 2. This should be issued to the employee within 3 days of the review meeting and should be signed and a copy retained by all parties.

7.8 **Actions Following the Formal Performance Meeting Stage 2**

7.81 Following the Formal Performance Meeting Stage 2 the Chair of the panel must write to the employee to confirm the discussions and outcome of the meeting. [\(Example Letter 4\)](#)

7.82 Where the employee is dismissed they must be given the right to appeal. The appeals process is detailed in Section 8.

8.0 **THE APPEALS PROCESS**

8.1 Where an employee has been subject to a Formal Performance Meeting they have the right of appeal against the outcome. In order to appeal the employee must inform the chair in writing of their wish to appeal within 14 days of receipt of the letter of the confirmation of the outcome of the formal performance meeting.

8.2 The Manager should make the following arrangements for the Appeal Meeting:

- Identify the Appeals Panel (See 8.3)
- Arrange a date for the meeting – ensuring that the chair of the previous performance meeting is available to present the case along with any witnesses
- Arrange suitable accommodation
- Arrange for the meeting to be recorded
- Liaise with the Chair of the previous performance meeting to collate the supporting documentation and to prepare managements case

8.3 The appeals panel should consist of:

Non Schools – If the appeal is not against dismissal then the panel should be chaired by an appropriate Director/Service Director who has had no prior involvement with the case.

If the employee was dismissed at the Stage 2 Performance Meeting: all employees shall have the right of appeal against a dismissal, which shall be exercisable in accordance with the criteria set out in the policy. All such appeals shall be heard by a panel of Officers consisting of the Executive Director Core Services; Service Director - Human Resources & Business Support, together with an Executive Director who has had no prior involvement with the appeal being considered. If this is not possible, another Officer(s) from the Barnsley Leadership Team will be appointed to the panel.

Schools – The panel for an appeal hearing shall be convened under the provisions outlined in 7.2 but must consist of individuals who have had no prior involvement in the case. Therefore those who have sat on the panel at the formal performance meeting cannot then sit on the appeals panel.

8.4 The appeal will be conducted as a review of the first instance decision, having regard to the matters set out in the grounds for appeal and any new evidence (if applicable) that has become available following the outcome of the original meeting. Both parties should address the panel summarising the key aspects of their case.

8.5 The panel will have received and considered the statement of case and all witness statements from both parties submitted prior to the meeting. Witnesses will not normally be required to present evidence but should be available to be questioned should this be required

8.6 The appeal shall normally be conducted in one day except in exceptional circumstances.

8.7 The Manager should write to the employee confirming arrangements for the Appeal Meeting, giving 10 working days' notice, of the requirement to attend the Appeal Meeting. ([Example Letter 5](#)).

8.8 The process outlined in the [Procedure at the Appeal Meeting](#) should be followed.

8.9 The Appeal Panel has authority to confirm, reduce, increase or revoke the original outcome. The decision of the Appeals Panel is final.

HUMAN RESOURCES

- 8.10 Where possible, the decision will normally be given verbally to the employee at the conclusion of the meeting and confirmed in writing. Notification of the decision should be confirmed in writing to the employee within 5 working days ([Example Letter 6](#)).

However it may be necessary to communicate the outcome in writing. All parties should be advised of any changes to the method of communication and extension to timescales at the closure of the meeting.

- 8.11 The manager must make arrangements for all documentation relating to this procedure to be placed on the employee's personal file.
-

9.0 **POLICY IMPLEMENTATION MONITORING FORM**

- 9.1 At all stages of this procedure Managers must complete and submit a [Policy Implementation Monitoring Form](#) in order that this information can be recorded on SAP.
-

10.0 **EQUALITY AND DIVERSITY**

- 10.1 This policy has been impact assessed by Human Resources, if on reading this policy you feel there are any equality and diversity issues, please contact your Directorate Human Resources Business Partner who will if necessary ensure the policy is reviewed.
-

110.0 **INCOME TAX AND NATIONAL INSURANCE CONTRIBUTIONS**

- 11.1 There are no tax or national insurance implications arising from this Policy.

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Document Control

Implementation Date	October 2018
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Brief Reason for Change	Introduction of stage 1 and 2 action plans to clearly differentiate between the informal and formal processes.
Version Control	2.0

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Improving Performance Flowchart

Informal Process

performance will be monitored and reviewed through the Council's Performance Monitoring mechanisms as detailed below.

Performance & Development Review's (P&DR's)

Corporate Responsibilities (Accountability Framework)

One to One Meetings/Supervision

Performance issues are initially dealt with through the Council's Performance Monitoring Mechanisms, an informal action plan is put in place

Has performance improved satisfactorily?

Yes

No

The Formal Process

Stage 1 Action Plan

Meet with employee to implement a Stage 1 Action Plan for 3 months
(please refer to point 4.0 in the policy)

Meet and Review Formal Action Plan fortnightly and at the end of the 3 month period

Yes

Has performance improved satisfactorily?

No

Stage 1 Formal Performance Meeting

Senior Manager meets with employee and reviews Performance Action Plan
(please refer to point 5.0 in the policy)

Has performance improved satisfactorily?

No

Stage 2 Action Plan

The Stage 2 action plan/final written warning should remain in place for 3 months to allow further opportunity for improvement
(please refer to point 6.0 in the policy)

Yes

Meet and Review Formal Action Plan fortnightly and at the end of the 3 month period

Yes

Has performance improved satisfactorily?

No

Stage 2 Formal Performance Meeting

A panel will formally review the employee's case.
(please refer to point 7.0 in the policy)

Have all previous actions been implemented and has the employee's performance improved satisfactorily

Yes

No

Employee dismissed with immediate effect giving the appropriate pay in lieu of notice.

An employee subject to a Formal Performance Meeting have the right of appeal against the outcome and must inform the chair in writing within 14 days of receipt of the formal meeting outcome

Right to Appeal

Time can be extended for justified reasons

Time can be extended for justified reasons

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BARNSELY METROPOLITAN BOROUGH COUNCIL

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

**REPORT OF THE
EXECUTIVE DIRECTOR PEOPLE
TO CABINET ON 19th SEPTEMBER 2018**

**OUTCOME OF THE PEER CHALLENGE OF THE INTEGRATED 'FRONT DOOR' TO
CHILDREN'S SOCIAL CARE IN BARNSELY**

1.0 PURPOSE OF REPORT

- 1.1 To inform Cabinet of the findings from a recent sector-led, Peer Challenge of the 'Front Door' to services for children in need of help or protection in the Borough.

2.0 RECOMMENDATIONS

- 2.1 That Cabinet notes the findings and recommendations of the Peer Challenge as part of preparations for an inspection through the Ofsted Inspection of Local Authority Children's Services Framework.**

3.0 INTRODUCTION

- 3.1 The Council's Children's Social Care and Safeguarding Services, together with partners within the Barnsley Children and Young People's Trust and the Barnsley Safeguarding Children Board have continued to drive continuous improvement in services since the last Ofsted inspection in 2014. All partners continue to be signed up to the Continuous Service Improvement Framework and Plan which is reviewed at least annually. The Framework sets out our shared commitment to provide services that are judged in Ofsted's terms to be at least 'good' and commits Barnsley to an external challenge of a specified service area each year.
- 3.2 Within the regional Association of Directors of Children's Services (ADCS) sector led improvement alliance all authorities in Yorkshire and the Humber complete a self-assessment that is subject to a challenge process. On completion of this, Barnsley's self-assessment of contact, referral and assessment services (the 'front door') was RAG rated green across the board and was one of a small number of authorities to achieve this. As Barnsley is now due for a standard inspection under the new Ofsted framework for inspecting children's services it was decided with partners to test this assessment in depth utilising capacity within the regional improvement alliance.
- 3.3 Peer Challenge Of The 'Front Door' To Children's Social Care In Barnsley
- 3.4 The Council with the agreement of partners engaged East Riding of Yorkshire Council to conduct a peer challenge of the 'Front Door' in Barnsley.

- 3.5 At its most recent inspection, in February 2017, East Riding of Yorkshire Council was judged to be 'Good' by Ofsted for its overall effectiveness in the provision of children's services. As a result, it has been designated as a 'Partner in Practice' (PiP) by the Department for Education (DfE), Association of Directors' of Children's Services (ADCS) and the Local Government Association in promoting sector-led improvement in children's services within this Region. East Riding of Yorkshire Council, therefore, receives funding from the DfE to carry out its work as a PiP.
- 3.6 The Peer Challenge was undertaken between 26th – 28th June this year and was led by Pete Dwyer CBE, a former Corporate Director for Children and Young People's Services at North Yorkshire County Council who had previously conducted a 'Test of Assurance' of our Borough's compliance with the statutory duties of the Director of Children's Services as defined in the Children Act (2004).
- 3.7 Scope And Methodology
- 3.8 The scope of the Peer Challenge was to critically appraise the efficiency and effectiveness of Barnsley's children's social care 'front door' arrangements, leading to the identification of any strengths and areas for consideration.
- 3.9 The new Ofsted Inspection of Local Authority Children's Services (ILACS) Framework (introduced in January 2018) focuses on the quality, experience and impact of practice on outcomes for children. The inspection framework also looks closely at the experience of front-line professionals. The methodology for the Peer Challenge was shaped to reflect this and the Peer Challenge Team spent a maximum amount of time with local Integrated Front Door Teams, observing decision making, assessments and scrutinising case files. An in depth audit of 20 cases was also completed.
- 3.10 Further, the Peer Challenge Team observed live practice by visiting children and families, with social workers whilst further on-site activity included discussions with managers, practitioners and partners.
- 3.11 The Peer Challenge Team's observations were evaluated against the ADCS's Regional self-assessment tool which Barnsley had self-assessed against and took into account the following:
- Thresholds for intervention and policies (including the use of early help and the consistent application of processes and procedures).
 - Effectiveness of partnerships (including levels of engagement, understanding of thresholds and quality of information sharing)
 - Putting the needs of the child at the centre of decision-making.
 - Quality of practice (including quality of referrals, timeliness, managing risks, the role of the Barnsley Multi-Agency Safeguarding Hub or MASH and appropriate levels of decision making).
 - Workforce and resources (skills, supervision and opportunities for development)

- Leadership and decision-making (including management of workflow, application of thresholds and monitoring)
- Outcomes for children and young people (what difference is being made, how is data and insight used to improve performance)

3.12 Summary Of Key Outcomes Emerging Through The Peer Challenge

3.13 The Peer Challenge Team's findings include the following:

1. Thresholds for intervention are fully understood by staff across sectors.
2. Early help is having a significant and positive impact in preventing children from needing to be referred to social care.
3. Decision making at the 'Front Door' is strong and consistent.
4. Assessments were of an extremely high quality, demonstrating effective partnership working and information sharing as well as a focus upon the experience of the child.
5. Barnsley's children's social care workforce is experienced, confident and consider themselves to be well supported in their work.
6. There is strong, visible and supportive leadership
7. There is a well embedded performance and quality assurance framework.
8. The Local Authority's self-assessment of front-door activity was perceived to be accurate and well informed with all areas rated to be 'Green' or 'Good'.

3.14 In addition, the Peer Challenge identified the following areas for further consideration:

1. A need to review the 'Request for Service' form, the role of business support and ensure easy access to a social worker is available.
2. Ensure appropriate use of strategy discussions/meetings to support efficiency improvements in practice.
3. The potential for more genuinely joint 'Achieving Best Evidence In Criminal Proceedings' or ABE interviews with the Police.
4. To consider how the views of young, pre-verbal children can better be captured.
5. To explore the potential for further maximising the significant experience of social workers in screening.
6. The need to review the availability of local pre-birth assessment guidance.
7. Ensure that immediate safety plans are written and shared with families rather than verbally agreed.

4.0 PROPOSAL AND JUSTIFICATION

- 4.1 In conjunction with the Local Authority's performance with the Regional ADCS's self- assessment of children's services together with our recent self-evaluation of the quality of child and family social work practice, the findings of the Peer Challenge form part of a useful triangulation in evaluating the effectiveness of the 'Front Door' to children's social care in the Borough.
- 4.2 The Peer Challenge has provided assurance that vulnerable children in need of help or protection are being provided with an effective service which places their wellbeing at the centre of decision-making and is capable of improving the range of outcomes.

5.0 CONSIDERATION OF ALTERNATIVE APPROACHES

- 5.1 Such consideration is not applicable as the only purpose of this report is to inform Cabinet of the positive outcomes which have emerged through this Peer Challenge. Those areas of provision which have been identified as in need of development will form part of the Trust's Children's Services Continuous Improvement Plan.

6.0 IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS

- 6.1 Please see Paragraphs 4.2.and 5.1.

7. FINANCIAL IMPLICATIONS

- 7.1 The costs of the Peer Challenge were entirely met by the Partners In Practice Programme which draws upon funding provided by the DfE to help support sector-led improvement in children's services.

8.0 EMPLOYEE IMPLICATIONS

- 8.1 Peer Reviewers commented favourably on the skills and stability of the child and family social care workforce, together with the calibre of leadership and the quality of supervision. Peer Reviewers considered that these factors contributed significantly to the improvement of outcomes for vulnerable children in the Borough.

9.0 LEGAL IMPLICATIONS

- 9.1 There are no legal implications to consider through this report.

10.0 CUSTOMER AND DIGITAL IMPLICATIONS

- 10.1 There are no implications for accessing service channels, including digital transactions, arising through the report.

11.0 COMMUNICATIONS IMPLICATIONS

- 11.1 The outcomes of the Peer Challenge will form part of Ofsted's pre-inspection information and intelligence on the Local Authority and will be taken into account in our own briefings to managers and practitioners as part of preparations for the standard inspection and any focused inspection.

12.0 CONSULTATIONS

12.1 The Council's Senior Management Team has been consulted on the outcomes of the Peer Challenge.

13.0 THE CORPORATE PLAN AND THE COUNCIL'S PERFORMANCE MANAGEMENT FRAMEWORK

13.1 As a form of external assessment, the Peer Challenge of the integrated 'Front Door' for children's social care has provided good evidence on how we use thresholds, policies and procedures to effectively help and protect children for whom there is a concern. Safeguarding children from harm is a Corporate Plan priority and our performance against the local indicator for the percentage of completed assessments within 45 days of a child's referral continues to significantly exceed the target (at the end of Quarter 4, 2017-18, this was 99.4% against a target of 90%)

14.0 PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION

14.1 Whilst the outcomes of the Peer Review made no comment on this issue, our assessment and quality assurance activity includes standard consideration of the specific needs of vulnerable children and young people with protected characteristics as defined by the Equality Act (2010) in order to ensure the promotion of equality, diversity and inclusion.

15.0 TACKLING THE IMPACT OF POVERTY

15.1 A key thread in the Trust's '365' commitment to making every day count for every child in the Borough is that by ensuring each child attends a good school and, in particular, disadvantaged children obtain the support needed to enable them to achieve their potential, this will improve their life chances, wellbeing and social mobility, thereby shielding them from the impact of poverty and other forms of deprivation, later in life.

16.0 TACKLING HEALTH INEQUALITIES

16.1 Please also see Paragraph 15.1.

17.0 REDUCTION OF CRIME AND DISORDER

17.1 One of the areas identified for development by Peer Reviewers is the potential for more genuinely joint 'Achieving Best Evidence In Criminal Proceedings' or ABE interviews with the Police. This will be progressed through the Trust's Children's Services Continuous Improvement Plan.

18.0 RISK MANAGEMENT ISSUES

18.1 No additional or unanticipated risks have emerged as a result of the Peer Challenge.

19.0 HEALTH, SAFETY AND EMERGENCY RESILIENCE ISSUES

19.1 There are no implications for the public, Council workforce or the resilience of the Borough emerging through this report.

20.0 COMPATIBILITY WITH THE EUROPEAN CONVENTION ON HUMAN RIGHTS

20.1 The Peer Challenge of the integrated 'Front Door' provides assurance that our thresholds for intervention, quality of practice and policies and procedures remain compatible with the Convention, particularly the right of a child to be safeguarded from serious harm.

21.0 CONSERVATION OF BIODIVERSITY

21.1 There are no implications for the local environment or the conservation of biodiversity through this report.

22.0 GLOSSARY

22.1 Not applicable.

23.0 LIST OF APPENDICES

23.1 Appendix 1: Peer Challenge of the Front Door to Children's Social Care in Barnsley

24.0 BACKGROUND PAPERS

24.1 If you would like to inspect background papers for this report, please email governance@barnsley.gov.uk so that appropriate arrangements can be made

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Tel. Direct: (01482) 392000
Date: 25 July 2018

Dear Rachel

EAST RIDING COUNTY COUNCIL: PARTNERS IN PRACTICE TO THE DEPARTMENT OF EDUCATION

PEER CHALLENGE OF SOCIAL CARE FRONT DOOR ARRANGEMENTS IN BARNSLEY: JUNE 2018

Many thanks to you and your colleagues for taking part so openly and professionally in this peer challenge. This was the first challenge activity led by the East Riding of Yorkshire Council in its capacity as a Partner in Practice.

1. Context

In advance you asked us to specifically undertake:

A peer challenge to critically appraise the efficiency and effectiveness of Barnsley's Social Care front door arrangements, identifying strengths, areas for improvement and recommendations for further development.

- The challenge will look at all aspects of the front door. It will test Barnsley's front door self-assessment and will have a particular emphasis on practice and decision making (note: low levels of S47 compared with stat neighbours)
- The challenge will include an appraisal of partnership activity and engagement including the supporting role of the LSCB.

We agreed with you, that we would report our findings against the headings in the recently developed regional front door self-assessment which you had completed in December 2017, (validated January 2018). This PIP peer challenge was therefore a test of your self-assessment return in which all areas had been rated 'green'.

Continued/...

Caroline Lacey
Chief Executive

The regional self-assessment tool is structured to encompass the following;

- Thresholds and policies (use of early help; consistent application of processes and procedures)
- Effectiveness of partnerships (levels of engagement, their application of thresholds, information sharing, partnership culture)
- Keeping every child at the centre (a culture that places the welfare of children at the centre)
- Quality of practice (quality of referrals, timeliness, managing risk, use of systems to screen, clarity of the role of the MASH, where/how does decision making take place? NFAs?)
- Resources (workforce) Nature, balance, capacity, capability, support, culture. Training: training and development activity, its availability, relevance and impact. Supervision. Social work methodology
- Good leadership and decision making (management of workflow; application of thresholds; monitoring)
- Outcomes (what difference is being made and how is performance changing? What systems are used to gather and monitor performance, how is PI used to inform improvement?).

Your preparatory work for this PIP Peer Challenge was extensive and was immensely helpful in enabling the PIP Peer Challenge team to appropriately focus its activity. The team received a warm welcome and excellent co-operation and support throughout the process. It was evident to us all that all those we met were committed to the LA and genuinely interested in learning and continued improvement.

It is important to stress that this was not an inspection. A team of peers used their experience to reflect on the evidence you presented through documentation, conversation and direct practice observation. We hope the conclusions, captured in our final presentation to you will assist you in your on-going improvement. We are as a team very confident that will be the case.

2. Process

The PIP Peer Challenge in Barnsley was provided by a team led by Pete Dwyer (ex-Director of Children's Services) and including experienced managers and practitioners from East Riding of Yorkshire Council. These were: David Radford, Service Manager, Safeguarding Children Board and Unit; Jonathan Connell, Early Years & Family Support Manager and Suzie Futter, Social Worker. The Challenge was managed and coordinated by Rob Mayall (Independent Consultant).

The team spent two days working in the local authority collecting evidence with which to frame their findings and then drew together and presented their conclusions on day three of the challenge. This activity took place on 26th, 27th and 28th June 2018. Prior to the on-site activity, colleagues in Barnsley shared a wide range of information with the team to support its preparations.

As well as a desk-based analysis of documentation, the PIP Peer Challenge process involved a wide range of on-site activities, including discussions with managers, practitioners and partners. We joined assessment visits, observed strategy meetings and decision-making practice and analysed a further 20 cases in specific detail.

This letter provides a summary of our findings which we discussed in detail at the feedback session with senior colleagues in Barnsley.

3. Summary of Findings

The review team concluded that in Barnsley;

- Thresholds are fully understood by staff
- Early Help is having a significant impact on preventing children from needing to be referred to Social Care
- Decision making at the Front Door is strong and consistent
- Assessments were of an extremely high quality, evidencing effective partnerships, good information sharing and critically a real focus on the lived experience of the child
- Barnsley's workforce is experienced, confident, and staff consider themselves to be well supported in their work
- We saw evidence of strong, supportive and visible leadership
- A robust performance and quality assurance framework is well embedded
- The review team considered that Barnsley's self assessment of front door activity was accurate, and well informed, with all areas rated as 'green'.

4. Areas for Further Consideration – Summary

During the feedback session we discussed a number of areas for further consideration which are detailed in the findings below. We would in particular highlight;

- The need to review the 'request for service' form and the role of business support and ensure easy access to a Social Worker is available
- Ensure appropriate use of strategy discussions/meetings to support practice rather than just to ensure procedural compliance
- The potential for more genuinely joint ABE interviews with the Police
- Consideration of how Barnsley could better capture the views of pre-verbal children
- Explore the potential for further maximising the significant experience of Social Workers in Screening
- The need to review the availability of local Pre-birth assessment guidance
- Ensure that immediate safety plans are written and shared with families rather than just verbally agreed.

5. Detailed Findings

5.1: Thresholds and policies (use of early help; consistent application of processes and procedures)

Strengths

We consistently heard partners describe a journey to where thresholds now feel right, the front door is accessible and agencies are clear about their responsibilities. One partner commented on the current effectiveness of the front door compared with it previously being '*... a barrier, with 'us and them'*'. We saw evidence of more appropriate contacts (leading to referrals) and we found pro-active work with schools to improve the quality of information shared with the front door. This work with schools is being led by members of

the Assessment Team and is valued by the schools. Schools also value early help surgeries, which are reported as being accessible and valuable.

There is a positive culture of ‘sustaining the gains’ which enables step up and step down processes to work effectively.

We saw evidence of assessment documentation being continuously improved as a result of feedback from users.

We found that the Local Safeguarding Children’s Board (LSCB) has also been instrumental in providing challenge within the system and supporting continuous improvement. As an example, the LSCB commissioned an audit of decision making in S17/47 cases and found this to be consistent and in line with standards.

Areas for Consideration

- You have initiated work with the assessment team and school clusters which helps them to better understand and have improved confidence in relation to thresholds and processes for contacts/referrals. We understand that this cluster activity was initially in response to some schools referring at rates which suggested a lack of such understanding. This has involved a social worker from the Assessment Team meeting with small clusters of schools on a regular basis. Those schools which had been involved in this initiative were immensely positive about its impact, describing it as having multiple benefits: building relationships between schools and named social workers, creating an opportunity for positive networking and the sharing of practice and issues across schools and building confidence in the system. It may be that you will choose to extend this activity differentially, focussing proportionately on clusters where need is perceived to be greatest, but perhaps also consider what might be a minimal ‘core’ offer to all schools – for instance access to a named social worker to discuss issues where there is a lack of clarity about the relevance of a formal contact/referral.

5.2 Effectiveness of partnerships (levels of engagement, their application of thresholds, information sharing, and partnership culture)

Strengths

There is strong evidence of collaboration, oversight and challenge by partners at strategic and performance levels. In particular, the Children’s Trust (CT) and the LSCB play a visible and active role in providing strategic oversight: the Improvement Plan is jointly governed by the LSCB/CT; the LSCB and CT receive and scrutinise monthly performance reports; the LSCB is well-sighted on performance at the front door through its audit processes.

There is a consistent narrative from partners regarding the journey to now. All those we spoke to describe a shared drive and ambition for continuous improvement.

Strong partner relations are evident and well reflected in the emphasis on respectful challenge. This is being modelled at the highest levels, with constructive challenge being actively encouraged.

We saw evidence of partners taking responsibility for their part in safeguarding rather than referring to children’s social care with low level concerns.

Information sharing protocols are embedded and there was evidence of appropriate application in practice.

As described above we noted effective, proactive relationship building with schools through cluster meetings, with targeted support to specific schools.

Schools also reported that when contacting the front door, they were met with efficient Business Support Unit call-takers and prompt access to the screening team.

There is strong evidence of partnership input to assessment, planning and decision making. We observed a step-down meeting and noted that partners were clear on their responsibilities and the part they might take in moving children towards positive outcomes.

Co-location is seen as strength and is facilitating timely sharing of information and effective decision making/planning.

Areas for Consideration

- Keep under review how information from the health community is best included in the screening process
- Consider the degree to which professionals can/should be able to access consultation with social work trained screening professionals. When this does happen, it is reported as invaluable – enabling partners to discuss more problematic cases before deciding on whether to make a formal contact through to the front door
- The ‘Request for Service’ document has the potential to give the wrong message in predetermining the need for a particular service. In so doing it runs the risk of negating the role of the screening team. It would be more appropriate to talk of a “Request for Advice/Support”.

5.3 Keeping every child at the centre (a culture that places the welfare of children at the centre)

Strengths

Assessments are child focused and the voice of the child is clearly heard. The basis of decision making is the impact actions will have on the life of the child.

A genuine commitment is evident in the organisation to remaining absolutely child-centred and outcome focused rather than process driven. This was evidenced in the documents we read (including case files), our conversations with partners, managers and practitioners and our observations of practice. Particular examples include;

- Local team leaders reported positively on senior leaders’ commitment to keeping the child at the centre of social work practice
- The Improvement Plan shows ambitions to further increase the real engagement of children, for example you are enabling some children to chair their own reviews
- The workforce demonstrated a genuine child focused approach, articulating this in how they analysed cases and decided future actions
- ‘What is Life Like for this Child?’ on the assessment template is an excellent example of promoting a child focused approach to assessment
- The child’s voice was clearly visible and influential in the assessment process

- Good use of direct work with a range of tools being used by social workers to engage and enable children to express their views
- The CSE strategy meeting we observed demonstrated a very clear focus on the child as the focus of concern, whilst understanding the significance of the wider system.

Areas for Consideration

- Ensure creative ways of capturing the lived or potential lived experience of a child unable to currently verbally express their views. You may want to consider including a question on the assessment template, 'if this child could talk, what might they say?'
- Reassure yourself that, wherever possible, the voice of the child is considered and where possible captured at the screening stage as well as in assessments.

5.4 Quality of practice (quality of referrals, timeliness, managing risk, use of systems to screen, clarity of the role of the MASH, where/how does decision making take place? NFAs?)

Strengths

This is an area of particular strength. The Improvement Plan demonstrates evidence of a clear move to deliver high quality practice, building upon the authority's previous focus that sought to ensure compliant practice.

Staff were able to describe a known social work methodology. A strengths based approach is evident and assessment templates find a helpful balance in guiding practitioners.

There is evidence of a good use of intervention tools deployed by staff and some evidence of the use of literature/research to support analysis within assessments.

An integrated CSE resource brings expertise and capacity which operates successfully within the mainstream early help and safeguarding system. Weekly CSE meetings take place, with a risk assessment tool actively completed and the CSE strategy meeting we observed demonstrated excellent multi agency working, through prompt sharing of relevant history and background information and clear decision making and action planning.

Assessment Team managers praised the preliminary activity of the screening team indicating that this has helped improve efficiency and effectiveness (and timeliness) of resulting assessments. From our experience this recognition of the part played by individual teams in making front door processes effective is not always evident elsewhere in the country. It illustrated a sense of 'whole team' and spirit of shared endeavour.

The strategy meetings we observed were well attended and demonstrated detailed sharing of risk and decision making.

A proactive approach is taken to identifying potential risks posed when children from out of area are placed locally.

There is an impressive language of 'sustaining the gain' – ensuring that organisational processes do not disrupt interventions, for example in striving for continuity of relationships in the step-up and step-down arrangements.

The co-location of different agencies has been very effective. Benefits we heard about and observed included: improved information sharing, quick decision making and robust strategy meetings.

The authority has undertaken a review of EDT contacts during May 2018. A sample of 30 contacts were all deemed to have been dealt with appropriately.

Areas for Consideration

- Some practice and cultural issues are getting in the way of police and social workers jointly undertaking ABE interviews. In common with a number of the points made in this letter, this issue is not unique to Barnsley and it is something you are conscious of and intend to address through dialogue and debate. The challenge is not helped by limited observation facilities which prevent appropriate participation by social workers in the ABE process
- Consider whether separate triaging might help manage the high volume of DA/DV contacts. We understand the reasons for the high volume and if this cannot be addressed then perhaps the way in which the volume is managed can be
- Consider the respective roles of business support and the screening team in order to ensure optimum efficiency and a minimisation of duplicated activity
- Ensure that safety plans are written and immediately shared. We have no doubt that social workers have safety planning conversations with families and these were evident in some of the case work we analysed/observed, but an immediate shared written record of those conversations would be of benefit to families and provide assurance of timely intervention and support.

5.5 Resources (workforce): nature, balance, capacity, capability, support, culture. Training: training and development activity, its availability, relevance and impact. Supervision. Social work methodology

Strengths

You have a stable, experienced and enthusiastic workforce and you are not reliant on agency workers. A workforce that cares about Barnsley as a place and are committed to the organization that they work for.

The screening team, by careful design, comprises experienced social workers. This ensures a high level of competence in a critical area of children's service activity.

There is evidence of close working relationships across front door practitioners and managers with a good awareness of each other's roles.

Social workers reported regular and consistent supervision which looks at cases as well as CPD.

Staff are engaged in continuous improvement. As an example we heard about how staff feedback has informed the selection and development of 'TED'.

There is evidence of social workers being deployed flexibly across screening and assessment functions to benefit the service and create professional development opportunities.

There is a wide range of professional support and development for social workers and increased opportunities to specialize. Staff also described improved access to training and development, sometimes on a South Yorkshire footprint.

Areas for Consideration

- The availability of police officers to undertake joint visits following strategy meetings was raised as a challenge
- Police colleagues reported recent increase in the number of referrals and strategy meetings from social care to police. They are unclear whether this is a consequence of increased demand or changing processes and would benefit from communication to clarify this
- Consider enhancing development opportunities for staff, by ensuring opportunities exist for wider rotation. A particular example of this might be in the screening team, where there could be a real value in a measured rotation of staff to ensure that as well as staff having depth of experience, they also have regularly updated current or recent experience in the broader system and particularly face to face work with children and families.

5.6 Good leadership and decision making (management of workflow; application of thresholds; monitoring)

Strengths

Partners and staff consistently report how senior leadership have established and modelled a strong positive improvement and learning culture. This was articulated as;

- high support/high challenge, with reference to the most senior leaders actively seeking challenge
- visible leaders, with the Director of People and other senior colleagues visiting teams and accompanying front line social workers in their day to day practice (this was welcomed by social workers)
- a child-centered approach as evidenced through strategic documents, processes and messages from leaders
- a positive encouragement for social care to be more outward facing
- collaborative approaches which engage staff in continuous improvement and an ambition for ever-improving outcomes for children.

There is evident oversight of practice from different tiers of management. This includes modelling of best behaviours from the leaders including political leaders at the head of the organization.

Integrated Front Door team managers work effectively as a team. The screening and assessment teams show mutual respect and share workloads as appropriate. There is a strong sense of a team approach to a shared endeavour.

There is appropriately strong leadership of the screening team, modelling to all those around an open proactive and child focused style.

The involvement of managers in clear decision making is consistently well recorded.

Areas for Consideration

- We were not always presented with a clear, coherent, precise and consistent description of organisational arrangements and current performance. We are clear that this is not because of system inconsistencies or performance failings, but that it is about all staff being clear about the key facts, figures and messages about improvement priorities.

5.7 Outcomes (what difference is being made and how is performance changing? What systems are used to gather and monitor performance, how is PI used to inform improvement?)

Strengths

The implementation of the Improvement Plan provides evidence of moving beyond compliance to quality. This is an important marker of your improvement journey and indicates an appropriate confidence in your performance metrics/trajectory and the efficiency of your systems and processes.

We saw high quality and comprehensive monthly performance reports, showing positive trends and including reflective analysis. We know from our numerous conversations that there is a process of analysing reports at the most senior level, crafting key messages, which turn information into intelligence, are then cascaded to managers.

There is a clear ownership of performance across the system:

'It feels like performance is everybody's business' (Team leader).

There is evidence of audit and analysis in relation to aspects of performance variance. An example of this would be S17/S47 audit activity previously referenced in this letter.

We noted timely completion of assessment processes.

Staff are comfortable and confident in using the IT system. They reported that TED is easy to use and produces quality reports.

Areas for Consideration

- Ensure that IT systems support step up and step down processes between early help and social care. Aim for assessments which build from one another and provide continuity of analysis and intervention rather than operating separately.

5.8 Case File Audit

By agreement we felt strongly that we could not comment confidently against the remit of the peer challenge without opportunity to assess the quality of practice in a sample of cases. This approach was warmly welcomed by the LA.

As a result, we identified 10 criteria against which to judge quality in assessment practice. Used that criteria to reflect on 20 case files including S17 and S47 assessments recording findings of whether our criteria was met/not met.

In undertaking this work we were mindful to consider the appropriate use of S17 or S47 and the appropriateness of decision making where cases resulted in NFA post-assessment. In all cases the team agreed with the decisions taken.

The results are attached as Annex 1 this letter. The overarching headline is that we saw high levels of compliance with the quality criteria chosen and if these cases are representative then frontline practice in Barnsley is of a consistently high standard.

6. Next Steps

You and your colleagues will wish to consider how you incorporate the team's findings into your existing improvement plans. We hope that you find our reflections helpful. We have included a copy of the feedback presentation provided at the meeting that followed the review.

It is important that this letter describes accurately what we have observed and analysed and that it provides you with an appropriate summary to facilitate change. If this letter contains any factual inaccuracies, please do not hesitate to contact Rob Mayall and amendments will be made as appropriate.

If you have any concerns or comments about the analysis or recommendations, do not hesitate to contact Pete Dwyer in the first instance.

It would be very helpful to East Riding if you could also complete the attached feedback template so that we can further develop the quality of our support to others as a Partner in Practice authority. Your feedback may also be shared with the DfE.

Once again, thank you for agreeing to receive a PIP Peer Challenge and to everyone involved for their positive and open participation.

Yours sincerely



Kevin Hall
Director of Children, Families and Schools
East Riding of Yorkshire Council

Criteria	Commentary	% compliance
Evidence of a strength based approach	Use of 3 houses /other tools Use of research Resilience language Strengths not always emphasised enough	75
Use of historic information	Excessive cut and paste can lead to an overwhelming volume of information for the family Some repetition within the assessments Can be lengthy	100
Assessment of risk	No pre-birth assessment tool Risk not always prioritised Lot of similarities between S17/47	95
Partner info/ engagement	Good depth of detailed information	95
Voice of child	The views of non-verbal need to be captured 'What is life like for the child?' – Good	90
Family engagement	Both parents and extended family members involved	95
Sensitive to the equalities framework	Where a box has been checked, ensure that information is provided to substantiate.	75
Management oversight	Often an in depth rationale	100
Outcome appropriate	Good handover to early help Not sure why a strategy meeting was needed prior to IPC	85
Timeliness		100

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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
Directors, Place and Core**

PROCUREMENT OF MARKET GATE BRIDGE

1. Purpose of report

- 1.1 This report seeks approval to proceed with the procurement for the construction of a new equality pedestrian bridge over the Sheffield to Leeds/Huddersfield railway line.
- 1.2 The project is supported by Network Rail and will be part funded by them.
- 1.3 This report also seeks a waiver to standing orders in respect of the procurement of the inclined lifts via specialist suppliers.

2. Recommendations

- 2.1 **It is recommended that the procurement of a Principal Contractor for the construction of the equality pedestrian bridge set out in this report is approved.**
- 2.2 **It is recommended that Cabinet waive standing orders in respect of the procurement of the inclined lifts due to the specialist nature of the works set out in this report.**
- 2.3 **It is recommended that Cabinet approve stage payments in respect of the procurement of the inclined lifts.**
- 2.4 **It is recommended that Cabinet authorise the Executive Director Core to implement all necessary statutory and legal approvals required to deliver the procurement.**
- 2.5 **It is recommended the financial implications are approved.**

3. Introduction

- 3.1 This project is to design and construct a new equality pedestrian bridge over the main Sheffield to Leeds railway line (Hallam Line). The project is supported by Network Rail and will be part funded by them. The bridge will link the existing public transport and parking provisions to the Glass Works. It will provide a safe accessible route over the railway line for pedestrians and cyclists which will enable the permanent closure of the existing Jumble Lane crossing.

- 3.2 A new access route for the servicing of the Glass Works and the Markets will be created off Lambra road. This removes the requirement for vehicles to cross Jumble Lane. A Traffic Regulation Order (TRO) has been approved in principle which will enable the highway over the crossing to be closed once alternative pedestrian access has been provided.
- 3.3 The new bridge connection is important in the long term plans for expansion of capacity on the Sheffield to Leeds railway line. Facilitating the closure of the existing level crossing allows for increased capacity at Barnsley station. Barnsley's position on the corridor between Leeds and Sheffield puts it in a unique position in terms of public transport provision for future rail growth and opportunities arising from HS2 and this project will provide key facilitation works for this.
- 3.4 The proposed equality pedestrian bridge design was submitted for full planning consideration on 3rd August 2018.
- 3.5 A key component of the design and the equality measures is the inclined lift at each end of the bridge. The inclined lift is a glazed cage that travels at the side of the pedestrian steps. This visibility adds to the security of users. The inclined lifts are bespoke designs that require a specialist supplier. Consultation with suppliers has indicated they require long lead in times to design and build the inclined lifts. This would include stage payments for work in progress. It is therefore proposed to do an early procurement from a list of known suppliers. A waiver to standing orders is sought in this respect.

4. Consideration of alternative approaches

- 4.1 An alternative approach would be for the crossing to remain open. This is not recommended as it would have a detrimental effect on the current redevelopment plans for Barnsley town centre. In addition it would not address the safety concerns of Network Rail with Jumble Lane being classed as a 'high risk' level crossing.
- 4.2 A further alternative is to allow Network Rail to construct a standard equality pedestrian bridge over the railway and close the level crossing. This alternative has been discarded as a permanent solution because the Glass Works development will raise the quality of infrastructure in the town centre. A standard no-frills pedestrian bridge would not be in keeping with the vision for the town centre.

5. Proposal and justification

- 5.1 In 2013 Network Rail approached the Council to discuss the possibility of closing the existing Jumble Lane crossing. Network Rail highlighted the level of risk associated with the crossing in the Network Rail risk model, Jumble Lane at that time was ranked the 27th most dangerous out of 2312 level crossings on the London North Eastern & East Midlands Route, classing this crossing as high risk. Level crossings represent the single biggest risk to Network Rail, with circa 50% of total risk being attributed to them. This crossing has seen a number of

incidents over the past few years, predominately red-light runners and pedestrians jumping the barriers.

- 5.2 Cabinet approved professional fees up to £588k to appoint a design team to design a permanent equality pedestrian bridge at the Jumble Lane crossing. The brief to the design team was to design an iconic suspension bridge at a key gateway into the Glass Works leisure and retail redevelopment that would improve connectivity with the Dearne Valley Park and Trans Pennine Trail.
- 5.3 Following consultation with key stakeholders, such as Network Rail, South Yorkshire Police, British Transport Police, SYPTE etc. a pedestrian suspension bridge design was submitted for full planning approval on 3rd August 2018. The design submitted proposes a cable stayed structure approximately 60 metres in length with a 5.6 metres wide deck. An Accessibility and Desire-line Assessment Report suggested a minimum bridge width of 3.9m and 5.6m required to accommodate football match day pedestrian count. The design caters for those with mobility issues, devices and pushchairs with the provision of an inclined lifts at both ends of the bridge.
- 5.4 The proposed structure spans the up and down main lines of the Sheffield to Leeds/Huddersfield routes at Jumble Lane level crossing at a height of 6 metres above the track. The bridge maintains this height for 4.5 metres trackside to prevent impact risk. These clearances enable platform extensions to be planned in advance of HS2 services from/to Sheffield in the future.
- 5.5 It is now proposed that Barnsley Council procure a Principal Contractor for the permanent pedestrian bridge from the YORbuild2 or YORcivils Frameworks using select tender list of 6 contractors that additionally must have a Network Rail supplier licence for bridge construction over a live railway line (RICCL Code C.C.1.1.2). This is a requirement of our Basic Asset Protection Agreement (BAPA) with Network Rail.
- 5.6 The YOR Construction Frameworks have been developed to provide an efficient and collaborative approach to the procurement of Construction Projects. YORbuild2 and YORcivils can be accessed by Local Authorities, Public Sector Bodies or Third Sector Organisations across the Yorkshire and Humber region, Sheffield LEP area, North East England and Lincolnshire. Through a collaborative approach the YOR frameworks provides:
 - Efficiency through improved procurement process, implementation of best practice, standardised approaches to design and construction solutions innovation.
 - Improved certainty in terms of time, quality and cost.
 - Continuous performance improvement in a transparent and collaborative environment.
 - Effective engagement with the regional economy via YOR Framework Contractors.
 - Impact upon Employment and Training programmes via YOR Framework Contractors.
 - Improve sustainability performance through well planned programmes.
 - Excellent Supply Chain Management built into every project procured via the Frameworks.

- 5.7 The support for the closure of Jumble Lane is considerable as many people find the regular closing of the safety barriers is an inconvenience, in particular vulnerable groups that find the crossing a difficult and in some cases a frightening space. Also physically disabled people have explained how difficult they find the unevenness of the crossing and track causing problems for their mobility vehicles and concern about tripping or falling on the crossing.
- 5.8 The construction works will impact on vulnerable group who may need to use the facilities at the Transport Interchange bridge/escalators/lifts, which will supplement the temporary bridge during the construction phase (April-December 2019). The finished bridge, which forms a new equality gateway into the town, will positively impact on people's lives by creating an uninterrupted accessible route from the Market Gate car park and the east of the town into the heart of the Glass Works.
- 5.9 The project is considered to be a key priority for Network Rail which is reflected in the financial support that they have offered to the project and their ongoing co-operation for the redevelopment of the town centre as a whole. The option to close Jumble Lane and build the Market Gate Bridge is the preferred option for the following reasons:
- The bridge in conjunction with the TRO retains the highway status of the crossing, whilst enabling a restriction on foot and vehicular traffic which supports the Health & Safety objectives of Network Rail, minimising the risk associated with level crossings.
 - It supports the objectives of the Corporate Plan and 2020 Outcomes Framework for regeneration of the Town Centre and creation of a thriving economy.
 - The proposal represents the best opportunity to create a safe link from the east of Barnsley into the Glassworks scheme.
 - The proposal presents a viable economic opportunity to utilise time limited match funding from Network Rail to create an improved gateway into the town centre
 - In addition to the agreed capital contribution to be made by Network Rail in progressing a bridge crossing at this time, working in partnership with them will provide the further benefit of a free easement to cross over the line. Ordinarily such consents are assessed on a commercial basis with the easement consideration reflecting the commercial value of the crossing.

Inclined Lifts

- 5.10 A specification for the inclined lifts has been developed by the design team. During the design phase several suppliers were invited to submit quotations for the design, fabrication and installation of the inclined lifts. There were two quotes returned at this stage, these showed significant cost disparity. Additionally in working up the design with a programme developed by a supplier showed a long lead in time for the design and fabrication of the included lifts with a requirement for payments at various stages of the process. This is the same procurement process that is required for standard lifts, whereby suppliers will require 30% upfront funding to secure a manufacturing slot and for them to procure the lift

components. Due to the specialist nature of these inclined lifts it is proposed to compile a select tender list without pre-qualification.

- 5.11 To avoid an adverse effect on the overall scheme programme it is therefore proposed to waive standing orders to commence earliest procurement on a design, fabricate and install basis with selected specialist suppliers. The eventual successful supplier following a tendering process will be nominated as a sub-contractor to the principal contractor for the bridge. The value of this procurement is estimated at £1.5M.

Temporary Footbridge

- 5.12 The project must facilitate the closure of the Jumble Lane crossing by 31st March 2019 to meet the funding requirements of Network Rail, achieving this deadline is a key to securing Network Rail's Level Crossing Risk Reduction Programme funding. The delivery of a new temporary bridge within this timescale is feasible and can work with the overall delivery of the final bridge construction. This key element of the project will be delivered and funded by Network Rail.
- 5.13 In advance of the construction of the permanent bridge Network Rail propose to design, build, procure and maintain a temporary footbridge at the southern end of the station platforms. This temporary bridge will a) allow closure of the level crossing from March 2019; and, b) provide safe access over the railway line during the construction phase of the new permanent bridge. The temporary bridge will remain in place until the opening of the permanent equality pedestrian bridge. It will secure the further funding Network Rail is committing to the main scheme.

Key Programme Dates

- 5.14 The key programme dates are:

Complete RIBA Stage 3 (Developed Design)	12/10/2018
Inclined Lift procurement start	15/10/2018
Inclined Lift preferred supplier	02/11/2018
Principal Contractor procurement start	08/11/2018
Principal Contractor preferred bidder	05/12/2018
Temporary bridge assembly	20/02/2019
Jumble Lane crossing closes	31/03/2019
Inclined Lift fabrication start	01/04/2019
Permanent Bridge fabrication start	09/05/2019
Permanent Bridge handover	13/11/2019

6. Implications for local people / service users

- 6.1 The Market Gate Bridge will have a significantly positive impact for Barnsley residents. It will support the creation of a vibrant and modern town centre retail and leisure experience, which should in turn help to retain and attract in more shoppers who currently leave the borough to shop elsewhere.

- 6.2 The bridge will also improve accessibility into the town centre, particularly for vulnerable members of the community including those with physical and sensory impairments. The bridge will mitigate the risk of an accident on the level crossing making the town centre more accessible and safer for all.
- 6.3. Before the bridge is complete, there will be disruption to local people and businesses during the next three years. The project team are working hard to minimise the disruption by ensuring that regular communications are provided to the public detailing any changes and providing progress updates
- 6.4 Regular town centre walkabouts are held particularly with vulnerable groups of service users who may find the disruption difficult to manage. These have proven very successful and have led to several mitigation measures being implemented to minimise the impact of the redevelopment works.

7. Financial implications

- 7.1 Waterman Infrastructure & Environment have provided a RIBA Stage III cost estimate (Appendix B). This estimate is as detailed as possible for the stage of the design that has been submitted for planning approval. This estimate will be further tested by market testing the works. The following summary provides a cost estimate for the construction of a 5.6 metres wide equality pedestrian suspension bridge:

Ground Investigation	£40,000
Steel Bridge Fabrication & Construction	£2,000,000
Site Mobilisation	£200,000
Bridge Sub Structure	£230,000
Articulation	£30,000
Cables	£200,000
Inclined Lifts	£1,500,000
Bridge Lighting	£195,000
Statutory Undertaker's Diversions	£150,000
Network Rail Possessions & Line Closures	<u>£80,000</u>
Sub Total	£4,635,000
Professional fees	£980,000
TOTAL COSTS	£5,615,000

- 7.2 Network Rail has agreed to provide £2m of funding towards the project. This is made up of £0.8m from the Level Crossing Risk reduction Programme and £1.2m from their maintenance budget. The £2m is a fixed sum – there is no contingency for Network Rail to make additional contributions for extra costs should the overall project costs be exceeded. The Network Rail funding is subject to the Jumble Lane crossing being closed by 31 March 2019. The Council has allocated £4M in its future capital allocations.
- 7.3 In order to construct the pedestrian bridge across the railway the Council will require an Over-bridge Agreement from Network Rail. Under the terms of these agreement the Council will be required to pay Network Rail's Costs as follows:

“Costs” means all fees costs charges, expenses and disbursements incurred by Network Rail and/or payable to Network Rail in carrying out its duties, rights and obligations under this Agreement; Network Rail shall be entitled.

8. Legal implications

- 8.1 There is an outline planning approval for the Market Gate Bridge. A full Planning Application has been submitted for the design of the permanent bridge.
- 8.2 The Council has entered a Basic Asset Protection Agreement and a Bridge Agreement with Network Rail. It will be desirable to enter into a formal Funding Agreement with Network Rail to set out the aims and objectives of the project, timelines, and responsibilities. This will cover the payment obligations and any phasing. These were approved under the previous Cabinet resolution.
- 8.3 Agreements with statutory undertakers including the Environment Agency may be required. Discussions are ongoing and will be formalised through the planning process.

9 Employee implications

- 9.1 None arising from this report.

10. Communications implications

- 10.1 A communication plan is in place for the Glass Works scheme. The project team are committed to undertaking exemplar public consultation on the full redevelopment proposals for Barnsley town centre and have prepared a detailed communication and consultation plan with the aim to:

- Increase borough wide awareness of the town centre development plans
- Develop and build positive relationships with Stakeholders
- Ensure that every stakeholder segment has the opportunity to inform the development plans
- Engage with and seek the views of the local community
- Gain credible, constructive input from the local community to shape aspects of the proposals
- Involve the local community to create opportunities to contribute to the regeneration of the town centre
- Inform and shape redevelopment proposals that will create a sustainable future for the town centre.

The communications and consultation plan is a living document which is regularly updated as each stage of the project progresses, it is intended that all communications implications in relation to the Market gate Bridge will be included within this communications plan.

- 10.2 Press releases are issued as appropriate and information is provided to the public on the progress via social media.

11. Consultations

11.1 A consultation process has been utilised to help the community and stakeholders shape the Glass Works scheme and to generate an informed debate on the proposals. This has enabled public consultation to take place to consider the views of groups and individuals who use the existing crossing. The consultation work on this scheme started back in 2015 and will continue throughout the development of the project.

11.2 Key communication activities and events:

Website

There is a dedicated webpage for town centre development with regularly updated information and links to the weekly newsletter. Opportunities for consultation are promoted here.

Social media

Regular updates and news items are shared via the council's Facebook and Twitter accounts. Any comments are shared with the development team. The project specific Twitter Page has 3492 followers; it is updated on a regular basis to keep people informed of the latest news about the project.

Targeted events

Regular meetings, presentations and workshops have been held with the consultees and stakeholders. A series of town centre walkabouts have also taken place to give people the opportunity to discuss existing issues in the town centre and to gain a better understanding of the redevelopment proposals and how they integrate into the town. All the feedback from these targeted events is utilised by the project and design teams to inform the development of the project.

11.3 Regular updates are shared with the Taxi Trade Liaison Group. The taxi trade are aware of the proposal to close the level crossing and they understand that there are implications for the taxi rank on Midland Street. Consultation will be ongoing with this group to ensure that the views of the taxi trade are considered.

11.4 Initial consultations have taken place with the Emergency Services, these will continue as the Market Gate Bridge project develops to ensure that all necessary arrangements for alternative access and routes are in place prior to the closure of the level crossing.

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

12.1 The provision of an equality bridge and the subsequent closure of Jumble Lane crossing is crucial to developing "a vibrant town centre" both in terms of growing footfall and interest in the town centre. The delivery of the Glass Works regeneration project is identified in the 2020 Outcomes Framework.

- 12.2 The creation of a thriving and vibrant economy is achieved through the creation of more and better jobs and good business growth. This is outlined in the Jobs and Business Plan which sets out the development of a vibrant Town Centre and strengthening of the visitor economy as key themes. The Market Gate Bridge supports this ambition by creating an improved gateway into the town centre supporting the Glass Works development.
- 12.3 In our Corporate Plan we describe our high level of ambition and aspiration to do our very best to support Barnsley, its people, communities, partners and business to thrive and achieve. We also state that the residents, communities and customers of Barnsley are our number one priority and that we will create a thriving and vibrant economy where people will be able to achieve their potential. The Market Gate Bridge supports this aspiration by creating a more accessible route into the town centre from the East of Barnsley.
- 12.4 The development of this project links to wider economic growth with the advent of HS2 due to the opportunity to lengthen the platforms in the existing station. Facilitating the closure of the existing level crossing allows for increased capacity at Barnsley station. Barnsley's position on the corridor between Leeds and Sheffield puts it in a unique position in terms of public transport provision for future rail growth and opportunities arising from HS2 and this project will provide key facilitation works for this.

13. Tackling health inequalities

- 13.1 The bridge will strengthen links between the town centre and walking and cycling routes through the Dearne Valley Park and onto the Trans Pennine Trail.

14. Climate Change & Sustainable Energy Act 2006

- 14.1 The Market Gate Bridge project has aspirations to respond positively to local and national sustainability requirements. Sustainability is embedded throughout the scheme and includes all aspects of sustainability including social and economic sustainability as well as environmental sustainability.

15. Risk management issues

- 15.1 There is a comprehensive risk register for the project which is reviewed and updated on a regular basis in consultation with the Corporate Risk Manager. Risks are reported on at project team meetings and will be escalated to the Town centre Board as required.
- 15.2 The overall risk to the Council in financial terms is considered to be minimal and costs will be managed within the overall project budget for the key elements to be delivered by the Council.
- 15.3 The key risks and mitigations are detailed overleaf:

Risk Detail	Probability & Impact	Mitigation
Timescales are aggressive in terms of the delivery of this project.	Medium/High	Effective project management mechanisms.
Reputational risk for none delivery or delivery of a bridge that is not fit for purpose.	Low/High	Effective project management mechanisms supported by a robust consultation and communications approach.
Financial insufficient budget to deliver an offer in line with vision aspirations.	Low/High	Robust cost reviews at the completion of each stage of the project.
Requirements for track possessions and line closures will have to be booked in advance to meet programme.	Medium/Medium	Firm up construction programme and draw up schedule of closures and possessions and share with NR. Follow NR timescales to book possessions 18 weeks in advance of need – “Rules of the Route.”
Network Rail’s right of access over Market Gate Car Park to be maintained.	Low/Medium	Review extinguishing in exchange for a new access at the former level crossing point from Pontefract Road side.
Resource inability to secure resource from key stakeholders required to deliver the project.	Low/Medium	Clear communications over priority of the project and resource requirements from stakeholders.
Lack of Engagement with external stakeholders including residents, Taxi drivers and local businesses results in resistance to project.	Medium/High	Ensure that communication and engagement is a key element of the project delivery approach.
Inability to secure appropriate approvals to progress the project (planning consents and approvals from statutory undertakers).	Medium/High	Early engagement with statutory authorities / design out risk wherever possible.

16. Health, safety, and emergency resilience issues

- 16.1 Consultation with the relevant officers / emergency services will be ongoing throughout the design phase of the project.
- 16.2 All health and safety matters in respect to the construction will be addressed as part of the obligations placed upon the main works contractors.

17. Compatibility with the European Convention on Human Rights

17.1 No issues arising from this report.

18. Promoting equality, diversity, and social inclusion

18.1 The Town Centre Delivery Team are working closely with the Equality and Diversity Team. We understand that anyone with disabilities can face all kinds of challenges using the town centre. The project team will incorporate feedback from consultation sessions with disability groups.

18.2 A full Equality Impact Assessment will be undertaken as part of the design phase of the project.

18.3 Engaging with disabled people in our consultative process demonstrates our commitment to and valuing of, the disabled visitor/customer/user. As well as gaining insight into the more universal access issues, involving disabled people will bring more site-specific knowledge to the auditing process.

19. Reduction of crime and disorder

19.1 The Council is collaborating with the Police to address anti-social behavior across the town centre. Good, safe design principles will help and assist this work going forward. The crossing closure will mitigate anti-social behavior issues directly associated with the level crossing.

20. Conservation of biodiversity

20.1 Consultation has been held with the BMBC Biodiversity Officer as part of the overall Glass Works public realm in which the bridge will be located. Progress has focussed on maximising the biodiversity value of the landscaping and the use of native species.

21. Glossary

21.1 Not used.

22. List of appendices

Appendix A – Financial Appendix
Appendix B – Bridge CGIs

23. Background papers

None

Officer Contact: Jeremy Sykes
Date: 28/08/18

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Report of the Executive Director Place

2018 TO 2020 UPDATED HIGHWAYS CAPITAL PROGRAMME

i) Capital Expenditure	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	Later Years
	£	£	£	£
Ground Investigation		40,000		
Steel Bridge Fabrication & Construction		2,000,000		
Site Mobilisation		200,000		
Bridge Sub Structure		230,000		
Articulation		30,000		
Cables		200,000		
Inclined Lifts		1,500,000		
Bridge Lighting		195,000		
Statutory Undertaker's Diversions		150,000		
Network Rail Possessions & Line Closures		80,000		
Market Gate Car Park remedial Works		385,000		
Professional Fees	588,000	372,000		
	588,000	5,382,000	0	0
To be financed from:				
Glassworks Cost Plan	-588,000	-3,382,000		
Network Rail Contribution		-2,000,000		
	-588,000	-5,382,000	0	0
	0	0	0	0

ii) Revenue Effects	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	Later Years
	£	£	£	£
	0	0	0	0
To be financed from:				
	0	0	0	0

Impact on Medium Term Financial Strategy	<u>2018/19</u>	<u>2019/20</u>
	£	£
MTFS	0.000	-0.317
Effect of this report	0.000	0.000
Revised Medium Term Financial Strategy	0.000	-0.317

Agreed by:  On behalf of the Service Director and Section 151 Officer -Finance

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Appendix B





BARNSELY METROPOLITAN BOROUGH COUNCIL

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

**REPORT OF THE
EXECUTIVE DIRECTOR OF PLACE**

**ANNUAL REPLACEMENT PROGRAMME 2018 TO 2021 – DOMESTIC AND
COMMERCIAL BINS**

1. PURPOSE OF REPORT

- 1.1 To seek approval to adjust the capital provision allocated to annual programme for the replacement of damaged and stolen bins and supply of new bins for both commercial and domestic premises.

2. RECOMMENDATIONS

- 2.1 It is recommended that Cabinet approve;**

To support the bin replacement programme for 2018-2021 as outlined at Appendix B.

3. INTRODUCTION

- 3.1 Waste Management provide kerbside wheeled bin waste collection services to c109,630 domestic premises. Residents of Barnsley can choose to have up to four bins for their waste and recycling collections, grey 240ltr for residual waste, green 240ltr for garden waste, blue 240ltr or 140ltr for cardboard, brown 240ltr or 140ltr for glass, cans and plastic bottles.
- 3.2 Planned new developments in the borough will add a further c1,000 properties per year each of which will require a set of four new waste and recycling bins.
- 3.3 Commercial Services receives around 150 orders per week from residents to replace damaged or stolen bins.
- 3.4 Commercial services also operate a commercial waste service for business and have an objective to increase revenues through an increase in of customers using the service.
- 3.5 We need to ensure that we maintain sufficient stocks of wheeled bins and commercial waste containers required to meet growing demands in order to protect revenues and ensure residents kerbside collections can be maintained.

4. PROPOSAL AND JUSTIFICATION

- 4.1 BMBC has a legal obligation to collect all household waste from properties within its area and has specified wheeled bins as the method it wishes to use to fulfil this legal requirement. To ensure that the bins are of the correct size and quality as to not pose a danger to residents or staff employed BMBC retains ownership of all bins and is the sole supplier. It is estimated that BMBC will need approximately 11,500 large (240ltr) wheeled bins and 2,500 smaller (140ltr) wheeled bins of varying colours to satisfy the annual demand as a result of growth and replacement.
- 4.2 Failure to provide domestic and commercial bins will result in the failure of BMBC to meeting its statutory requirements for the services.

5. CONSIDERATION OF ALTERNATIVE APPROACHES

- 5.1 Wheeled bins and containers could be purchased from the respective annual budgets. This would result in a significant annual expenditure and overspend on allocated budgets.

6. IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS

- 6.1 The proposal utilises the same bins and policies and does not affect local people or services users.

7. FINANCIAL IMPLICATIONS

- 7.1 Consultations have taken place with representatives of the Service Director – Finance (S151 Officer).
- 7.2 The estimated annual replacement programme will result in capital expenditure of £300,000 in each of the financial years 2018/19, 2019/20 and 2020/21.
- 7.3 Finance officers have assessed the most cost effective funding mechanism in respect of this programme and duly determined that leasing, by way of operating lease, is the most beneficial from a financial perspective.
- 7.4 The treatment of operating leases, in practical terms, is that they are effectively accounted for as annual rental payments against the service's revenue budget. The bin replacement programme is based on an operating lease period of 10 years and therefore costs will be incurred for that period of time, per tranche.
- 7.5 The overall cost of the 10 year operating leases totals £1.011M which will be profiled in accordance with the three tranches of required bins. Appendix C shows the profiling of the operating lease costs over the period.
- 7.6 The additional leasing costs will be contained within existing revenue budgets.
- 7.7 The administrative burden associated with collating and delivering the bins to customers is being accommodated with existing resources.
- 7.8 The financial implications are summarised in Appendix A.

8. EMPLOYEE IMPLICATIONS

8.1 None

9. COMMUNICATIONS IMPLICATIONS

9.1 None

10. CONSULTATIONS

10.1 Commercial Support Services, Finance, Capital Expenditure Board.

11. LIST OF APPENDICES

Appendix A – Financial Report

Appendix B – Annual Purchase Programme

Appendix C – Whole Life Leasing Costs

12. BACKGROUND PAPERS

File of papers held in Environment & Transport Business Unit

If you would like to inspect background papers for this report, please email governance@barnsley.gov.uk so that appropriate arrangements can be made

Report author: Dale Sparks

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Report of the Executive Director - Place

FINANCIAL IMPLICATIONS

i) <u>Capital Expenditure</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>Later Years</u>
	£	£	£	£
Purchase of Wheeled Bins	300,000	300,000	300,000	
	300,000	300,000	300,000	0
To be financed from:				
Operating Lease	-300,000	-300,000	-300,000	
	-300,000	-300,000	-300,000	0
ii) <u>Revenue Effects</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>Later Years</u>
	£	£	£	£
Annual Operating Lease Rental	3,555	36,964	70,358	899,889
	3,555	36,964	70,358	899,889
To be financed from:				
Existing Leasing Budgets	-3,555	-36,964	-70,358	-899,889
	-3,555	-36,964	-70,358	-899,889

Impact on Medium Term Financial Strategy

Not applicable in this report

Agreed by:On behalf of the Service Director-Finance, Section 151 Officer

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Agr No	Identifier	Identifier	Description	Cost																	Agreement Start Date	Agreement End Date
				Centre	Capital Cost	2017/18	2018/19	2019/20	2020/21	2021/22	2022/2023	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31			
51 001	00021175		Wheeled Bins	50089	314,798	36,840.21	36,840	36,840	36,840	-	-	-	-	-	-	-	-	-	-	17/02/12	17/02/22	
51 002	00021176		Wheeled Bins	50089	205,836	24,120.82	24,122	24,123	24,124	-	-	-	-	-	-	-	-	-	-	27/03/12	27/03/22	
69 055			Wheeled Bins	50089	468,047	56,109.45	56,109	56,109	56,109	56,109	56,109	-	-	-	-	-	-	-	-	27/03/14	27/03/24	
93 034	00021233		Wheeled Bins	50089	363,824	42,872.42	42,873	42,874	42,875	42,876	-	-	-	-	-	-	-	-	-	27/03/13	27/03/23	
		Pru Borrowing	Wheeled Bins	50089	337,779	41,925.00	41,925	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		Pru Borrowing	Wheeled Bins	50089	487,633	61,363.72	59,789	58,214	56,639	55,064	53,488	51,913	50,338	-	-	-	-	-	-	-	-	
		Pru Borrowing	Wheeled Bins	50089	338,892	43,740.79	42,646	41,552	40,457	39,362	38,268	37,173	36,078	34,984	-	-	-	-	-	-	-	
	16/17	Pru Borrowing	Wheeled Bins	50089	228,000	30,164.18	29,428	28,692	27,955	27,219	26,482	25,746	25,009	24,273	23,536	-	-	-	-	-	-	
	17/18	Pru Borrowing	Wheeled Bins	50089	271,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Estimate	18/19	Pru Borrowing	Wheeled Bins	50089	300,000	-	3,555	33,409	33,394	33,379	33,363	33,347	33,330	33,313	33,296	33,278	33,260	-	-	-	-	
Estimate	19/21	Pru Borrowing	Wheeled Bins	50089	300,000	-	-	3,555	33,409	33,394	33,379	33,363	33,347	33,330	33,313	33,296	33,278	33,260	-	-	-	
Estimate	20/21	Pru Borrowing	Wheeled Bins	50089	300,000	-	-	-	3,555	33,409	33,394	33,379	33,363	33,347	33,330	33,313	33,296	33,278	33,260	-	-	
					3,915,809	337,136.60	337,288	325,368	355,357	320,812	274,483	214,920	211,466	159,246	123,475	99,886	99,833	66,537	33,260			

Budget 224,000.00 224,000 224,000 224,000 224,000 224,000 224,000 224,000 224,000 224,000 224,000 224,000 224,000 224,000 224,000 224,000 224,000

(Under)/Overspend 113,288 101,368 131,357 96,812 50,483 - 9,080 - 12,534 - 64,754 - 100,525 - 124,114 - 124,167 - 157,463 - 190,740

3,555 36,964 70,358 100,182 100,136 100,088 100,040 99,990 99,939 99,886 99,833 66,537 33,260

Revenue Effects	2018/19 (£)	2019/20 (£)	2020/21 (£)	Later Years (£)	
Annual Operating Lease Rental	3,555	36,964	70,358	899,889	
	3,555	36,964	70,358	899,889	1,010,766

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Agr No	Identifier	Description	Capital Cost	2018/19	2019/20	2020/21	2021/22	2022/2023	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Estimate	18/19	Wheeled Bins	300,000	3,555	33,409	33,394	33,379	33,363	33,347	33,330	33,313	33,296	33,278	33,260	-	-
Estimate	19/21	Wheeled Bins	300,000	-	3,555	33,409	33,394	33,379	33,363	33,347	33,330	33,313	33,296	33,278	33,260	-
Estimate	20/21	Wheeled Bins	300,000	-	-	3,555	33,409	33,394	33,379	33,363	33,347	33,330	33,313	33,296	33,278	33,260
			900,000	3,555	36,964	70,358	100,182	100,136	100,088	100,040	99,990	99,939	99,886	99,833	66,537	33,260

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