

# Public Document Pack



<b>MEETING:</b>	Cabinet
<b>DATE:</b>	Wednesday, 27 November 2019
<b>TIME:</b>	10.00 am
<b>VENUE:</b>	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 13th November 2019 (Cab.27.11.2019/3)  
(Pages 3 - 6)

### Items for Noting

4. Decisions of Cabinet Spokespersons (Cab.27.11.2019/4) (Pages 7 - 8)

### Petitions

5. Petitions received under Standing Order 44 (Cab.27.11.2019/5)

### Items for Decision/Recommendation to Council

#### Overview and Scrutiny Report

6. Recommendations to Cabinet further to the Overview and Scrutiny Committee regarding Void Properties (Cab.27.11.2019/6) (Pages 9 - 12)

#### Core Services Spokesperson

7. Corporate Plan Performance Report - Quarter 2 July to September 2019 (Cab.27.11.2019/7) (Pages 13 - 90)
8. Corporate Financial Performance - Quarter Ending 30th September 2019 (Cab.27.11.2019/8) (Pages 91 - 100)

#### Adults and Communities Spokesperson

9. Community Libraries Refurbishments Programme (Cab.27.11.2019/9)  
(Pages 101 - 112)

#### Children's Spokesperson

10. Terms of Reference of the Barnsley Alliance and the Borough Education Improvement Strategy (Cab.27.11.2019/10) (Pages 113 - 166)

To: Chair and Members of Cabinet:-

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

Cabinet Support Members:

Councillors Charlesworth, Franklin, Frost, Saunders, Sumner and Tattersall

Chair of Overview and Scrutiny Committee

Chair of Audit Committee

Sarah Norman, 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

Michael Potter, Service Director Business Improvement and Communications

Neil Copley, Service Director Finance (Section 151 Officer)

Katie Rogers, Head of Communications and Marketing

Anna Marshall, Scrutiny Officer

Martin McCarthy, Service Director Governance, Members and Business Support

Corporate Communications and Marketing

Please contact Martin McCarthy on email [governance@barnsley.gov.uk](mailto:governance@barnsley.gov.uk)

Tuesday, 19 November 2019



<b>MEETING:</b>	Cabinet
<b>DATE:</b>	Wednesday, 13 November 2019
<b>TIME:</b>	10.00 am
<b>VENUE:</b>	Reception Room, Barnsley Town Hall

## MINUTES

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

**Members in Attendance:** Councillors Charlesworth, Franklin, Frost, Saunders, Sumner and Tattersall

### 111. Declaration of pecuniary and non-pecuniary interests

Councillor Tattersall declared a non-pecuniary interest as member of the NPS Board in respect of Minute Number 117.

### 112. Leader - Call-in of Cabinet decisions

The Leader reported that no decisions from the previous meeting held on 30<sup>th</sup> October 2019 had been called in.

### 113. Minutes of the previous meeting held on 30th October 2019 (Cab.13.11.2019/3)

The minutes of the meeting held on 30<sup>th</sup> October 2019 were taken as read and signed by the Chair as a correct record.

### 114. Decisions of Cabinet Spokespersons (Cab.13.11.2019/4)

The Record of Decisions taken by Cabinet Spokespersons under delegated powers during the week ending 1<sup>st</sup> November 2019 were noted.

### 115. Petitions received under Standing Order 44 (Cab.13.11.2019/5)

**RESOLVED** that the report notifying the receipt of the following petitions be noted and the recommended actions for responding to them be endorsed:-

- (a) Containing the signatures of 152 signatories, in respect of Climate Change Emergency Motion.

Further to a response provided to the petitioners on 27<sup>th</sup> September 2019, the petitioners identified the following issues that were not addressed at Full Council on 26<sup>th</sup> September 2019. The response to the issues was set out in the report and would be communicated to the Petitioner.

### Children's Spokesperson

### 116. Annual Report of the Care4Us Council (2018/19) (Cab.13.11.2019/6)

Joel Besau and Harmony Marriott attended the meeting on behalf of the young people involved in drafting the report. Cabinet congratulated Joel and Harmony for their excellent presentation and commitment to the objectives of the Care4Us Council. Joel and Harmony outlined their hopes for the future of the Council and their continued input.

**RECOMMENDED TO FULL COUNCIL ON 28<sup>TH</sup> NOVEMBER 2019:-**

- (i) that the contribution of the Care4Us Council in enabling the voice of children in care and care leavers to be heard and acted upon during the planning and commissioning of services aimed at meeting their needs, as detailed in the Annual Report for 2018/19, be noted; and
- (ii) that the Annual Report of the Care4Us Council be submitted for consideration by Full Council as part of its commitment to supporting the needs of children in care and care leavers, as corporate parent.

**Regeneration and Culture Spokesperson**

**117. Purchase and Repair of Empty Properties Utilising Section 106 Funding (Cab.13.11.2019/7)**

**RESOLVED:-**

- (i) that a programme of empty property purchase and repair works be procured and delivery managed by Berneslai Homes, in line with current Standing Orders, as set out in the report now submitted;
- (ii) that the programme be developed and monitored jointly by the Council's Housing and Energy Team and Berneslai Homes Investment and Regeneration Team, against both financial and trainee/apprentice engagement performance targets; and
- (iii) that the relevant authorisation for individual work streams be authorised by Berneslai Homes SMT, in line with approved levels of delegated authority, up to the overall approved total budget of £600,000 be agreed.

**118. Transforming Cities Fund: Barnsley (Cab.13.11.2019/8)**

**RESOLVED:-**

- (i) that the proposed schemes to be included in the Barnsley element of the wider Sheffield City Region (SCR) Transforming Cities Fund (TCF) business case, acknowledging that the Barnsley proposed TCF projects are a major step change in the direction to encouraging active and sustainable travel and modal shift throughout the Borough, be endorsed;
- (ii) that approval be given to the continued development and progression of the proposed Barnsley TCF schemes outlined in Appendix 1 for inclusion in the SCR final business case, with future Cabinet updates requests for the release of any associated release of match-funding by scheme. A further report will be

brought to Cabinet once the results of the competition are known, together with any recommendations to vary the programme at that stage;

(iii) that the Executive Director Core Services, in consultation with the Executive Director Place, where appropriate and compliant with BMBC processes, be authorised to:-

- negotiate the terms and conditions of, and final approval of any Grant funding agreement, for the delivery of the Barnsley TCF proposed schemes set out in the appendices attached to this report;
- conclude the approval and funding processes with Sheffield City Region Combined Authority (SCR CA), accept tenders, appoint where necessary a contractor to implement the delivery of the proposed schemes, subject to the costs being contained within the Grant Funding Agreement;
- where necessary, apply for any necessary consents, licence arrangements, footpath diversions, traffic regulation orders, closure orders, prepare details of and publish a Side Roads Order under sections 14 and 125 of the Highways Act 1980 to deal with any required changes to the existing highway network to accommodate the scheme, to submit the order to the Secretary of State for Transport for confirmation and to take all necessary steps to secure confirmation of the Order including (if necessary) supporting the order at a local public inquiry;

(iv) that the Corporate Asset Manager be authorised to:-

- where necessary, that the Corporate Asset Manager be authorised to enter into negotiations with any private land owner(s) to acquire privately owned land or property and enter into agreements to occupy land not in the ownership of the local authority. Also to complete any variation to any existing leases on the occupation of land owned by the local authority, if required, and where necessary negotiate compensation payments to facilitate the delivery of the proposed Barnsley TCF schemes;

(v) that the Service Director Regeneration and Culture be authorised to:-

- develop and submit the Barnsley TCF schemes for inclusion in the SCR final business case as detailed in the appendices to this report, noting that all schemes are subject to detailed design and cost reviews by SCR;

- submit any change variation requests to SCR CA in relation to the schemes where necessary to retain external grant funding secured, whilst ensuring that the overall aims and objectives of the scheme are achieved;
  - under the terms of the Barnsley Contract Procedure Rules, if necessary, seek tenders for any aspect of the project and appoint the successful tender on the basis of most economically advantageous bid; and to consider whether the works, services and goods can be provided in-house, subject to value for money considerations;
- (vi) that the Executive Director Place be authorised to take all necessary steps to secure delivery of the proposed Barnsley TCF projects outlined in Appendix 1 to the report where funding has been secured; and
- (vii) that the Service Director Environment and Transportation in consultation with the Service Director Regeneration and Culture be authorised to seek any necessary planning permission (outline or full), for the proposed schemes in relation to the Barnsley TCF projects detailed in Appendix 1.

**119. Adoption of Supplementary Planning Documents/Planning Advice Notes (Round 2) (Cab.13.11.2019/9)**

**RECOMMENDED TO FULL COUNCIL ON 28<sup>TH</sup> NOVEMBER 2019** that Cabinet refers the report to Full Council for approval to adopt the Supplementary Planning documents and Planning Advice Notes as detailed in the report.

.....  
Chair

**BARNSELY METROPOLITAN BOROUGH COUNCIL**

**CABINET SPOKESPERSONS' DECISIONS**

**Schedule of Decisions taken for week ending 15<sup>th</sup> November, 2019**

<b><u>Cabinet Spokesperson</u></b>	<b><u>Item</u></b>	<b><u>Decisions</u></b>
1. Communities	SAP Infrastructure Upgrade	(i) That approval be given for a procurement process to be undertaken and seek a contractor to support the migration of the existing infrastructure; and  (ii) That approval be given that, subject to the appointment of a successful contractor, the associated costs be funded from capital contingency as identified in the Council's Reserves Strategy.
2. Children's Services	Local Authority Participation in the Fostering Network's 'Mockingbird' Programme	That endorsement be provided for the Authority's participation in the piloting of the 'Mockingbird' Family Model for a period of two years, commencing on 4 <sup>th</sup> November 2019, including the drawing down of grant funding amounting to £189,984.00 together with the provision of match-funding for the grant, equating to a value of £383,678.00 in in-kind resources.

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## BARNSELY METROPOLITAN BOROUGH COUNCIL (BMBC)

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

### Report of the Executive Director Core Services

#### OVERVIEW AND SCRUTINY COMMITTEE RECOMMENDATIONS TO CABINET

##### 1. Purpose of report

- 1.1 To report to Cabinet the recommendations from the Overview & Scrutiny Committee (OSC) Thriving & Vibrant Economy Workstream meeting held on 1<sup>st</sup> October 2019 in relation to Void Council Properties.

##### 2. Recommendations

- 2.1 **That Cabinet considers the recommendations set out in Section 4 as a result of the OSC's meeting on Void Council Properties.**

##### 3. Introduction/Background

- 3.1 On 1<sup>st</sup> October 2019 the Overview & Scrutiny Committee's (OSC) Thriving & Vibrant Economy Workstream meeting considered the Council's voids management and lettings processes, delivered by Berneslai Homes and partner contractors: Kier; and Berneslai Homes Construction Services.
- 3.2 The committee considered the governance and monitoring of voids, service performance; as well as the associated challenges. The committee acknowledged the very positive performance in relation to the issues discussed; however made a number of recommendations to enhance or further improve services.

##### 4. Recommendations

###### 4.1 **Recommendation 1: Consider a decoration standard for Council properties**

The committee raised a number of concerns regarding the decoration standard of some properties being let; especially given the increasing needs of clients accessing general needs provision. Decorating is currently done in special circumstances; however the committee felt there needed to be a higher basic level of acceptable decoration standard met for all properties and budget made available for this. Members feel that the Council should be setting a good example to private landlords; especially given that providing a decent standard of housing is core to a person's health and wellbeing.

###### 4.2 **Recommendation 2: Consider increasing independent inspection of completed works to void properties**

Currently, a random sample of properties which are considered as being ready to let are subject to spot checks. The committee, however, felt that every property should be independently checked and this could be done either by a Council Officer or by increasing the use of tenants trained as 'Service Excellence Assessors'.

4.3 **Recommendation 3: Compile pictures alongside the database of properties**  
The committee recommend that alongside the database of properties, that a pictorial history is kept. Through this, clear evidence will be available as to if/when damage has occurred at a property and will also act as a quick reference for officers should they need to refer to a particular property and when maintenance may be required.

4.4 **Recommendation 4: Consider increasing the number of properties put aside to prevent the need for use of temporary B&B accommodation**  
As part of the discussion, the committee recognised one of the key challenges in managing voids and lettings is the increasing demand on properties required due to homelessness. In recognition of this, the committee recommend that an increasing number are put aside for this purpose to avoid use of out of borough B&B accommodation.

4.5 **Recommendation 5: Neighbourhood Services to consider machines which can collect grass as it is cut across the borough**  
Linked with ensuring the quality of void properties being re-let, the committee discussed the cutting of grass in communal areas and the challenges of this. Members raised concerns from residents, that when grass is cut, large amounts of it are left across pavements and pathways. This is not only unsightly, but gets carried into communal areas which then require cleaning and it also becomes dangerous as it is slippery.

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

## **5. Implications for local people / service users**

5.1 The recommendations in this report are in support of improving services provided to our customers. Given the increasing needs and vulnerabilities of clients presenting to services, Members feel that basic housing standards require improvement. The challenges highlighted at the OSC meeting and in this report, are also being reflected in the ongoing work of the OSC's Poverty Task and Finish Group.

## **6. Financial implications**

6.1 There are no specific financial implications in this report, although in responding to the recommendations, the financial implications of these would need to be fully assessed by the appropriate services responding.

## **7. Employee implications**

7.1 There are no specific employee implications in this report, although in responding to the recommendations, the employee implications of these would need to be fully assessed by the appropriate services responding.

## **8. Communications implications**

8.1 The good work which is taking place by the Council and Berneslai Homes in relation to property management as evidenced in corporate performance reports should be

shared and celebrated. It is important however that where properties do not meet acceptable standards, residents are given opportunity to express their concerns and the issues rectified as appropriate.

- 8.2 By utilising tenants trained as ‘Service Excellence Assessors’, this will help with communication between residents and Berneslai Homes as the managing agent. This also provides opportunities for tenants to gain knowledge of and share experiences of positive work being undertaken with residents as well as highlight concerns so that tenant feedback can be acted upon.

## **9. Consultations**

- 9.1 Consultations have taken place with: the Overview and Scrutiny Committee; Cllr Tim Cheetham; Council Officers David Shepherd, Richard Burnham, Sarah Cartwright and Paul Castle; Berneslai Homes Officers Amanda Garrard, Steve Davis, Bob Cartwright and Tony Griffiths; and the Council’s Senior Management Team.

## **10. The Corporate Plan and the Council’s Performance Management Framework**

- 10.1 As outlined in the Corporate Plan, the three priorities for Barnsley are: a thriving and vibrant economy, strong and resilient communities; and citizens achieving their potential. To contribute to achieving these, we need to ensure that good quality housing is available to residents. The recommendations in this report contribute to improving the performance of services.

## **11. Risk management issues**

- 11.1 Failure to provide a good standard of Council properties not only risks damaging the health and wellbeing of tenants, but also sets a poor example to other landlords in the borough; thereby failing to support the provision of good quality housing in Barnsley. It is also recognised that by law, all Council properties should meet the Government’s Decent Homes Standard.

## **12. Health, safety, and emergency resilience issues**

- 12.1 The provision of a home that is warm, safe and comfortable is a fundamental requirement of the Council’s Decent Homes Standard; this promotes good health and wellbeing and is a fundamental component of basic human rights. The recommendations in this report are in support of ensuring that housing provided by the Council is meeting these needs in support of our residents’ health and wellbeing, especially our most vulnerable.
- 12.2 The recommendation regarding the type of vehicles used for cutting grass is also in support of keeping residents safe and avoiding slip hazards.

## **13. Promoting equality, diversity, and social inclusion**

- 13.1 The OSC highlighted that we need to ensure our customer needs are met, particularly those who are vulnerable, have disabilities and need additional support to set up a home. Given the increasing need of customers accessing our services, Members feel that we need to improve the basic standard of homes being let.

#### 14. **Glossary**

BMBC – Barnsley Metropolitan Borough Council  
OSC – Overview and Scrutiny Committee

#### 15. **Background papers**

- OSC Meeting Papers on Void Council Properties 01/10/19:  
<https://barnsleymbc.moderngov.co.uk/ieListDocuments.aspx?CId=224&MIId=5893&Ver=4>
- OSC Meeting Minutes from 01/10/19:  
<https://barnsleymbc.moderngov.co.uk/documents/s59319/Minutes%20of%20Previous%20Meeting.pdf>

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

Officer Contact: Anna Marshall Date: 30<sup>th</sup> October 2019

## BARNSELY METROPOLITAN BOROUGH COUNCIL

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

### REPORT OF THE DIRECTOR OF CORE SERVICES TO CABINET

#### CORPORATE PLAN PERFORMANCE REPORT QUARTER 2 JULY TO SEPTEMBER 2019

#### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to introduce and provide an overview of the council's latest Corporate Plan Performance Report, drawing upon information available for Quarter 2 (Q2), and illustrate progress achieved in delivering the priorities and outcomes of the Corporate Plan 2017-2020.

#### 2. RECOMMENDATIONS

It is recommended that:

- 2.1 Cabinet review, challenge and scrutinise the contents of the report in relation to the delivery of the Corporate Plan priorities and outcomes.
- 2.2 Cabinet note that there is a suggested follow up area at the end of Q2 in relation to Performance Indicator EC4 (number of private sector jobs created) and business job growth.
- 2.3 Note the inclusion of the Stronger Communities quarterly narrative report which details the contribution of Area Council's and Ward Alliances to the Corporate Plan priorities and outcomes.
- 2.4 This report is shared with the Overview and Scrutiny Committee to inform and support their ongoing work programme.

#### 3. INTRODUCTION/BACKGROUND

- 3.1 The Corporate Plan contains three priorities, supported by 12 outcomes. These are reflected in the 2020 Outcomes Framework and outline what the council has committed to undertake in order to deliver the priorities. It is also recognised that the council is not solely accountable for delivering these outcomes, as it works in partnership with other organisations.
- 3.2 The framework identifies what the council is seeking to achieve for the people of Barnsley, as defined in our key strategies and plans, and a series of objectives which focus on specific areas of service delivery and support for the borough and its residents. Progress against the 2020 Outcomes Framework will be managed and communicated through the Corporate Performance Report indicators and narrative.

#### 4. Corporate Plan Scorecard

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

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

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

#### 5. Progress against Priorities and Performance Measures

5.1 This section provides a headline overview of the Q2 position for each priority area, based on the data and narrative provided in the performance report. The Q2 Corporate Performance Dashboard can be accessed via this link:  
<https://app.powerbi.com/view?r=eyJrIjoibWwZWI4MDctMTA1OC00YTliLW11Y2MtMGRIY2FkMTlwYmZkIiwidCI6ImJhNmEyNDcxLTMzNDAtNDMxNC1hOTY5LTQ4ZDhjZGM0YzRmOCIsImMiOj9>

#### 5.2 Area Council and Ward Alliance Contribution to Corporate Priorities

For some time we have considered how we ensure that the contributions from the work of Area Councils and Ward Alliances can be factored into the corporate performance report. We have included in this report pack the Stronger Communities quarterly narrative report which describes how their work aligns to the corporate priorities.

##### Priority: Thriving and Vibrant Economy

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

### **Examples of performance trends and achievements**

- Since July 2019, 9 companies have chosen to relocate to Barnsley. These investors have occupied over 257,000 sqft of floorspace, helping to create over 120 new jobs and securing over £1.3 million of private sector investment into the borough.
- Performance in determining major planning applications is exceptional at Q2 with 100% of applications being determined within the prescribed timescale, or an alternative date agreed with the applicants.
- The number of 16 & 17 year olds on apprenticeships is currently performing well. At Q2 the percentage of young people engaged in an apprenticeship is 11.3%. This exceeds last years' figure for the same month by 3.3%. Comparative figures for Yorkshire and Humber and National performance are 8.3% and 5.9% respectively.
- A total of 428,729 people have visited our museums during Q2, contributing just over £8M to the local economy. The combined contribution to the economy from the 6 Barnsley venues including Wentworth Castle Gardens is £9.5M.
- 96% of our housing stock meets Barnsley Decent Homes Standard.
- A further 40 empty properties have been brought back to use since July 2019. We are at 85% of our annual target at Q2.
- The percentage of care leavers who are in education, training or employment has improved from the Q1 position and is now at 60%.

### **Areas for Improvement / Target Missed**

- The number of private sector jobs created is at 36% of our annual target at Q2 (equalling 237 private sector jobs). A continued subdued level of growth is projected for the remainder of the year with a number of large companies operating at maximum peak employment levels and predicting no major job growth. The lack of uncertainty associated to BREXIT, together with the ongoing effects of squeezed profit margins has resulted in businesses continuing to focus upon implementing wider efficiency measures. Timely delivery of new employment sites and associated inward investment activity will be seen as key in helping to deliver further progress against this indicator. Timely delivery of new employment sites and associated inward investment activity will be seen as key in helping to deliver further progress against this indicator. There are also plans to undertake a deeper analysis in this area, by way of a performance follow up report, to understand issues and opportunities for moving this forward.
- The number of apprentice starts each year as a percentage of the overall council workforce is at 0.44% at Q2, against a target of 2.3%. 21 apprentices are currently on programme from began in Quarter 2 and we are waiting for training providers to finalise payments which will be included in the next quarter report. Plans to deliver another Future Leaders programme in 2019/20 (for 48 employees) have been approved by the Organisation Improvement Board and will commence later in 2019. These starts will contribute to the overall target. In addition, an Apprenticeship Strategy is now in place to look at actions to encourage apprenticeships in council services and maintained schools.
- 82% of market stalls were let at the end of Q2 against our target of 95%. Occupancy of the market remains a challenge on the first floor. We have recently received invest to grow funding to look at options for the 1st floor and the reduced rents (reduced by 50% from 1 September) will hopefully help in terms of targeting new traders. However, the main priority for the team at the moment is to get Market Kitchen operational (fully let). After that, the team will really focus on proactive trader recruitment.

### **Priority: People Achieving Their Potential**

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

## **Examples of performance trends and achievements**

- 98% of our early years and childcare settings currently rated either good or outstanding by Ofsted; this puts Barnsley in the group of best performing areas nationally for this indicator.
- 65.9% of pupils in Barnsley are achieving the expected standard or above in combined KS2 reading, writing and maths. At KS4 we have increased our positive gap with all schools nationally in terms of a standard pass in The Basics and for the first time ever we are above all schools nationally in terms of a strong pass in The Basics. The Basics relates to achieving a pass in either English Language or English Literature and Mathematics.
- 40.8% of assessments for children's social care are carried out within 20 days of referral, above our target figure by 5%.
- 16.7% of referrals in to children's social care were repeat referrals in Q2 against a target of 18%. Managers have been closely monitoring potential re-referrals which has helped bring our referral rate back within target. This is the lowest reported rate within the last two years.
- Against our target of 60%, 92.7% (60/65) Section 47 investigations proceeded to initial child protection conference within 15 days.
- 8.7% of children were subject to a child protection plan for a second time in Q2; below our target of 10%. This relates to 8 children.
- Timeliness of adult social care reviews has improved in Q2, and is now at 81% against the year-end target of 83%.
- 97% of Adult Safeguarding Section 42 decisions were made within 72 hours, above our target of 90%.
- In Q2, we successfully prevented homelessness in 146 cases, which means we have now met our yearly target for this indicator.
- There were 1,190 anti-social behaviour incidents reported in Q2, a reduction of 14% compared with the same period last year.
- The rate of suicide in Barnsley has decreased from the last reporting period. At 9.2 the rate is lower than Yorkshire & Humber and England rates and joint second lowest when compared with statistical neighbours. This is also the lowest rate since the 2008-10 reporting period. Barnsley has been one of the areas to receive funding from NHS England as part of the suicide prevention ambition to reduce rates by 10% by 2020. Barnsley's multi agency Suspected Suicide Learning Panel (SSLP) was set up to conduct learning reviews every quarter for each death. This allows the SSLP to learn more about the circumstances leading up to a person taking their own life. Two thirds of people who take their own life aren't known to Mental Health services so the majority of learning from these cases would otherwise be missed.

## **Areas for Improvement / Target Missed**

- Yearly data (2017/18) shows that Barnsley has significantly higher rates of alcohol-related hospital admissions for both males and females. This data relates to any admission to hospital where the main cause can be attributed to alcohol. It reveals a rate of 978 men per 100,000 population who were admitted to hospital for alcohol-related conditions. This is significantly higher than the England rate of 809. The rate for women is 628 per 100,000, again significantly higher than the National rate of 473. Across the last five years, narrow admissions in Barnsley have been consistently above the national level and have risen by 15.9% whilst average rates for England as a whole have reduced by 1.3% across the same period. Women in Barnsley have the highest hospital admission rates across 15 neighbouring boroughs in the Yorkshire & Humber region. Comparatively, men have the third highest rates. The Barnsley Alcohol Action Plan 2018-2021 outlines our vision and priorities related to alcohol across the coming years. Some key outcomes include; a reduction in the number of alcohol-related hospital admissions, a reduction in young people's alcohol consumption, and an increased awareness and understanding of alcohol-related harm across the whole population.



## **Priority: Strong and Resilient Communities**

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

### **Examples of performance trends and achievements**

- 2,653 people volunteered in their communities in Q2; 521 were new volunteers.
- In Q2, we derived enough energy from waste to power 2,960 homes.
- CO2 emissions have continued to fall from the 2012 baseline giving a total reduction of 45%. This is well above our baseline of 30%.
- 99.9% of category 1 pot holes were repaired within 24 hours.
- 97.6% of household waste was diverted from landfill in Q2.
- 96.7% of all refuse collections were made on the scheduled day in Q2. Performance was particularly strong in September after dropping below target in August.
- 65.1% of contacts with the council were made online in Q2, as the increasing use of digital contact options continues.

### **Areas for Improvement / Target Missed**

- There was a slight increase in the number of fly tipping incidents reported in Q2 to 8.81 per 1,000 households. The number of instances has increased when compared to the previous 2 financial years. October will mark a year since the introduction of the new pin on map reporting system. The ease of reporting may explain the increase in reported cases. In more positive news, 100% of reported cases of fly tipping were removed in Q2.
- We have dropped just below target on the number of signal faults (traffic lights) fixed within 24 hours to 96% (target 97%). Since the death of one of the field engineers, Siemens are trying to recruit new engineers as a replacement with the same level of skill. New staff are undergoing long-term training.

## **6. Implications for Local People / Service Users**

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

## **7. Financial Implications**

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

## **8. Employee Implications**

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

## **9. Communications Implications**

- 9.1 The report has a number of potential communication implications both externally and internally.

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

## **10. Consultations**

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

## **11. Risk Management Issues**

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

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

OUR VISION  
WORKING TOGETHER FOR  
A BRIGHTER FUTURE  
A BETTER BARNSLEY

# Corporate Plan Performance Report

THRIVING &  
VIBRANT ECONOMY

PEOPLE ACHIEVING  
THEIR  
POTENTIAL

STRONG &  
RESILIENT COMMUNITIES



Quarter 2 July – September 2019

## Welcome to Our Corporate Plan Performance Report

The council's [Corporate Plan for 2017-20](#) sets out what we aim to achieve over the next three years to improve outcomes for our customers and the community. It explains what we want to do, how we plan to do it, and how we'll measure whether we're on track to achieve it. We feel that specific areas warrant greater attention, emphasis, and possibly resources, to influence other areas of activity and make the greatest impact overall, so this is where we'll focus our performance management and reporting arrangements to keep a closer eye on how well we're doing.

Our three main priorities are:



Each priority is broken down into outcomes, which are long term and sustainable benefits that support the overall success of the priority. For each outcome there are performance indicators (PIs) which are the activities that we measure to understand whether we're on track to achieve it.

This report provides an overview on how we are performing for the quarter. It should be read in partnership with the accompanying performance Data table (a link to which is available on the last page of this report).

Throughout the document you will see that some of the figures are coloured differently. This “RAG (Red, Amber or Green) Rating” indicates how we are performing against our targets and is explained below, where figures are not coloured, there are no targets set but we still want to monitor our performance.

We have highlighted the PIs that are RAG rated as red throughout the report.



*Performance is more than 10% below target for this point of the year*

*Performance has been satisfactory and within 10% of the target for this point of the year*

*Performance against indicator is in line with targets or better for this point of the year*

# Corporate Plan Score Card Quarter 2



The ratings are based upon the performance indicators that relate to each Corporate Plan outcome to provide a rounded picture of performance, including financial performance. At year end, individual indicators are mostly given either a red or green RAG dependent upon targets being met or not. In exceptional cases we may assign an amber rating where the target is missed by a narrow margin.

Page 21

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

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

## Outcome 1 - Create more & better jobs & good business growth

We've helped **33** new businesses to start trading and supported **25** businesses to expand in Q2. Our work with the private sector has created **237** jobs for the borough. 51% of jobs created in Q2 were associated with inward investment activity, and 12% came from the borough's large companies.

Since July 2019, **9** companies have chosen to relocate to Barnsley. These investors have occupied over 257,000 sqft of floorspace, helping to create over 120 new jobs and securing over £1.3 million of private sector investment into the borough.

### Digital Innovation Grants

A full business plan has been submitted for a 3 year £2.1m programme. DIG is a demand led voucher scheme designed to help small and medium sized businesses to develop their use of digital technology. By exploiting the digital technologies, businesses can access new markets, promote their products and services more effectively and develop new cost effective ways of working. The project will be managed and delivered by Barnsley Metropolitan Borough Council (BMBC) on behalf of the South Yorkshire Local Authorities (SYLA), and will be promoted via the Business Growth Specialists and SY LA business support teams.



### Launchpad



The team have delivered a number of proposed up business schools” in Thurnscoe. The programme is normally delivered from the Digital Media Centre, but, recognising that it is not always easy for residents to get to the town centre, the team have devised a four day school which covers all the essentials about starting a business, as well as a day specifically designed to assist local residents in creating an on line business presence. The success of this first event has led to proposals for further outreach delivery throughout the year. In addition to this, the team also recognise that they need to provide a service for residents that are normally at work in the week. To combat this the Launchpad team have created their “Start Up Saturday” event which provides a condensed taster programme over 8 hours.

### Creating capacity for inward investment

29% of all inward investment enquiries closed due to lack of available premises and the ongoing issue of lack of stock continuing to constrain economic growth. To address the constrained stock levels seven schemes have now been approved for Sheffield City Region and private finance initiative funding. We anticipate 536,000 sq.ft of speculative development will take place in the next twelve months. Some of these are Everil Gate Lane, Ashroyd Business Park Maple Road, and Capitol Park. This will improve enquiry conversion rates and secure investment and jobs for the Borough. To further strengthen the range of property a third round of PIF funding is anticipated to be launched in the winter of 2019.

### Planning Applications

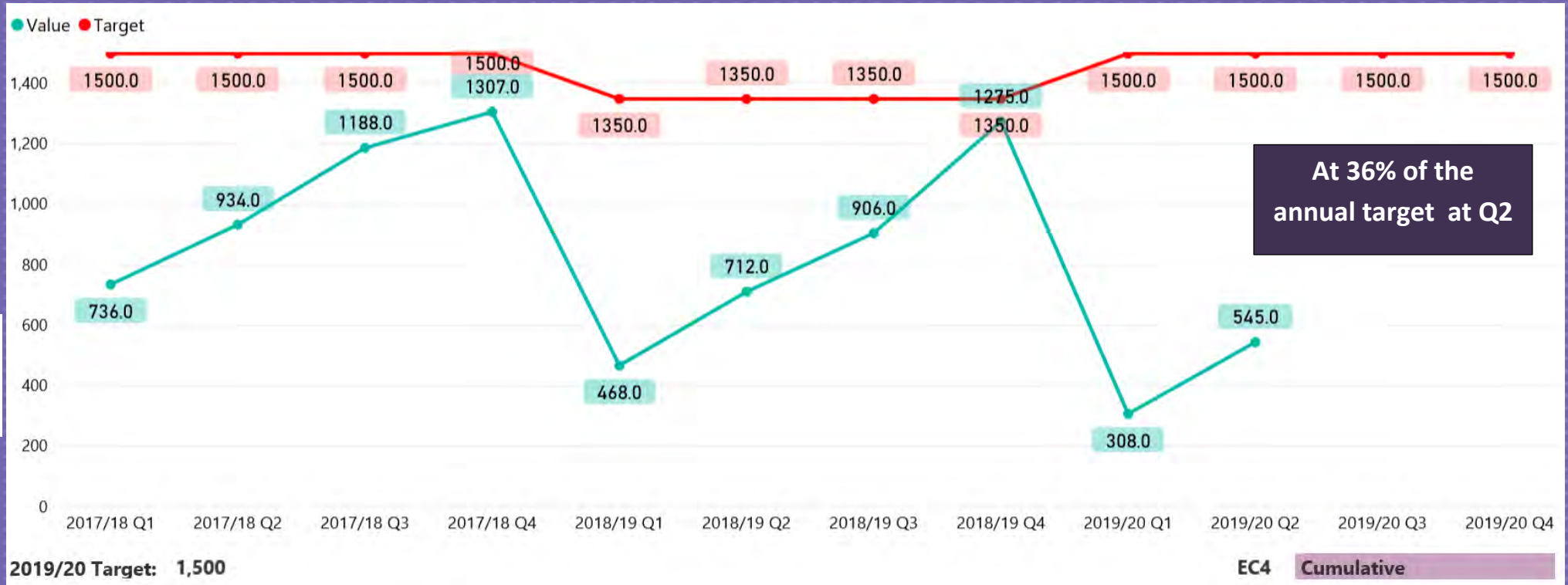
Performance in determining major planning applications is exceptional at Q2 with **100%** of applications being determined within the prescribed timescale, or an alternative date agreed with the applicants.

### Hoyland North Masterplan Framework

In Q2, we launched consultation to help shape the future of Hoyland Common. A number of sites have been allocated for development in the local plan and members of the public were invited to view the draft framework at Hoyland library, attend two public events held in August and give their views via an online questionnaire. These views will be considered in preparing the final draft.



**EC4: Number of Private sector jobs created**



A continued subdued level of growth is projected for the remainder of the year with a number of large companies operating at maximum peak employment levels and predicting no major job growth. The lack of uncertainty associated to BREXIT, together with the ongoing effects of squeezed profit margins has resulted in businesses continuing to focus upon implementing wider efficiency measures, (in an aid to increase productivity levels) to help remain competitive. Such activity continues to see planned capex investments delivering minimum or no future job growth in local workforce levels and in some circumstances will result in an overall net contraction in workforce numbers, resulting in employment levels being constrained.

Timely delivery of new employment sites and associated inward investment activity will be seen as key in helping to deliver further progress against this indicator. There are also plans to undertake a deeper analysis in this area, by way of a performance follow up report, to understand issues and opportunities for moving this forward.

## Outcome 2 – Increase skills to get more people working

Between July and September 2019, 11 apprenticeships started, equating to **0.44%** of our workforce. There are 12 additional apprenticeships awaiting starts with providers which will be included in the next quarterly report.

The number of 16 & 17 year olds on apprenticeships is currently performing well. At Q2 the percentage of young people engaged in an apprenticeship is **11.3%**. This exceeds last years' figure for the same month by 3.3%. Comparative figures for Yorkshire and Humber and National performance are 8.3% and 5.9% respectively.

### Employment opportunities for those with learning disabilities is **5.3%**

Page 24  
Q2, we have secured a further 9 new job opportunities making the total now 23, with the opportunity to add more in School's catering, Cannon Hall and Norse. There has been an increase in the eligible clients from 518 last quarter to 530 this quarter which has affected the % increase, the team have continued to support clients into paid employment.

### The percentage of care leavers who are in education, training or employment is **60%**

This is 18 of 30 care leavers. Engagement was lowest for 21 year olds (50%), compared with 66.7% for both 19 year olds and 20 year olds. Whilst performance has improved since Q1, it is slightly lower than the figure reported at the same time period last year (62.5%) and remains below target.

**9.1%** of our 16 & 17 year old cohort are Not in Employment Education or Training or Not Known. Barnsley continues to outperform the regional average. Latest data for August shows Yorkshire and Humber at 12.2%

### Well@Work South Yorkshire



In Quarter 2 there have been an increasing number of businesses progressing with the Be Well@Work Award. A total of 37 businesses requested the Health Needs

Assessment and 17 requested the logon details to the Create Wheel, an increase on Q1 figures. Business engagement is improving and there is better joining up between services internally, particularly with the Enterprising Barnsley Team.

The Panel met in July to select the Be Well@Work Annual Awards finalists.

### Air League: Soaring to Success

The Young People's Skills and Enterprise team (YPSE) have been working in partnership with The Air League to provide young people from across the borough with the opportunity to learn more about the aeronautical industry from a careers perspective. The programme started with an Introduction to Aviation event, the team organised transport for 1000 year 9 Barnsley students, who received a taste of what the industry has to offer. Delivered at Barnsley Football Club, over three days we had representatives from DHL Freight, Rolls Royce Engineering, British Airways and the Air League talking and delivering workshops to the young people around their roles in the industry.

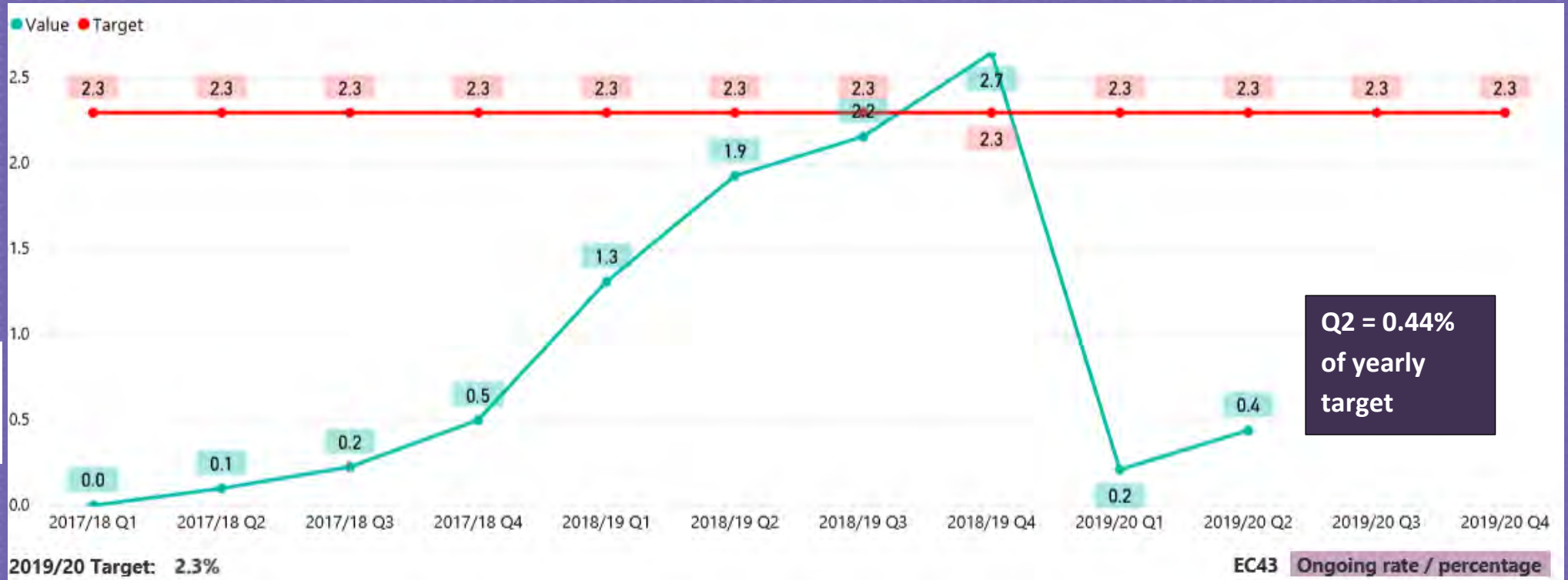
Across four stages of the programme students have been able to experience a flight in a glider, have tutorial flights in a light aircraft and spend time honing their skills on a flight simulator. For many of the young people who took part was a once in a lifetime opportunity, for others this was the first time they had experienced flight. In the words on one of the students: "It was creative, got people involved and made me want to become a pilot in the future. This was very inspirational and useful for looking into aviation"







## EC43: Number of apprentice starts each year as a percentage of the Council workforce



21 apprentices are currently on programme from a total of 4780 employees. This currently equates to 0.44% starts against the annual 2.3% required. We also have an additional 12 apprenticeships that have already started in Quarter 2 and we are waiting for training providers to finalise payments which will be included in the next quarter report. Plans to deliver another Future Leaders programme in 2019/20 (for 48 employees) have been approved by the Organisation Improvement Board and will commence later in 2019. These starts will contribute to the 2019/20 apprenticeship target. In addition, an Apprenticeship Strategy is now in place to look at actions to encourage apprenticeships in council services and maintained schools in order to achieve the 2.3% target.

## Outcome 3 – Develop a vibrant town centre

### Dancing Town

The Dancing Town event took place in Barnsley town centre across 10 days in August. It included two weekends of entertainment and a mid-week programme delivered by local dance schools, gym instructors from Barnsley Premier Leisure, professional dance schools, and workshops delivered by stars of the West End. There was also an appearance from George Sampson – winner of Britain's Got Talent – who delivered two An impressive marquee 20m x 15m structure housed a professional dancefloor, lighting rig and PA system was erected in Mandela Gardens, providing the perfect environment to host Dancing Town, and encourage people to visit an underutilised area of the town centre and was attended by over 4,000 people. The event received very positive local and regional media coverage and extensive social media reach.



Footfall in Barnsley town centre was **1,521,420** in Q2.

**86%** of town centre units are occupied and **82%** of market stalls (against our target of 95%).

### Barnsley Town Centre Races 2019

In July Barnsley turned into a cycling town! After hosting the world's elite cyclists at the Tour de Yorkshire earlier in the year, many of the same riders returned to battle it out on the 1.1km course around the town centre at the Barnsley crit. The HSBC National Circuit for both the men's and women's race elite took place on 19<sup>th</sup> July and saw some of the most talented cyclists in the region go wheel to wheel in front of thousands of spectators. The public were able to watch the riders along the entire race circuit. There was also the opportunity for everyone to experience the course for themselves during the community ride.



Photos © Scott Bairstow Photography

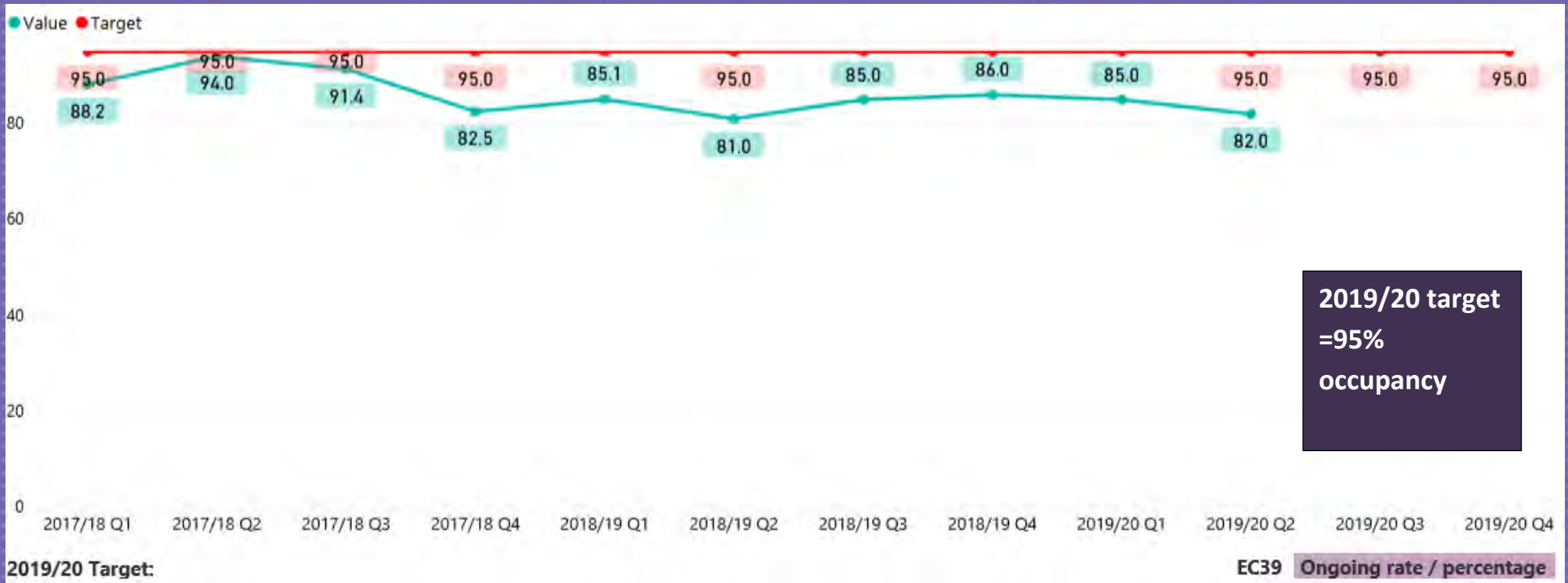
### Barnsley's Big Weekend

In July we celebrated 'Barnsley's Big Weekend'. Along with the grand opening of the Library@the Lightbox, other events included the Mayors Parade, dinosaurs roaming the town centre, a 5k run, Pride Barnsley, Destination Barnsley, dancing, bands, a climbing wall, and sports activities – all in one weekend!





**EC39: Occupancy level of town centre markets**



Occupancy of the market remains a challenge on the first floor. We have recently received invest to grow funding to look at options for the 1st floor and the reduced rents (reduced by 50% from 1 September) will hopefully help in terms of targeting new traders. However, the main priority for the team at the moment is to get Market Kitchen operational (fully let). After that, the team will really focus on proactive trader recruitment.

## Outcome 4 – Strengthen our visitor economy

### The Caravan Gallery – Wombwell Pride of Place Project

Barnsley Museums invited artists and photographers Jan Williams and Chris Teasdale to bring their unique mobile gallery, The Caravan Gallery, to the streets of Wombwell. The bright yellow caravan - a lovingly reincarnated 1969 Bluebird Europe – was resident on Wombwell High Street on market days from mid September, with further appearances at Wombwell Library and at Elsecar. Around 400 people visited the Caravan Gallery during its residency, mostly passers-by, many of whom made return visits.

Page 28



### Elsecar By the Sea

This year, an estimated 12,000 people attended and explored the different things happening across the village.



Feedback was extremely positive, new audiences were brought here, our independent businesses reported record levels of trade, and the atmosphere was incredible. Perhaps most pleasing of all so many local families told us how much it meant for them. Not everyone can get away on holiday, but for thousands of local children, we brought the seaside here to South Yorkshire for a special end to their summer.

### BARNLSLEY MUSEUMS



A total of **428,729** people have visited our museums during Q2, contributing just over £8M to the local economy. The combined contribution to the economy from the 6 Barnsley venues including Wentworth Castle Gardens is **£9.5M**

Visitors to our museums increased by 11% compared to Q2 last year. This is an additional 38,894 visitors. With the inclusion on Wentworth Castle Gardens, this increases to 24% and 81,785 additional visitors. Strong summer performances and engagement with diverse audiences have maintained the Q1 growth. The combined attractions are on course to exceed targets and establish new annual records.

Transpennine trail usage at Q2 is at **191,252**. Our figures over the summer have seen a large increase in the number of cyclists and horseriders.



### Barnsley Museum Summer Holiday Activities

Barnsley Museums provided a comprehensive school holiday programme this summer; 7,200 took part in 39 different events and 7 self-led activities across the five museum sites. Activities ranged from baking to pond dipping and virtually everything in between. The most popular events at Experience Barnsley saw almost 1,000 people attend, these were the Reds Day in collaboration with Barnsley Football Club and the Archaeology day. Activities were aligned to the summer exhibitions which included Kapow (Original Comic Book Art) at the Cooper Gallery, Mythical Creatures at Cannon Hall and Tins Tins at Experience Barnsley.



## Outcome 5 – Create more & better housing

### Celebrating 100 years of council housing

Barnsley homes celebrated their 100 years of council housing in August at the Library @ the Lightbox. The public were invited to come and view the council housing exhibition and celebrate one of the town's great assets with their families and friends. There were touching tenant stories, videos and photos from the past and present, as well as



### Empty Homes Week

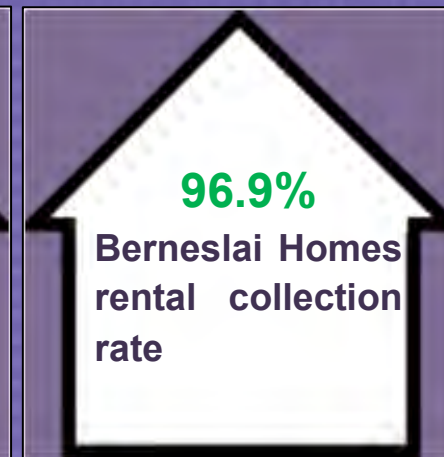
Barnsley Council celebrated National Empty Homes Week from in September. During the week the Empty Homes team shared their successes on Facebook and hosted an event at the Library @ the Lightbox. Since the Empty Homes Programme began in April 2018, the council has helped to bring over 300 empty properties back into use.



### 196 New homes have been built in Q2; 26 of these are affordable homes



There were 8 property completions via the Council Build Programme at Baden Street in July. 4 s106 properties were completed by MET homes at the Blenheim View development and 12 properties were completed via a refurbishment programme at Keresforth close. There were also 2 acquisitions via the HE funded Empty Homes programme. To mark the completion of the homes at Keresforth close an event was attended by the new tenants of the properties, Mayor Councillor Pauline Markham, Cabinet Spokesperson for Regeneration and Culture Councillor Tim Cheetham and staff from Barnsley Council and Berneslai Homes. To mark the occasion a tree was planted, which will grow and develop with the scheme.



## Outcome 6 – Every child attends a good school and is successful in learning and work

### Ofsted Ratings – Education



**98%** of our early years and childcare settings received ratings of good or outstanding from Ofsted at their last inspection; this is above national and regional comparators. 20% received the highest 'Outstanding' outcome and 78% achieved a 'Good' outcome.

The proportion of pupils attending schools and settings judged good or outstanding by Ofsted is **69%** at Q2. Although two schools improved their rating to 'Good', the percentage is now based on the January 2019 census figures and therefore shows a slight reduction from Q1.

Page 30

### School Music Festivals

Children from across Barnsley took part in two music festivals at the Metrodome in July, hosted by Barnsley Music Education Hub. The Key Stage Two music festival saw over 1,600 young people from 37 schools perform, whilst the Barnsley Schools Vocal Festival featured 450 children, from a total of 15 school choirs.



**76%** of Education, Health and Care Plans (38 plans) were issued within 20 weeks without exception. 50 new EHC plans were issued in Q2 and total number of plans completed within 20 weeks is higher than at Q1.

### Big Kids School Challenge

In August, the Early Help team shared tips for parents and carers of young children about to start school for the first time. School readiness information was shared via the councils Facebook page and Twitter account related to the development of the whole child, including their social and emotional skills, physical skills, communication skills and cognitive skills. Families were encouraged to support their children to develop skills to manage things like getting along with other children, following instructions, and communicating their needs. We have seen an increase in the number of children who are school ready to **70.4%** in 2019.



Take up of two year old's entitlement to free childcare/education has increased this quarter and the figure is currently **75%**.

This follows targeted work to identify families who were eligible but had not applied. Social media campaigns, and outreach work by family centres to encourage take up and address barriers to take up has seen an increase in the numbers of families accessing provision.

## Free Childcare

is available for your 2 year old

**Choose 1 of the 3 ways to apply**

1 Apply online using the BMBC Citizen Portal

2 Drop in to one of weekly childcare surgeries running Monday mornings at the library @ The Lightbox anytime between 9am and 12noon

3 Pop along to your local childcare setting and ask them to help with an assisted application

**How do I apply online via the BMBC Citizen Portal?**

- Search 'Barnsley family service directory'
- Click 'Barnsley 100'
- Click on 'family information'
- Then click on 'Free Childcare for eligible two year olds'
- Read all the information before you click to apply at the bottom of the page.
- Notify you start you will need your personal insurance number

**Using the Citizen Portal**

If you have older children you may already have a citizen portal account when you applied for their school place. You can log on using the same email and password.

If you have not used the Citizen Portal before click 'Register'.

**65.9%** of pupils in Barnsley are achieving the expected standard or above in combined KS2 reading, writing and maths. At KS4 we have increased our positive gap with all schools nationally in terms of a standard pass in The Basics and for the first time ever we are above all schools nationally in terms of a strong pass in The Basics.



## Outcome 7 – Reducing demand through improving access to early help

### Pilot of early help sessions in the Dearne



A number of organisations in Barnsley are working together to deliver a series of drop-in sessions called 'Talking Point'. The sessions are being piloted in the Dearne and include support and guidance from Adult Social Care, BMBC Customer Services, Safer Neighbourhoods/South Yorkshire Police, community health service SWYPFT, Bernslei Homes, LiveWell Barnsley, My Best Life Social prescribing and the Digital Champions. Residents will be able to access a range of early help support promoting independence and wellbeing, as well as advice about concerns and increased awareness of what support is available in Barnsley. Advisors from each service will be on hand throughout the sessions to discuss any queries residents have, as well as to offer solutions and guidance going forward.

### Youth Justice

Data for Q4 2018/19 shows a rate of **255** per 100,000 young people entering the Youth Justice system. This is a slight increase (3.1%) on the same quarter in the previous year but a reduction in the figure reported in Q1. However, the first time entry rate (per 100,000 population) for Barnsley remains above the regional and national figures which have both seen a reduction since December 2018. Overall performance remains flat and as per target. The data refers to 55 young people, down from 59 reported in Q1.

### Troubled Families

The number of claims made to DCLG for significant and sustained improvement is **286** at Q2.

### Stronger Communities – Early Help



In September we launched our All Age Early Help Annual Plan, detailing how we'll be working together and sharing resources to ensure our communities get the right support, at the right time to tackle problems early. Progress will be monitored through the Stronger Communities Partnership Board.

### Direct Payments



**47.7%** of adult social care clients were in receipt of direct payments in Q2. This is now above the the year end target of 45%.

### Re-ablement

**54%** of re-ablement clients completed the programme in Q2 with no long term needs



### Timeliness of Adult Social Care Reviews

Performance has improved slightly in Q2 and we are now achieving **81%** of adult social care reviews completed on time. This falls just short of the year end target of 83% which service remains confident they will meet.

## Outcome 8 – Children and adults are safe from harm

### Safeguarding Awareness Week 2019

Safeguarding awareness week took place in July 2019 around the theme of 'your choices and rights'. A launch event saw colleagues join together at Barnsley Sixth Form College to celebrate how partners are working together to keep



people of all ages safe from harm. A number of invited partners attended the launch, including representatives from Barnsley Council, Berneslai Homes, local schools, Barnsley Hospital, Barnsley College, Public Health and Barnsley Clinical Commissioning Group.

A market place 'wrap-around' event took place before and after the main launch event and was an opportunity for partner agencies to find out more about each other's services.

**16.7%** of referrals in to children's social care were repeat referrals in Q2 against a target of 18%. Managers have been closely monitoring potential re-referrals which has helped bring our referral rate back within target. This is the lowest reported rate within the last two years.

**40.8%** of assessments for children's social care were carried out within 20 days of referral in Q2, 5% above our target figure.

60 of 65 (**92.7%**) Section 47 investigations proceeded to initial child protection conference within 15 days. This is well above the year end target and the best performance reported to date.

8 children (**8.7%**) were subject to a child protection plan for a second time in Q2.

**90.5%** of looked after Children were in family fostering placements at the end of Q2, against our target of 90.7%.

In Q2, we successfully prevented homelessness in **146** cases.

**194** people aged 65+, and **8** people aged between 18 and 64 have been permanently admitted to residential and nursing care in Q2, both above target for the quarter.

Delayed transfers of care attributable to Social Services was **0.4** per 100,000 population for July and August.

**97%** of Adult Safeguarding Section 42 decisions were made within 72 hours.

There were **1,190** anti-social behaviour incidents reported in Q2, a reduction of 14% compared with the same period last year.

### Operation Duxford



Operation Duxford was one of the most successful held to date. The SNS Shared Accommodation Team and SYP engaged with at least 80 tenants, residents and landlords in the Dodworth Road and Springfield St area. Issues identified included tenants being evicted without a valid notice, 3 insecure properties, and 6 empty properties in a very poor state of repair. There were other examples of poor landlord practices

including taking rent in cash with no receipt and not giving tenancy agreements. The team were able to offer advice and ongoing support to tenants, and logged several disrepair issues, with 6 disrepair cases now under investigation. The team also made 17 arrests for a number of offences including possession of drugs with intent to supply, burglary, possession of weapons, failure to attend court and driving whilst disqualified. Nine vehicles were seized for no insurance or tax. Overall the team engaged with over 3,600 members of the public during the operation, and the police recruitment stall resulted in 60 referrals.



# Outcome 9 – People are healthier, happier, independent and active

## Hospital Admissions for Alcohol-Related Conditions

2017/18 data shows a rate of **978** men per 100,000 population who were admitted to hospital for alcohol-related conditions. This is significantly higher than the England rate of 809.

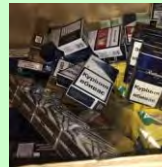
The rate for women is **628** per 100,000, again significantly higher than the National rate of 473.

This data relates to any admission to hospital where the main cause can be attributed to alcohol.



## Illicit Tobacco

There have been 2 successful prosecutions relating to Illicit Tobacco in Q2. One offender was fined £10k and another received 220hrs community service. In addition, at the end of Q2, we have seized over 16000 illicit cigarettes/hand rolling tobacco.



## Best Bar None



Best Bar None promotes responsible drinking and higher professional licensing standards in bars, pubs, hotels, clubs and entertainment venues. Over the summer, officers trained as BBN assessors evaluated pubs, clubs and eateries in the town centre as part of this year's accreditation scheme. There are now 22 accredited venues, an increase of 60% on last year, which is testament to the commitment of town centre establishments in raising the bar for a great, safe night out in Barnsley.

## Beat the Street

Beat the Street Barnsley set out to increase physical activity levels and improve health and wellbeing amongst residents, specifically school children and their families, over six weeks in June and July. Beat the Street aims to encourage people to make small behaviour changes such as walking or cycling to school, participating in lunchtime walks or by just spending more time in their local parks and greenspace.

A total of **25,363** adults and children took Part, contributing to the following outcomes:

**10%** increase in adults now active

**8%** decrease in adults being inactive

**7%** decrease in children being inactive

**£2.06m** value in savings in healthcare and productivity based on NICE return on investment tool)

**£24.03** Return on Investment for each £1 Invested.



## Suicide Rate

The rate of suicide in Barnsley has decreased from the last reporting period. At **9.2** the rate is lower than Yorkshire & Humber and England rates and joint second lowest when compared with statistical neighbours. This is the lowest rate since the 2008-10 reporting period.

## Air Quality Levels

The rolling annual average nitrogen dioxide gas (NO2) **concentrations recorded at Q2** is **31** microgrammes per cubic metre. During Q2, the Council has also published its 2019 Air Quality Annual Status Report, available on the Council's air quality webpage.



## PE 66 & 67: Hospital admissions for alcohol-related conditions - Males



The narrow measure includes admissions where the main reason for admission is a condition which can be caused (in full or in part) by alcohol, such as ethanol poisoning. Some specific secondary reasons are also included, such as car accidents, alcoholic liver disease, and unintentional injury. The narrow measure estimates the number of hospital admissions which are primarily due to alcohol consumption and provides the **best indication of trends in alcohol-related hospital admissions**.

Across the last five years, narrow admissions in Barnsley have been consistently above the national level and have risen by 15.9% whilst average rates for England as a whole have reduced by 1.3% across the same period.



## PE 66 & 67: Hospital admissions for alcohol-related conditions - Females



Women in Barnsley have the highest hospital admission rates across 15 neighbouring boroughs in the Yorkshire & Humber region. Comparatively, men have the third highest rates.

The Barnsley Alcohol Action Plan 2018-2021 outlines our vision and priorities related to alcohol across the coming years. Some key outcomes include; a reduction in the number of alcohol-related hospital admissions, a reduction in young people's alcohol consumption, and an increased awareness and understanding of alcohol-related harm across the whole population.

## Outcome 10 – People volunteering and contributing towards stronger communities



**2,653** people volunteered in their communities in Q2  
This is a small fall in numbers since the last quarter which reflects the increased time spent by the teams in developing new groups than supporting individual volunteering activity.

**521** were new volunteers, a small increase on the last quarter.

Volunteering activity in Q2 equates to **£158,425** equivalent cashable value

### Volunteering and Skills Development – Barnsley Museums

Shannon Birds left Barnsley Museums in July 2019 pursuing a career in the commercial archaeology sector. Her time with us, starting as a volunteer, has enabled her to develop the skills and knowledge base she needed to progress to her new role.

She began volunteering for Barnsley Museums in May 2017 alongside studying for a Master's Degree in Medieval History. In December 2017 Shannon joined the Visitor Services team as a VSA, working four days a week.

Shannon says:

*“I am passionate about historical objects and their ability to tell stories about the people, cultures, and technologies of the past. I have loved being able to work closely with and handle these objects. As well as enjoyment, the skills I have developed during my time at Barnsley Museums are numerous.”*



**4506** volunteer hours were completed for Barnsley Museums in Q2; with a cashable equivalent of £60,876

**BARNSELY MUSEUMS**

### Jump Park Gala

Jump Environmental Group held their first Gala in Jump Park. It was their second event designed to promote the group, recruit volunteers and encourage social cohesion within the village. The group is run by a small core group who are reliant on grants and donations to develop their projects. The gala was used as a tool to raise funds, their final figure was £390.00 (£340 on the day and £50 in donations), and this money can be used towards future projects. They also wanted to promote the work of the group and recruit new volunteers. A core group of 6 volunteers helped to organise the event supported by the Area Team and the South Area Tidy Team.

The group recruited a new volunteer who helps them with their monthly litter picks. On the day 4 new volunteers turned up to help with the gala, this included 3 qualified first aiders who remained on site for the duration of the event and one who helped with setting up and returned to help clear up.



## Outcome 11 – Protecting our borough for future generations



**54** properties have benefitted from energy efficiency works in Q2. The council's performance remains strong in comparison to other local authorities in the Better Homes Yorkshire scheme.

**Average Duration of Works on Principal / Major Routes was 5.21 days in Q2.**

There have been extensive Virgin Media works carried out in the Royston/Carlton/Cudworth area which has impacted significantly on Q2 figures. These works are scheduled to be complete by the end of the year, so this should improve the figure.

In Q2, we derived enough energy from waste to power **2,960** homes.

Page 37

**85%** of the energy used by the Council was derived from renewable sources.

CO<sub>2</sub> emissions have continued to fall from the 2012 baseline giving a total reduction of **45%**, well above our target of 30%.

**99.87%** of category 1 pot holes were repaired within 24 hours

**96%** of signal faults (traffic lights) fixed within 24 hours which is just below our target of 97%

In Q2 there were **8.81** fly tipping incidents recorded per 1,000 population. The number of instances has increased when compared to the previous 2 financial years. October will mark a year since the introduction of the new pin on map reporting system. The ease of reporting may explain the increase in reported cases. **100%** of reported cases were removed in Q2.

### Recycle Week

In September we supported #RecycleWeek – a National campaign to celebrate recycling. Throughout the week we shared recycling hints and tips on social media and invited the public to send in their own. Our Chief Executive, Sarah Norman had a great morning as she hit the streets with one of our recycling collection crews to see first-hand how good we are at recycling in Barnsley. Despite the rain, Sarah enjoyed supporting the crew and learnt lots about recycling on her way.



**78%** of the total highways cost (revenue and capital) is spent directly on carriageway and footway repairs

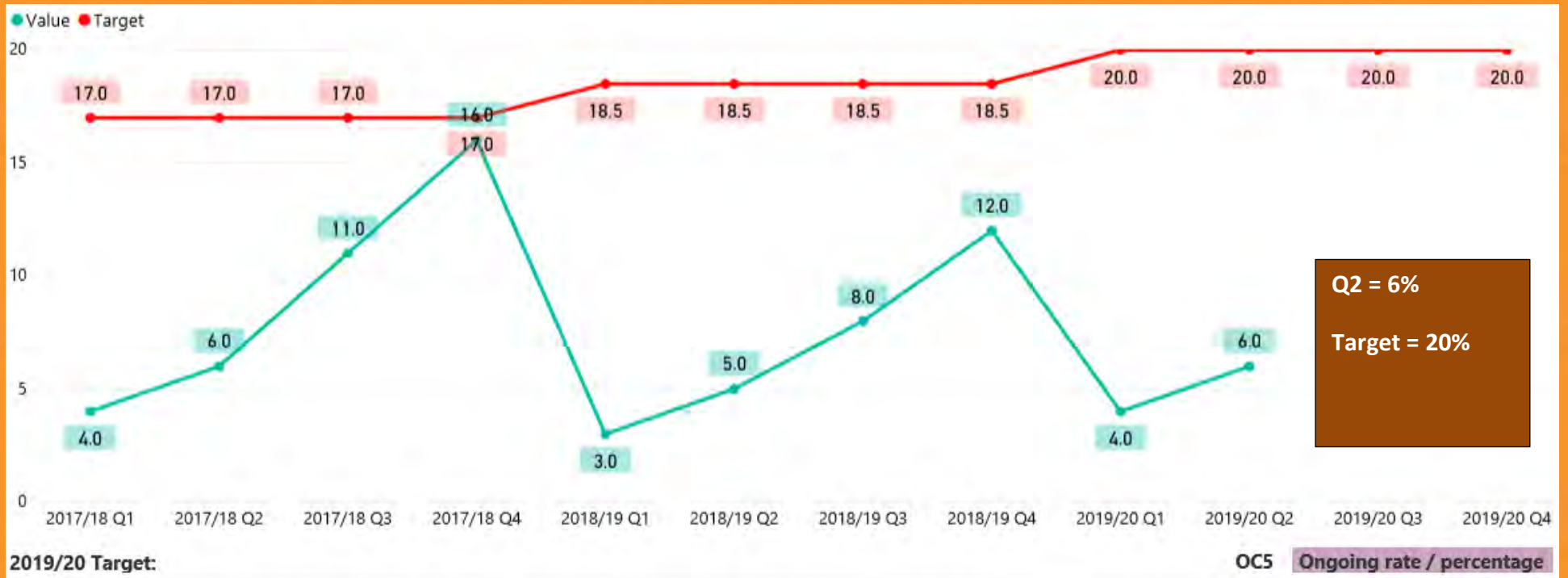
Total cumulative expenditure over Q1&Q2 for Highways & Engineering was £11.295M of which £8.781M was spent on Highway repairs.

**97.58%** of household waste was diverted from landfill in Q2.

**96.7%** of all refuse collections were made on the scheduled day in Q2. Performance was particularly strong in September after dropping below target in August. Measures have been put in place to monitor round completion in greater detail to identify and tackle issues.



# OC5: Percentage of BMBC energy derived from renewable sources



Total generation from renewables is 91,007 MWh by end of Q2 which equates to 6% of total projected annual energy use. This figure is typical compared to previous years as generally most of our renewable plant is biomass and heat requirement is greater in Q3 and Q4. Previous issues with BSF schools installations appear to have been mainly resolved with 8 out of 11 installations performing well going into heating season compared to only 2 for Q2 2018-19. Maintenance issues appear to be being resolved relatively quickly with downtime and failures kept to a minimum. Berneslai Homes have two installations with persistent faults and have 9 out of the 11 installations they manage performing as expected going into heating season.

## Outcome 12 – Customers can contact us easily and use more services online

### Superfast Broadband

Take up of superfast broadband is at **48.59%** at Q2. There were 56,179 live connections out of a possible 115,611. Take up of Openreach fibre in commercially covered areas of South Yorkshire is at 56.68%. Take-up has been bolstered by a radio campaign, and AdVans deployed target areas.



### Blue Badge Applications move online

In July Customer Services went live with online payments for Blue Badges using the national gov.pay system; enabling applicants to apply for it, pay for it and upload any supporting evidence in one transaction. This has had huge success with **1745** people choosing to pay online, if this trend continues over the next 12 months nearly 7000 applicants will choose to go online to pay for their Blue Badge rather than phone to make a payment. Previously, applicants had no other option than to call to make a payment so this change has undoubtedly led to a significant reduction in calls in to the Contact Centre.



### Sitemorse ranking



The Sitemorse Index is an independent audit of the quality of public sector websites. It provides a benchmark as to how websites are performing. In Q2, barnsley.gov.uk climbed 181 places on the index and was ranked 80<sup>th</sup>.

**This places Barnsley within the top 15% of Councils audited.**

### Digital Champions

The council's Digital Champions continue to run regular sessions in community venues to help people gain the skills and confidence to access services and information online.

**556 People, 126 sessions, 229 hours training**

#### Attendees by session type Q2

digitalfirst Members **118**

get online **55**

Learn My Way **246**

Voice Assistant Technology **73**

**65.1%** of contacts with the council were made online as the increasing use of digital contact options continues.

### Siteimprove

Siteimprove is a quality assurance tool that checks the councils website for accessibility, Search Engine Optimisation (SEO), policy and analytics. Our overall quality assurance score is 96% and the overall 'digital certainty score' for BMBC is 93.2% against an industry benchmark of 79%.

Siteimprove



# ONE COUNCIL

*Our “One Council” Priority includes the things that we want to achieve to ensure that we are running our council as efficiently as we can, enabling us to provide the best possible outcomes for our district and its residents.*

Compliments linked to our values Q2



Page 40



**61** Compliments and **167** Compliments were received in Q2. In Q2 last year it was 99 and 123 respectively.

Our staff undertook **32.5** days of Employer Supported Volunteering.

**100%** of forecast efficiency savings have been achieved in Q2

The Council Tax Collection Rate in Q2 was **95.97%**

The business rates collection rate was **98.85%**

The proportion of total BMBC influenceable spend spent with locally based suppliers is at **55.9%** at Q2.

Sickness absence was **1.84** days per full time employee (FTE) in Q2, consistent with Q1 figures. Short term sickness absence decreased to 0.68 days and long-term sickness absence has increased slightly to 1.16 days.

## New Pod e-learning

The Financial Services team have developed an Introduction to Financial Awareness in Local Government e-learning course to help give employees an understanding of the financial framework in which we operate and to ensure that as a council we can continue to meet future challenges.

The course covers:

- Introduction to Local Government Finance
- The Budgetary Control Cycle
- Responsibilities of a budget holder
- Financial regulations
- Finance and Commercial Competency framework



#Digitalfirst



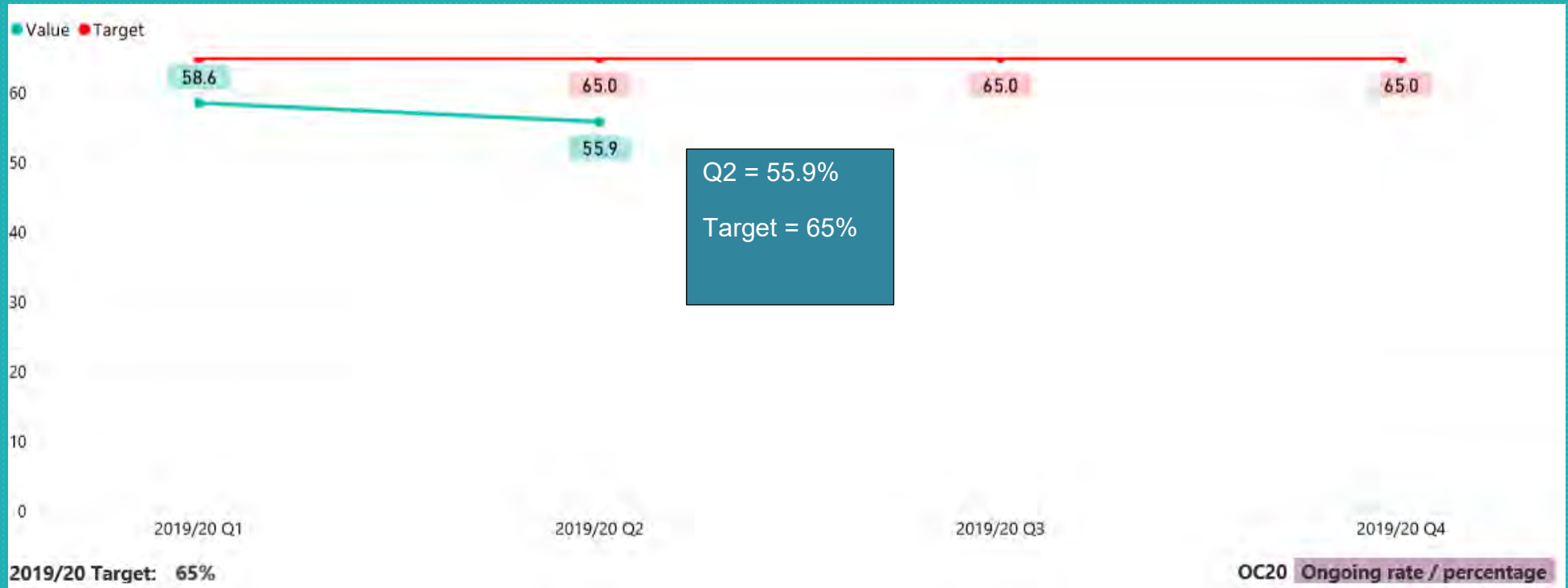
## Enabling Technology

The goal of the Enabling Technology work stream is to build the foundations for a range of Digital First services that will not only benefit our citizens but also empower our teams and make the most effective use of our resources. We'll be implementing our Enabling Technology Workstream that will see an upgrade of our core IT over the next 12 months. Enabling Technology will provide us with much more stable, modern and reliable infrastructure to support our digital future in terms of growth.





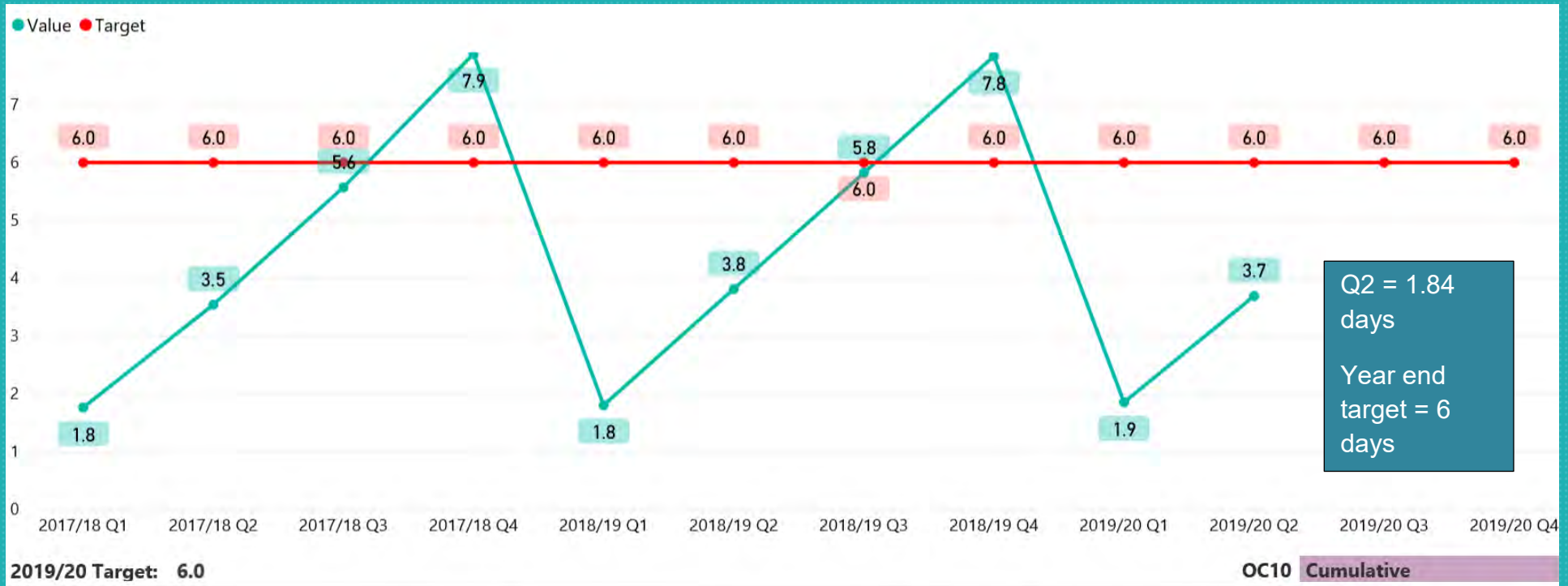
## OC20: The proportion of total BMBC influenceable spend spent with locally based suppliers



An action plan has been developed aimed at increasing our local spend percentage. Particular emphasis will be put on assessing our 3 quote process for expenditure between £10,000 and £70,000 and ensuring that two of the three quotations gathered are from local providers



## OC10: Total sickness absence - number of days per FTE employee



Sickness absence is lower than the figure for Q2 in 2018/19 (2.02) but is now on course to be slightly outside of the target of 6 days per FTE for the year, hence the Red RAG rating.



## Finance Data - Spend Per Outcome

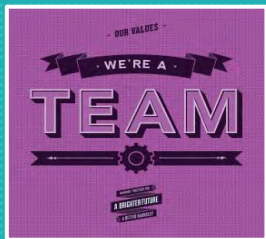
Outcome	Budget	Out-turn	Variance	% variance	Commentary
Outcome 1	1,675,875	1,633,447	42,429	-3%	Staff savings in Development management combined with a reduction in Planning fee income
Outcome 2	1,349,403	1,348,613	790	0%	Balanced position
Outcome 3	286,074	285,907	168	0%	Balanced position
Outcome 4	1,835,224	1,870,488	35,264	2%	Income shortfall relating to Cultural sites, events & car park income
Outcome 5	1,361,536	1,413,884	52,348	4%	Staff earmarkings in StrategicTransport
Outcome 6	10,250,722	10,508,105	300,842	3%	Additional cost of Home to School transport due to increased pupil numbers and a 15% increase in in- borough transport costs
Outcome 7	6,131,921	5,961,990	167,660	-3%	Staff turnover and vacancies within the service combined with underspends relating to contracts, and additional RSI funding
Outcome 8	79,944,112	76,917,728	3,028,414	-4%	Increased client contributions/income, health funding and direct payments claw back
Outcome 9	5,304,474	5,372,776	76,899	1%	Income shortfall against School Catering
Outcome 10	4,880,533	4,873,427	6,457	0%	Balanced position
Outcome 11	26,197,681	26,583,744	333,116	1%	The current overspend is mainly due to a fall in the market price of recyclates and delays in the delivery of the transfer loading station
Outcome 12	3,200,517	3,306,202	105,684	3%	Increases in license costs and changes in the contracting arrangements

# Contact us

If you have any additional questions about our corporate performance, please contact us at:  
[BusinessImprovement&Intelligence@barnsley.gov.uk](mailto:BusinessImprovement&Intelligence@barnsley.gov.uk)

In addition to this report, we have published a data table [here](#) which provides the detail around all of our corporate performance indicators. These are the activities that we measure to understand whether we're on track to achieve against our overall outcomes and priorities.

<https://www.barnsley.gov.uk/services/our-council/our-performance/how-we-measure-our-performance/>



# Stronger Communities Service

## 2019/20 Quarter 02 Narrative Report



**CENTRAL**  
**Stairfoot Ward Alliance**  
*Using Heritage as a Hook for Engagement*

<b>THRIVING &amp; VIBRANT ECONOMY</b>	<b>PEOPLE ACHIEVING THEIR POTENTIAL</b>	<b>STRONG &amp; RESILIENT COMMUNITIES</b>
<b>Outcome 4:</b> Strengthen our visitor economy	<b>Outcome 9:</b> People are healthier, happier, independent and active	<b>Outcome 10:</b> People volunteering and contributing towards stronger communities

**Loveit**  
 Having pride  
 in where you live

**Protectit**  
 Protecting our  
 wonderful borough

There is a real interest in local heritage across the Central Area and in particular the Stairfoot Ward and lots of potential to use this interest to develop more projects, create more volunteering opportunities, and engage with more volunteers. It is also an opportunity to deliver engagement, networking or health events in varied locations, bringing different people together to engage with other services.



The Stairfoot Ward Alliance have successfully worked with a number of heritage groups using the interest in local Heritage as a hook to engage with more people to get more involvement and develop local Pride in the area.

The initiative was designed to make the Ward Alliance and other partners more visible to the local communities. People in the ward have many and varied interests it is therefore necessary to use a number of different hooks for engagement. Working with local Heritage groups is one way of engaging with local people. Also developing heritage sites and using old photographs can be used as a talking point for the Ward Alliance Road shows.

Priority One: This initiative supports groups to maintain and increase specific heritage areas; it helps groups to put on events in the area thus strengthening the visitor economy. Both the Barnsley Main Heritage Group and the Stairfoot Station Heritage group have unofficially adopted specific sites in the area, they have helped to maintain the sites to make them more welcoming to people and give people information about the history of the site.



Stairfoot Station Group have been successful in gaining funding to install a number of interpretation boards and a new rail related feature on the Trans-Pennine trail, they have also delivered a number of local fund raising events that helps to increase the visitor numbers.

Barnsley Main Heritage Group have made a huge impact on the site on Oaks Lane. It is now a welcoming site with heritage and nature walks. The group meet regularly to maintain and develop the site and to deliver events, such as the National Heritage Open day in September, where a number of local history groups came together to have a stand on site and people from all over the country came to visit.



Priority Two: Getting involved with a local group can have significant impact on individual people helping them to be happier, healthier, independent and active. The Ward Alliance has also used heritage sites to deliver health events such as the Pop-up Health Events that were delivered with the Victoria Alms Houses. These events went very well bringing different audiences together, local people came to see the Community Matron and other providers and also learned about the history of the Alms Houses, and about other volunteering and engagement opportunities in the area.

Priority Three: There is always a lot of interest in local heritage. Supporting local heritage groups is a great way to increase volunteering, and this in turn contributes to developing stronger communities.

These projects would not take place if it was not for the committed volunteers who give up hours of their time to make a difference in their community. The Stairfoot Ward Alliance including Elected members have been very supportive of a number the local heritage groups. This support has developed in a number of ways such as helping with funding through applications to the Ward Alliance Fund and other sources of funding; enlisting as members of the groups to help with planning and delivery of the groups aims and objectives; being on hand to give advice and support to the groups when needed; supporting the groups to deliver engagement events that bring more people to the heritage sites; promoting the group's activities via social media, networking events and roadshows.

The Area Team are on hand to give advice and support to the groups on funding and other issues, to help with training and development, and to help widen the perspective of the groups to utilise the heritage sites for different events and initiatives.

Working with Heritage groups in Stairfoot Ward has brought huge benefits, particularly in supporting the development of groups that will look after specific areas of historical interest, helping to bring more visitors to the area and keeping them informed of the historical significance of the site. It has also developed more volunteering opportunities and encouraged more local people to volunteer their time. The venues are now being utilised more and can be used for different events such as the pop-up health coffee mornings held at the Alms Houses, giving local people access to the local health services and promoting the historical building.

Linking groups to other service providers such as the fantastic joint work with the Stairfoot Station heritage Park Group that saw a new railway installation sited on the Trans-Pennine Trail, The Area Team, Parks Services, Section 106, DVLP, Trans Pennine Trail Officers, Rights of Way Officers, neighbourhood Services and Twiggs Clean and Green team, all worked with the group to create this installation.

The Central Team continue to get great feedback from members of the groups who really appreciate the work that goes on to support them. The main learning points are that the team needs to use a number of different strategies and hooks to engage with people, Heritage is just one hook that can be used to help with engagement.

The examples of the groups above are now independent and do not require ongoing support from the area team, but they continue to maintain close links and know that the area team is on hand for any future advice or support.



## Central Area Council

*Service to build emotional resilience in Children & Young People aged 8-14 years living in the Central Council Area – Peer Supporters help young people transition to Horizon College*



The Central Area Council YMCA service to deliver a service to build emotional resilience and wellbeing in children and young people aged 8-14 years is now in its third year and it continues to meet its aims of contributing to building emotional resilience and wellbeing in children and young people aged 8-14. This continues to be achieved through the building of consistent positive relationships with trusted adults, offering a safe environment for children and young people, providing positive opportunities and experiences to raise aspirations and in turn build confidence and self-esteem. Through a range of support models and referral to additional services both within the YMCA and with external agencies the project continues to develop and provide continued support to children and young people accessing the project.



The recent Peer Mentor Training Programme has given the YMCA Peer Mentor trainees the opportunity to learn new skills, develop their confidence and self-esteem through the sessions they participated in and then use the skills learnt to offer help and support to others.

The project was designed to support young people transition. The Peer Mentor Training Programme sessions are designed to support the young people to build confidence and self-esteem and to develop skills to help others. Once the young people have completed the Peer Mentor Training Programme the aim is for them to have the skills to help their peers through supporting activities / events in school, at the YMCA, and Year 6 to Year 7 transition which in turn will further develop their own confidence, self-esteem and

emotional resilience. The idea that these young people have shared interests and experiences to help others who may need their support is not only beneficial to the young people they are offering support to but also for their own personal growth. The specific approaches of the Resilience Framework are being developed through this programme in particular *Belonging; Make friends and mix with other children / YP, Learning; Engage mentors for children/YP, Coping; solving problems and Core Self; Support the child/YP to understand other people's feelings.*

The programme has given the young people the opportunity to build trusting consistent relationships, learn new skills and build their confidence. They now have the support and opportunities to help their peers within school, attend and support at activities / events within the YMCA provision to meet other children and young people to develop friendships. They will also have opportunities to develop their interests and aspirations which in turn will help to build their emotional resilience and overall well-being.

The Peer Mentor Training Programme was delivered in Horizon Community College with 10 young people completing the programme. The young people were originally identified by their Heads of Year and the Careers & Enterprise Coordinator (Transition Lead) as young people who would benefit from the programme and had the potential and/or the personal experience that would help with fulfilling the role but not necessary the confidence to put themselves forward. The Peer Mentor Training Programme had been delivered within the Unity project previously with lots of positive results and previous Peer Mentors still involved in supporting at YMCA provision and events so the staff at Horizon Community College and Barnsley YMCA staff were keen to see it delivered again. This service was commissioned by Central Area Council.



The programme has given the young people the opportunity to build trusting consistent relationships, learn new skills and build their confidence. They now have the support and opportunities to help their peers within school, attend and support at activities / events within the YMCA provision to meet other children and young people to develop friendships. They will also have opportunities to develop their interests and aspirations which in turn will help to build their emotional resilience and overall well-being.

The evaluation scores and comments from the Peer Mentors has been very positive with them recording the following comments about how the training programme has made them feel and what they have learnt; I feel happy, excited, confident, more motivated, I have made new friends, talked to new people, learnt to be more patient, learnt to be part of a team, had fun, learnt how to help people, helped me to get out of my comfort zone, learnt that you don't judge a book by its cover. The majority of the young people scored themselves 4 and 5's on the evaluation questions which asked for feedback about developing skills, building confidence, trying something new and also about how the programme made them feel.

The following is feedback from the Careers & Enterprise Coordinator at Horizon Community College;

*“The peer mentor programme has had a great impact on the students who have taken part; the Year 7 students who were involved have developed valuable skills to support them through their remaining years at Horizon. We have already seen a big change in a number of the students. Some of the students were really struggling to settle in during the first term and this programme really supported the transition process for those students. One girl Sarah has grown in confidence so much that she offered to speak in front of 800 parents over 2 separate nights at our recent transition evening, something that she would never have done without having the intervention of the peer mentoring group. One other student Arron was able to settle into Horizon more than we ever thought he would after the first term due to the support of this group. They have already joined some of the YMCA’s provision outside school hours which is fantastic.”* - **Thomas West, Careers & Enterprise Coordinator (Transition Lead) Horizon Community College**

The Peer Mentors have been given the opportunity to attend and support at the Horizon after school club called the ACE Club – Arts, Crafts & Enterprise. This is a great opportunity for the Peer Mentors to get to know the young people who attend this club and form friendships and offer support if needed. We recently received some feedback regarding the ACE Club which we felt was important to include in the case study especially as the Peer Mentor support will focus on transition as one of the key areas of support needed for young people when transitioning from Primary to Secondary education.

“I am writing to say a huge thank you for the support you’ve given my daughter, Crystal, over the past year. Coming to ACE club is the only constant she has had, and the only club that has supported her through her transition to high school. As she moved into Year 8 yesterday she said “At least I know I will still have ACE club after school on Wednesday, even if everything else is different”. This is so important for her as a child with additional needs and I wanted to let you know how much it is appreciated. Support for children as they make the most difficult transition in their young lives is so important, and the relationships she has built with the YMCA staff have been invaluable. She attended holiday clubs and was able to maintain links with her primary age friends, another important stabilising factor for her. She is looking forward to the clubs over the summer so once again, thank you!” - **Rebecca Gomes Siqueira**



**DEARNE**  
**Dearne & North East – Joint Project**  
***Once Upon a Prom 2019***

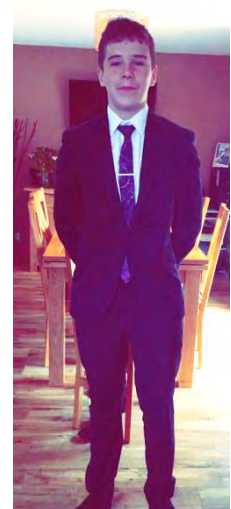


The Once Upon a Prom project aims to ensure that school leavers in our areas have the opportunity to attend their school prom, regardless of their parents' financial circumstances. The project offers an affordable, alternative option to buying expensive prom wear by offering a hiring service at an incredibly low cost, which simply covers the cost of dry cleaning the outfit.

Prom attire can be very expensive to buy, the average price of a dress being several hundred pounds, and suits less than £100 are hard to come by. This expense can put extreme pressure on a family's finances, particularly for families who already have struggling finances. This project offers prom wear to hire at a small charge to simply cover the cost of dry cleaning. For referrals from IDAS and students in certain circumstances identified to us by school staff this fee is waived and their outfits are free of charge.

This project aims to prevent families getting into financial difficulty from purchasing expensive prom wear that they can't necessarily afford, due to social pressures on both parents and children. There has been some suggestion by staff in some schools in our areas that children misbehave at school so that they aren't allowed to attend their prom, so that to their peers it seems the reason they aren't there is because they are not allowed rather than because their parents can't afford for them to attend. By offering this affordable option, we hope that this project will discourage such behaviour as students will know they will have access to affordable prom wear.

Priority Two: People are happier and healthier mentally as this project softens the social and financial pressures of prom that can cause stress and anxiety for both children and parents. Knowing that they have access to a huge selection of excellent quality prom wear at an affordable price will be a huge weight off of their shoulders at a key point in their lives whilst they focus on their GCSE exams.



Priority Three: This project attracted a number of new volunteers in a number of “unusual” volunteer roles. A retired seamstress offered free minor alterations and completed a number of repairs on dresses we otherwise would have been unable to save. We held a fashion show event at Astrea Academy Dearne where four local Make-Up Artists and Hairdressers volunteered their time, skills and stock to get the models ready for the show. We also had volunteers assisting with appointments, taking photos of the stock etc.



One Council: This was a joint project with CDOs from the North East & Dearne Area Teams, who ran the project together, assisting at events in each other’s wards and both supporting each other’s work as much as possible. This project involved liaising with Communications and support from the Ward Alliances and Area Councils.

The Dearne Area Team trialled a similar project in 2018, which was accessed by several students from the North East area. This is why for 2019 we decided to collaborate and deliver the project on a larger scale in both areas. Firstly, the CDOs and Area Managers from both teams met to discuss the evaluation and learning points from the previous year in the Dearne, and to confirm funding for the year ahead.

The CDOs then met to develop an action plan. They met with the schools in each area to promote the project and discuss ways in which we could work together in school. We then held a fashion show launch event at Astrea Academy Dearne where 30 students modelled our stock, volunteer hairdressers and make-up artists assisted in getting them ready, and we opened our diaries to book the first lot of private appointments.



We held a “pop-up shop” event at Outwood Academy Shafton, where Y11 students were invited to have a look round our stock in the morning where they then made individual appointments for the afternoon to try on dresses and suits on their own or with friends. In this session alone, which was supported by a new volunteer, eight students hired an outfit with us. Following this we held a number of private appointment events on evenings and weekends between March-July, using social media as our main tool for promoting the project and taking bookings, as well as taking referrals from IDAS and our local schools.

We were invited to Outwood Academy Shafton’s prom breakfast event as a thank you, as we had kitted out over 10% of their students for prom. We will now evaluate the project and take this back to the Ward Alliance and Area Council for discussions, comments and learning points for the future of the project.

The CDOs were paramount in the delivery of this project; the project would not have been delivered without the input of the CDOs. The CDOs built relationships with school staff to get them on board and promote the project within school. We met with Youth Workers and Education Workers to inform them of the project and encourage them to promote to the children they know will benefit, as well as IDAS who referred students to us that they work with. We recruited and supported

volunteers, including six new volunteers, in various roles. We managed the entire project ourselves, including social media accounts and answering queries on a daily basis.

We approached local businesses for donations and put pleas out on social media, and have received an incredible amount of support and donations from the local community. One local business donated 42 brand new dresses, another 16, and another business in Sheffield donated 8 suits and tuxedos. We have received over 300 dresses, 150 suits and a number of shoes and jewellery donations from the community, with a number of businesses across Barnsley and the surrounding area acting as drop-off points, including every branch of Co-op Funeralcare in the Borough. We made links with a local dry cleaner, who offered us a substantial discount for the project and has agreed to support us in the future, as well as a seamstress in the North East who offered discounted alterations. We contacted many local beauticians and hairdressers to build up a collection of prizes such as free hair, make up, nails etc. for the prom, and did a prize draw for everyone who hired their outfit with us.



In the end, 35 students hired their prom wear with us for their prom night. The project enabled us to build good relationships with our local high schools and local businesses that have supported the project. We have promoted their businesses on social media, attracting them more business and many have already stated they would like to be involved in the future.

Some feedback from students and parents:

*“Absolutely fantastic ladies, very patient and helpful. Amazing value for money, highly recommended.”*

*“I was really nervous initially, but I found a perfect dress eventually. The people were really lovely and made me feel comfortable. I can’t wait to wear my dress, thank you for helping us.”*

*“Brilliant friendly, warm service, the ladies helped bring my daughter out of her shell and got her to try on more dresses and ones she wouldn’t usually try. She was very shy to begin with but left happy, laughing and with a beautiful dress she wouldn’t usually go for. Cannot fault them at all.”*

*“Thank you ever so much for Jade’s dress, she looked like a princess and had an amazing time thanks to you. We cannot thank you enough for how you have helped our family, we will never forget it thank you so much.”*

The project was successful however very time consuming for officers. More bodies need to be involved in this project to be sustainable in the project, including volunteer recruitment and staff, and schools taking more ownership as the level of officer time spent on the project are not sustainable in the future.

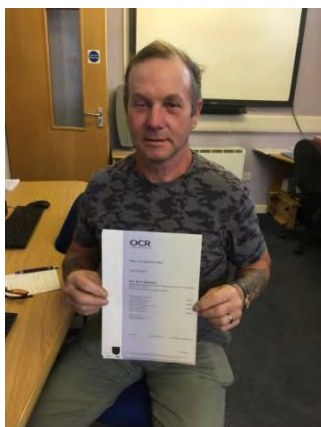
We would also look to do full-day appointments (9am-5pm) rather than many shorter evening and weekend sessions. We will take the evaluation back to the Ward Alliance and Area Council for discussion.

Dearne Area Council Commissioned Service  
*Employability Skills*

<b>THRIVING &amp; VIBRANT ECONOMY</b>	<b>PEOPLE ACHIEVING THEIR POTENTIAL</b>	<b>STRONG &amp; RESILIENT COMMUNITIES</b>
<b>Outcome 2:</b> Increase skills to get more people working	<b>Outcome 9:</b> People are healthier, happier, independent and active	<b>Outcome 12:</b> Customers can contact us easily and use more services online



The Dearne Area Council has commissioned a service to work with local people in gaining the confidence to apply for work. The service also offers bespoke training packages around gaining ICT qualifications. The project was designed to work with the long term unemployed. The tutor works with the learners in enhancing their skills to gain confidence, apply for jobs online and gain an ICT qualification.



The tutor works with each individual and provides a bespoke package to meet their individual needs. Through this process they are applying for and gaining employment. Obviously by gaining work they are more independent and active. Aside from the employability aspect of the programme the tutor has seen a rise in people needing assistance in paying their bills online and this is also covered in the sessions.

The people that are long term unemployed take part in the service. They usually access the service through referrals from DWP and other organisations operating in the Dearne Area. The Area Team support the sessional tutor in developing the project. It is a commissioned service so much of this is done through the contract management process. The Area Team also assist in promoting the service and ensuring links are made with other such services in the area.

In the last quarter 20 individuals from the Dearne Area have accessed this support and gained an ICT qualification, 4 of those have gained employment. The sessional tutor works 3 days per week and each learner attends for around 3 hours per week. Many of the learners are referred from DWP and although some are not yet work ready, the tutor can build up their confidence by working on an individual basis with them.



There are many services that come into the Dearne Area, many of them skills and employment based. We now have an extremely good network and are usually the first point of call for many of these new services. Therefore we are constantly working together to assist in filling the gaps rather than duplicating the work that is already on offer.

*The tutor stated: "As of September 2019 I am working in partnership with both GMB union and Wiseability (meeting to be held at DECV on 23/09/2019) to hopefully offer Maths & English at DECV to level 2. Wiseability will offer the sessions and tutor and DECV will offer our facilities. This would fill a much needed gap left by Dearne Valley College who pulled from our centre due to outreach funding issues. I believe this would be a success and will benefit my learners greatly. We will also be in talks with DWP about a referral system for this."*

The project will continue to work on a one to one basis with individuals in the area. One of the learning points is that some of the learners referred onto the programme are really far away from the job market. What this means in practice is that a lot more one to one time is needed with them to make them job ready. That said the services are working together a lot more now and filling the gaps that had been previously identified.



Dearne Area Team  
Forget-me-Not Café

<p><b>THRIVING &amp; VIBRANT ECONOMY</b></p>	<p><b>PEOPLE ACHIEVING THEIR POTENTIAL</b></p>	<p><b>STRONG &amp; RESILIENT COMMUNITIES</b></p>
<p><b>Outcome 2:</b> Increase skills to get more people working</p>	<p><b>Outcome 9:</b> People are healthier, happier, independent and active</p>	<p><b>Outcome 10:</b> People volunteering and contributing towards stronger communities</p>



The current Forget-me-Not Café was initially set up as a Dementia Café for people caring for family members or friends who have Dementia. The project was designed to support people who were supporting family or friends with Dementia by offering a place to go, where they could meet other people who were doing the same.



An informal, friendly place with people who understood what they were going through. The group was developing nicely, had increased its numbers by a few. The original steering group wanted to look at how we could encourage more members. We came together again as a group and decided to change the name from Dementia Café as we thought it might stop people from attending and we changed the time to a later start from 10am to 12pm to 10:30am until 12.30pm as sometimes people with dementia need a little more time to get ready, have breakfast, and get to the venue. It also meant that people could get lunch at a reduced rate if they wanted to stay. New posters with new name and times were developed by Barnsley Library and sent out to the many agencies and groups who may have members who were supporting someone with dementia.



One established member of the group, who has dementia herself, has become friendly with a new member, whose husband has just been admitted to a social care facility, they have become good friends and are supporting each other during and after the group.

The project was designed to support people who were supporting someone with Dementia by offering a place to go to where they could meet other people who were doing the same. An informal, friendly place with people who understood what they were going through. An opportunity to meet with agencies that were also supporting people

with Dementia, receive information about those agencies, what they could provide in the way of support and maybe funding etc.

When people volunteer they get a sense of 'self-worth', it increases their confidence, and they can learn new skills which potentially may lead to a job if that's what they want. Volunteering encourages people to come together under a common theme, gather information and pass on information that they have to others. Supporting people in the same situation as you can be very powerful. You sometimes get back more than you put in.



The group was supported by staff from agencies that have Dementia in their remit - Age UK, Making Space, Dementia Friendly Churches, Barnsley Libraries, Dearne Area Team and Snap-Tin who provided the venue.

The Dearne Area Team were the conduit to bringing people and agencies together, to further develop a project for people living with Dementia and the people who care for them.

The project has gone from strength to strength with the support of The Dearne Area Team and its partner agencies, volunteers and staff at Snap-Tin. The numbers attending the group have risen slowly with a different activity taking place. Activities include Ukulele, sing-a-longs, crafts, and more. We have worked with agencies that we haven't worked with before; this has opened up a dialogue with them for work in the future.

The feedback from agencies and participants in the group has been very positive.

*"It's a great place to meet other people in the same situation."*

*"I don't know what I would have done without the Support of Elaine and this group."*

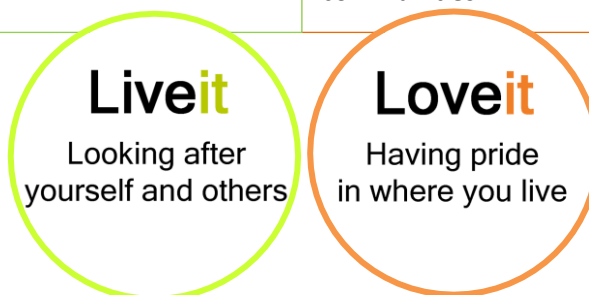
*"[I] didn't know where to turn to for support when my husband was admitted to a Social Care Home."*

We have learned that things change from what was originally planned, and agencies need to be kept informed as to what's going on and what has changed. This doesn't mean that there needs to be a regular formal meeting, but popping in to see if there are any issues seems to be the best way forward.

The project will carry on with very little input from Agencies and Service Providers. Meetings will still happen but on a quarterly basis so that we can make sure the project is okay and developing.

**NORTH**  
**Darton East Area**  
**Healthy Holidays Project**

<b>PEOPLE</b> ACHIEVING THEIR <b>POTENTIAL</b>	<b>STRONG &amp;</b> RESILIENT COMMUNITIES
<b>Outcome 9:</b> People are healthier, happier, independent and active	<b>Outcome 10:</b> People volunteering and contributing towards stronger communities



After seeing the success of last years ‘Healthy Holidays’ government pilot project in parts of the borough, the Darton East Ward Alliance decided that they wanted to do a similar project in the Ward during the summer holidays.

The aim of this project was to provide fun activities and a hot meal to children living in the Darton East Ward. Whilst Darton East is seen as a fairly affluent area on the local statistics, there are still pockets of deprivation within the Ward and many children who are entitled to free school meals. This project aimed to ensure that children in low income families still received a hot meal during the holidays.



**People are healthier, happier, independent and active:** This project not only ensured that children had a hot healthy meal but in addition there were a number of fun activities for the children to take part in. These activities enabled children to socialise and interact with other local children; the same can be said for the parents too. It also provided activities for families to do together.

**People volunteering and contributing towards stronger communities:** The project had a great core of volunteers and without these the project would not have gone ahead. Also, two of the sessions involved volunteers from a local organisation who felt very passionately about the project and wanted to use it as an ESV day from work.

A sub group was formed from the Ward Alliance comprising of one Councillor, three WA members and the North Area Team CDO. The sub group held a number of meetings to plan the sessions. They were responsible for ordering the equipment and food that was needed, cooked at the sessions and helped deliver them.

The North Area Team CDO supported the group from start to finish. They helped with the organising and delivering of the sessions as well as keeping the group on track with their budget (a Ward Alliance funding grant was used for the project).

This was the first time a project like this has been done in the Darton East Ward – the CDO gave support and advice and helped build the volunteers/groups confidence so they would be able to deliver another project like this in the future.



The project exceeded expectations – the sessions were incredibly popular and well received within the ward – each one was full. Every child that attended thoroughly enjoyed the activities that they did. Many of the parents passed comment at how much they appreciated the sessions and that they had enjoyed them. Due to the success it is envisaged that more of these sessions will be run during school holidays.

The only partnership really involved with this project was the link generated with DWP and their staff that volunteered on the day. The staff that volunteered really enjoyed the sessions and are keen to do more volunteering within the ward. The feedback from parents and children alike has been incredible. They were so grateful for the sessions and enjoyed every minute.

The main learning point to come from the project is how to reach those that are really in need of the free meal. A register was kept for each session and whilst many who came did receive free school meals these were ones who at under the age of 7 automatically receive free school meals from the Government's free school meals programme.

If the project was to run again, the group would need to consider how to get to the hardest to reach families – possibly by forming links with schools. Hopefully the project will run further sessions during the school holidays.

**Darton West Area**  
**Sponsored Hanging Baskets**



After seeing the success of the sponsored hanging baskets in Silkstone, the Darton West Ward Alliance thought that it would be a good idea to try in the Ward. One of the aims of this project was to reduce the reliance on the Ward Alliance to fund the hanging baskets - each year they pay approx. £1500 on hanging baskets. It also aimed to help local residents, community groups and local businesses a unique opportunity to remember a loved one or promote a service/group.

**Develop a Vibrant Economy:** A great deal of improvement work has happened over the last 12 months in the Darton West Ward, particularly in Darton. The hanging baskets added to some fantastic work that has happened - with the new shop fronts scheme and a local community group improving the aesthetics of the village (litter picking, bulb planting, lights, tree planting, cutting back). By making the village attractive it has encouraged more people to come into the village to shop and use its facilities, for example, Darton Park.

The project was led by the Darton West Ward Alliance with support from the North Area Teams CDO. The North Area Team CDO supported the project from start to finish. They advertised the opportunity to sponsor a hanging basket, collated the forms and organised all the orders.

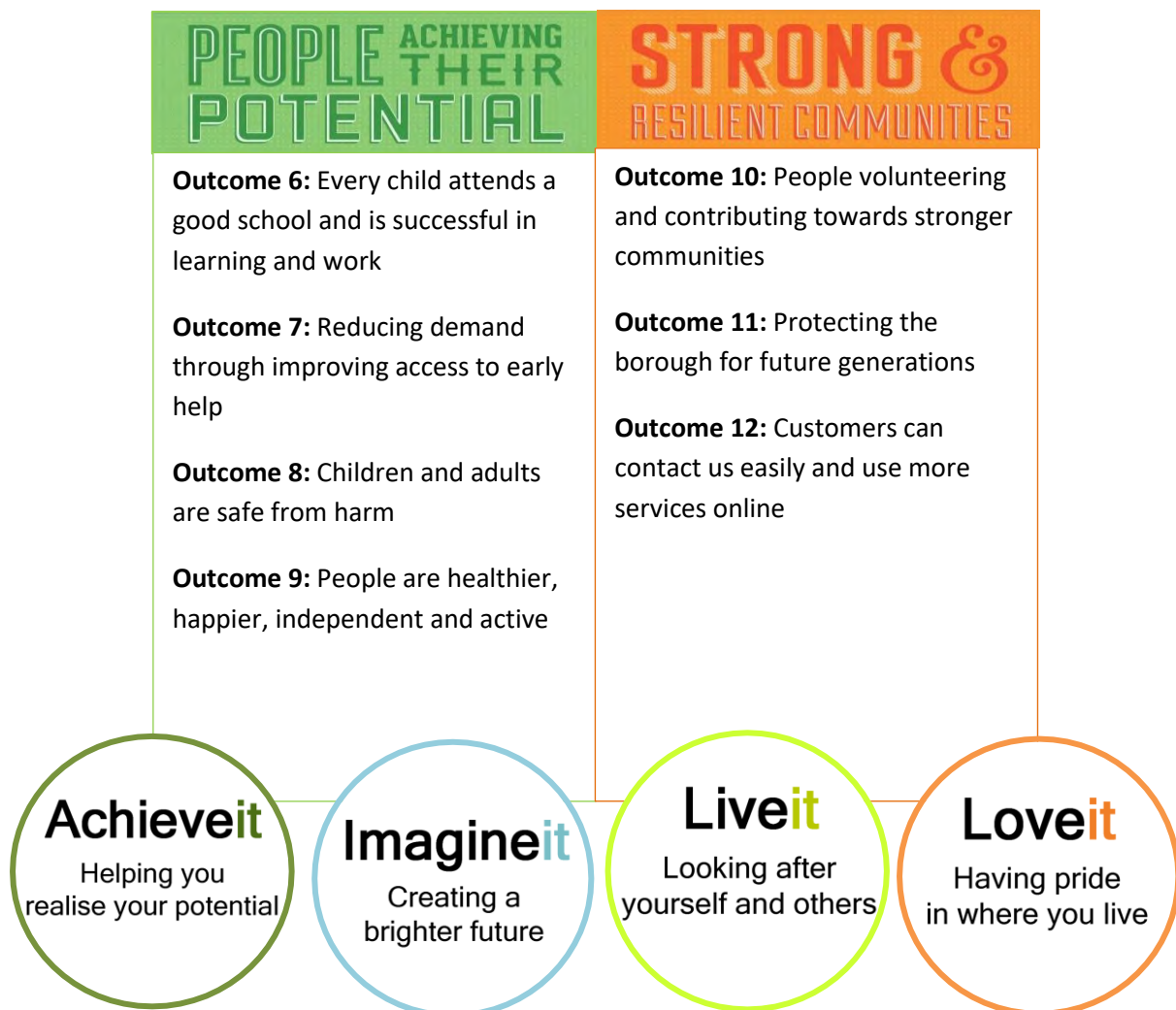
This year we managed to get 15 of the hanging baskets sponsored which is a great success. The hanging baskets really brightened the ward. The hanging baskets promoted a new way of working with the local community – by sponsoring a basket they got to improve the look of their neighbourhood as well as keep something that people have enjoyed looking at over the last few years.

Feedback from one of this year's sponsors:

*"The basket has looked really lovely all summer; I would appreciate it therefore if you would contact me next year, when the time comes, for ordering another one for 2020. I think it's been a lovely tribute in the village for my mum and dad. Thank you so much."*



Old Town Area  
National Citizenship Service Presentations



The North Area Team have assisted the National Citizenship Service throughout July in attending their phase three element workshops. The team were tasked with explaining the overall situation and understanding of social action, how the NCS project fits into that, and why it's important for the young people to get involved in their communities.

The workshops were an essential part of the NCS process. They are designed to allow the young people on the programme to determine how they will undertake the volunteering project required for the third phase of the programme.

In previous years, the NCS have adopted a "Dragon's Den" style approach where potential projects are pitched to young people and they select the one they are most inspired to take part in. This year, a different approach was taken, with key themes and issues being presented to the young people instead of specific projects, with the aim for the young people to select a theme and design their own social action to address part of that theme.

These themes included homelessness, social isolation, gender and sexuality and the importance of social action itself.

**Every child attends a good school and is successful in learning:** The workshop days gave the Area Team a good opportunity to engage with young people aged 16-17 – a demographic that has been quite difficult to reach in our previous work. These young people have been given the chance in small groups to learn about the importance of social action and inspired to undertake action in something they are interested in.

**People volunteering and contributing towards stronger communities:** Through inspired knowledge, the young people on the NCS programme have been able to make a deeper impact that they otherwise would have and got to the heart of some significant issues affecting our communities.

The Area Team attended three workshop sessions over July, and engaged with 274 young people in total. The sessions included an overview of what social action was, why it was important to undertake such activities and how to find the best way of delivering activities that they were interested in.

The Area Team not only assisted in advising them on community funding, but they also engaged with the group to help organise a special “bunting workshop” as part of Tour De Yorkshire.

The priority aim of this group’s activities has been to help alleviate social isolation, bring people together and work on something to benefit the wider community whilst the members undertook activities that they genuinely love. This approach is felt to be far more impactful and relevant.

More young people of the difficult demographic of 16-17yr old engaged and explained the importance of volunteering. The project raised awareness of key aspects to social action and the best way to deliver it, and 274 people were engaged and encouraged. 24 Social action projects were delivered, including £5,139 raised.



There is a clear shift in focus on the relationship and delivery of activities between NCS and the Area Teams. This has gone from a project pitching angle to one that outlines significant and meaningful issues that are affecting local communities and empowering the young people to determine their own solutions.

Feedback from the project:

*“It is absolutely amazing that this group of young people have chosen our Charity to support. It highlights how important young people are in the community and that they care. The fact that they want to give something back to all these different people is great.”*

As a learning point, it was noted that there was not a strong enough call to action on the area team presentation around social action. Although the team felt that there was a strong message of how



and why to deliver social action, the young people still require some suggested direction in terms of *what* can be delivered. Despite this point, the presentation at each subsequent workshop was improved and adapted, with scope to build more in for the future.

The delivery of this workshop theme was undertaken solely by the North Area Team, therefore there is also scope to build in examples and other viewpoints into the presentation / discussion.

St Helens Area  
*Athersley Crafty Crafters*



The Athersley Crafty Crafters applied to the Ward Alliance for assistance in obtaining their craft materials for the forthcoming year, alleviating the problem of increased subs for more expensive items.

The Crafty Crafters are a social group that encourages local residents to come along and create various items, often to be used for local initiatives or raise money for charity. They were involved in creating decorations for this year's Tour De Yorkshire, bobble hats for Age UK and much more.



The group is a great way to help people tackle issues of anxiety and social isolation, whilst simultaneously making friends, and learning new skills. This is in line with other efforts by agencies such as Royal Voluntary Service and South Yorkshire Housing.

**People are healthier, happier, independent and active:** The group are of great benefit when it comes to assisting people to become more social. The group is very welcoming, the activities are relaxing and the members really feel that they are contributing to something bigger when they create various items for sale to benefit charity.

**People volunteering and contributing towards stronger communities:** The group have a good, consistent coordinator and a variety of causes that they contribute to.

The Crafty Crafters group has fifteen regular volunteers to their sessions. They meet to undertake a variety of activities including making Christmas cards for Bluebell Wood, knitting cardigans for the neonatal unit at Barnsley Hospital and Pinderfields, and knitted poppies for the British Legion amongst other things.

The Area Team not only assisted in advising them on community funding, but they also engaged with the group to help organise a special “bunting workshop” as part of Tour De Yorkshire.

The priority aim of this groups activities has been to help alleviate social isolation, bring people together and work on something to benefit the wider community whilst the members undertook activities that they genuinely love.

The project achieved more members for the group, and money was raised for a good cause. Babies benefitted from the clothes knitted, and the British Legion benefitted from the knitted poppies (as well as the people receiving them). The group were also able to afford more stock to be able to continue their activities.

Feedback from the group:

*“The most important thing to come out of this group is that members of the local community have joined us and enjoyed it so much that they attend other groups at the Church Hall such as Twilight, Gentle Exercise, and the over 50’s Luncheon Group. We often go out for meals and have coffee with each other. This means that people who wouldn’t normally leave their homes are now doing so and making friends as well.”*

At present, the group are exploring links to begin knitting scarves and hats for the homeless project that runs over the winter months.



**NORTH EAST**

**North East Ward**

***Reading Room: Older people reading to reduce loneliness***



The project was launched by the Great Houghton Parish Council, supported by the North East Ward Councillors and funded by a grant of £260 from the North East Ward Alliance for reading materials.

The scheme provides a safe, comfortable and relaxing space for men and women over 50 years old to access free reading materials. Residents are able to join free of charge, read daily newspapers, magazines, and borrow books. The project is aimed at easing the pressures of loneliness and creates friendship groups. Tea and coffee facilities are free of charge.

The Reading Room is open Monday and Wednesdays from 10am to 12pm and takes place at the Great Houghton Welfare Hall. It is run by volunteers.

The Reading Room was developed in response to evidence that a social reading programme could provide powerful benefits for older people. We know from research that the winter months and Christmas can be particularly lonely for older people the Reading Room acts as a tool for helping older people stay in touch and connected with each other.

Wellbeing is when you feel good and enjoy your day to day life this project, connects friends, family, neighbours and people making them healthier and happier.

The project encourages community cohesion and improves community spirit. The target group will have the opportunity to mix with others and form relationships as an alternative to staying in their home and being lonely. The Reading Room brings together volunteers and vulnerable and isolated older people, including people with dementia and their carers together through social reading.

Alfred Houghton said that he started coming to the reading room from the beginning, and he *“looks forward to the company and it stops him looking at four walls”*

Cally Gregory said they have a laugh and *“it’s just like ‘Little and Large’, they laugh so much.”* Reading Friends volunteers come from all walks of life and receive full support and training.

The Ward Alliance offered support, advice and funding. The CDO is responsible for brokering and bringing together stakeholders. Great Houghton Parish Council, local groups, the North East Area Team, Ward Councillors, local businesses, and a selection of residents over 50 are all involved in the project.

The project helps highly vulnerable older people to reduce isolation and loneliness and address challenging life issues. Through the programme, the lives of up to 20 older people in the Great Houghton area, identified as being vulnerable and at risk of loneliness especially during the winter months will be transformed. Helping older people enjoy the best possible quality of life by meeting new people.

The social reading programme which is being trialled in North East Area for the first time will also have long term benefits for participants including; keeping them mentally active, reducing or slowing down cognitive decline, reducing stress, and uses a shared love of reading to provide a safe space for people to engage in meaningful conversation.



North East Area Council – Area Wide  
*Barnsley In Bloom*



Yorkshire in Bloom is an annual competition which encourages communities of whatever size; small villages, towns or a big city, to make a positive and lasting improvement to their local environment for the benefit of local people.

The North East Area councillors and North East Area team wanted to encourage a strong community spirit and pride of place, by improving public spaces. Local members and North East Area team therefore inspired groups to enter the Yorkshire in Bloom competition.

Yorkshire in Bloom is a voluntary regional organisation that administers the RHS Britain in Bloom Campaign in North, South, East, West and North Yorkshire. The very nature of Yorkshire in Bloom encourages and develops community spirit and civic pride whilst promoting responsibility for planting, cleanliness and maintenance. This in turn can boost the local economy through increased tourism, stimulates voluntary work and cooperation between community groups, and is a means to address issues such as sustainability, recycling, minimising waste and energy conservation.

The project created a stronger sense of pride of place, a higher volunteer numbers, and enabled groups to have a bigger impact. Local food growing can help people make better eating choices, while green exercise is linked to better mental and physical health. The scheme encourages all communities to get involved to help create safer, cleaner and greener local environments.

North East Area's results in full were:

- Carlton Marsh Nature Reserve – Parks, Gardens, & Cemeteries - Platinum
- Royston Canal Club – Parks, Gardens, & Cemeteries - Platinum
- Friends of Monk Bretton Park – Parks, Gardens, & Cemeteries - Gold
- Friends of Monk Bretton Memorial Garden – Parks, Gardens, & Cemeteries - Platinum
- Friends of Cudworth Park – Parks, Gardens, & Cemeteries - Silver Gilt
- Cudworth Environmental Group – RHS It's Your Neighbourhood - Level 4 Thriving
- Grimethorpe War & Miners' Memorial – RHS Its Your Neighbourhood - Level 4 Thriving

- Grimethorpe Community Farm – RHS It’s Your Neighbourhood - Level 5 Outstanding
- Robert St Community Allotment – RHS It’s your Neighbourhood - Level 5 Outstanding
- Royston in Bloom – RHS It’s your Neighbourhood - Level 5 Outstanding
- Birkwood Primary School – Young Peoples Award - Gold

John Craig a volunteer from Royston said: *“Yorkshire in Bloom encourages everyone to get involved and brightens up the appearance of the whole village for the benefit for all.”*

Yorkshire in Bloom is a catalyst that brings the community together, The North East Area has demonstrated how a communities can pull together to improve and enhance its environment. The Ward Alliance offered support, advice and funding, and the CDO’s role was to broker and bring stakeholders together to share skills, processes and approaches.

New partnerships were formed between local authorities, businesses and community groups.

The North East Area’s reputation in the Yorkshire in Bloom awards continues to grow. The North East Area received a blossoming 11 awards this year out of the 27 entries from Barnsley as a whole, all thanks to the hard work of local groups and volunteers.



The gardening competition is a powerful tool for building communities and tackling local issues but can lead to disappointment if groups don’t achieve their expectations in the competition.

**Royston Ward**  
**Summer Holiday Activities – Royston Pavilion**



Free summer holiday activities for children, young people and families in the Royston Ward.



The project was funded from the Youth Development Fund and was designed to provide free summer holiday activities for children and their families in the Royston Ward. The sessions were designed to provide positive activities for families and to access food in the school holidays to try and tackle the Holiday Hunger agenda.

Priority Two: These activities were delivered in a safe community space by qualified youth workers.

Priority Three: The sessions encouraged community involvement and volunteering, with one of the sessions conducting a litter pick of the park.

Ad Astra were brought in to facilitate this project; they delivered provision two days per week for five weeks. The Royston Ward Alliance supported the project by promoting it within the community and putting up publicity in community notice boards.

The North East Area Team was responsible for the development and co-ordination of this project, liaising with Ad Astra on the project requirements and delivery, booking the community venue, and creating publicity, ensuring the sessions were well advertised within the community and at all four primary schools in Royston including on social media.





The project provided 284 meal opportunities for the 213 children and young people and 81 adults attending the activities throughout the summer. The project engaged with 85 unique children and young people.

The sessions were accessed by local families and had a huge positive impact on the community. We had one family with 4 children ranging from 2 to 14 years who attended 9 out of the 10 sessions delivered.



The sessions were hosted in the newly refurbished pavilion and showcased the development of this fantastic community facility. The project involved working in partnership with other BMBC services liaising with Parks for the booking of the Pavilion, with Ad Astra coming in as the provider delivering the sessions.

For one family, the mum told us that she would have struggled throughout the summer. Not only to entertain her children, but to feed them as well – It is often one or the other. She said that it was very expensive to provide entertainment for her children with the wide age range and what suited the 2 year old did not work well for her 5 7 and 14 year old.

When she attended our sessions, we found that we could easily entertain her family by encouraging her eldest daughter to have a peer support role and help with some of our other younger children. This gave her a sense of achievement and helped raise her confidence and give her some independence throughout the sessions. Her middle two just really enjoyed every activity we put in front of them and we created arty opportunities for the youngest child so that he felt involved. When he got a little restless, the mum had more time to deal with him whilst her other children were involved with our activities.

Mum became actively involved as well by helping with the cleaning up at the end of each session, making cups of tea and coffee when we were busy, and helping with the local litter pick we did. She said that she felt part of the community and part of something that all her children were happy to be involved with.



**North East Area Council – Area Wide  
First Aid Training Course for Volunteers**



The North East Area Team arranged to facilitate some First Aid training for local volunteers. The training was delivered at a central location and places offered to volunteers and community groups across the North East Area. The project was designed to invest in current volunteers, upskilling and enabling them to deliver the work they do out in the community, and ensuring they have all the relevant skills and knowledge needed to volunteer and help others within their local communities.



Priority One: By upskilling volunteers and providing opportunities for training and development, they can gain confidence and qualifications that may help them to secure employment as a result.

Priority Two: As all of the volunteers that attended the training are part of community groups that provide activities for children and adults within the North East area, ensuring they are confident and knowledgeable in first aid means that if someone requires first aid within the community, they are able to offer help. As a result, this reduces the risk of serious harm to the public.

Priority Three: All participants that attended were local volunteers who wanted to volunteer their time to attend the course so they would gain the skills and knowledge to enable them to help someone in need within their communities.

Twelve local volunteers and community group representatives completed their Level 3 First Aid Qualification. The free course was advertised through each ward alliance and social media in the North East Area.



The North East Area Team arranged the first aid training course. We researched providers and booked a tutor from Adult Learning to deliver the course. CDOs booked the venue and created publicity for the course. We then advertised and promoted the course to Ward Alliances, volunteers and community groups across the North East Area. We facilitated on the day providing refreshments for learners and conducted an evaluation looking at what other support volunteers need.

Twelve volunteers are now qualified in first aid skills, knowledge and understanding. With the up to date skills and increased confidence volunteers feel empowered in their volunteer role and able to help someone in the community if needed.

As the course was delivered by Adult Learning, the tutor was able to promote other courses available from their service that volunteers can access. As a result of this partnership working we are currently working alongside the tutor to develop a training programme of free courses that can be offered and delivered out in the community. These are non-accredited course but are designed to help build skills and confidence and potentially address social isolation.

The first one we are in the process of arranging is a children's first aid awareness for parents and guardians to be delivered at a local parent and toddler group for participants so if their child would ever need first aid in the home parents and guardians would have an understanding of what to do in that situation.



Some feedback received:

*"It will provide me with the knowledge about first aid so that when I am with people at the Allotment and children at the dance school I can help as a volunteer."* Lyn

*"As a volunteer youth worker I feel a lot more confident if I had to perform first aid."* Lianne

*"Excellent course, well presented. I will be available to provide first aid at all ward alliance events."*

Pam

*"I've had this course every 2 years as a teacher but this has definitely been the best and most detailed. It will help provide up to date first aid at our community group."* Dorothy

*"Excellent Course, I could now help someone in the community."* Shelly

As well as the new qualifications gained this course provided the opportunity for us to consult with volunteers about what other training would be useful and assist them in their volunteer role in the community. As a result of the feedback we are developing a training programme for volunteers to cover key themes identified such as food safety, safeguarding, mental health awareness.

**PENISTONE**  
**Penistone West**  
***Ingbirchworth Community Fun Day***

**STRONG &**  
**RESILIENT COMMUNITIES**

**Outcome 10:** People volunteering and contributing towards stronger communities

**Loveit**

Having pride  
in where you live

The Ingbirchworth Community Group was initially setup as a Facebook group to help bring the community together. Over the summer a small group of volunteers decided to come together as a formal group and organise a community fun day for the village. Ingbirchworth struggles with a lack of community facilities, it has no village hall, church, shop or pub so it was an important opportunity to bring people together. The aim of the event was to give local people an opportunity to come together and create connections.



The Ingbirchworth Community Group organised and delivered the event. Funding was provided by the Gunthwaite and Ingbirchworth Parish Council (£300) and the Penistone Ward Alliance (£300). The event was entirely volunteer-organised and delivered.

The event was a great success and attracted over 300 people. On the day, 24 volunteers supported the 4 hour event.

Stephen Miller, Community Development Officer for the Penistone Area Team, guided the group the process of becoming a formal group and gave guidance on the practicalities of organising the event in terms of insurance, event management, publicity and making connections with other groups.

*“We initially planned to just organise a sports day for the children but we decided we needed to do something to appeal to the whole community of Ingbirchworth, so we brainstormed ideas and were very grateful to Stephen Miller, Penistone Area Team, for his help and support. He gave us valuable guidance from his past experience and advice about organising events.*

*We secured funding from Gunthwaite and Ingbirchworth Parish Council and Penistone Ward Alliance and set the wheels in motion to produce an amazing fun day that was attended by over 300 residents*

*and their families. The day was a huge success and the feedback we have received has been overwhelming with people already looking forward to next year!!"*

Pauline Ogden, Chair, Inbircworth Community Group

The project really shows how a few committed and determined volunteers can do something really positive with some expert help and guidance.

The group already have plans for more events next year and are looking to potentially create a community space for the village in the future.



**Penistone East**  
***Silkstone Waggonway Project***

**STRONG &**  
**RESILIENT COMMUNITIES**

**Outcome 10:** People volunteering and contributing towards stronger communities

**Loveit**

Having pride  
in where you live

The Silkstone Waggonway is a historic trail connecting Silkstone Common with Cawthorne. It follows the route of an early 19<sup>th</sup> century horse drawn waggonway which moved coal mined in the area to the canal.

Following renovation works over 20 years ago this much loved community asset was in need of some maintenance. Silkstone Parish Council stepped forward to engage with various volunteer groups and undertake the improvements.

The aim was to make physical improvements to a stretch of the Silkstone Waggonway from Silkstone to Norcroft Bridge and make future maintenance more volunteer friendly.



Silkstone Parish Council part funded and project managed the improvements. Roggins History Group led the project over 20 years ago to develop the trail, they were engaged with for their experience and expertise on the waggonway. The Silkstone CARE Group are team of environmental volunteers who look after many of the green spaces in Silkstone and Silkstone Common. They helped with ground preparation and will be involved in ongoing maintenance. The Penistone Ward Alliance allocated £400 funding towards the project.

Stephen Miller, Community Development Officer for the Penistone Area Team, advised the group on the practicalities of the project and supported their Ward Alliance application. The project has also been supported by the Penistone Area Council commissioned, Twiggs Clean and Tidy Team.



The work is now complete and the section of the waggonway is much more accessible for all users. New areas alongside the trail have been created to be better managed for wildlife and increased biodiversity. The new improved section of the trail leads to Pot House Hamlet and Silkstone Church so it is hoped there will be additional benefits for this local business and community hub.

Ten volunteers gave 30 hours towards the project, with an equivalent value of £405.30. This project was a good example of a Parish Council working closely with different local volunteer groups and Barnsley Council to achieve something beneficial for all.

**SOUTH**  
**South Area Council, South Area Team, All Three Ward Alliances**  
**South Healthy Holidays Programme**

<b>THRIVING &amp; VIBRANT ECONOMY</b>	<b>PEOPLE ACHIEVING THEIR POTENTIAL</b>	<b>STRONG &amp; RESILIENT COMMUNITIES</b>
<p><b>Outcome 1:</b> Create more and better jobs and good business growth</p> <p><b>Outcome 2:</b> Increase skills to get more people working</p>	<p><b>Outcome 6:</b> Every child attends a good school and is successful in learning and work</p> <p><b>Outcome 7:</b> Reducing demand through improving access to early help</p> <p><b>Outcome 9:</b> People are healthier, happier, independent and active</p>	<p><b>Outcome 10:</b> People volunteering and contributing towards stronger communities</p>

**Achieveit**  
 Helping you realise your potential

**Imagineit**  
 Creating a brighter future

**Liveit**  
 Looking after yourself and others

**Loveit**  
 Having pride in where you live



The Healthy Holidays project is a 12 month programme of free family activities delivered across the South Area. Each of the activities also provides a healthy snack or packed lunch for each child attending. The first lot of activities were delivered during the school summer holidays 2019. Plans are being made for the programme to run during October 2019 half term, February 2020 half term, Easter 2020 and Spring Bank 2020. It is hoped that this free provision of both activities and lunches

will help alleviate some of the financial strain for our families and ensure that children are happier and healthier during the school holidays.

This project is aimed at families who financially struggle to feed their children during the school holidays largely due to the fact that their child would normally receive a free school meal during term time. It is hoped that this free provision of both activities and lunches will help alleviate some of the financial strain for our families and ensure that children remain happier and healthier during the school holidays.

Where possible, this project will use local businesses to provide the activities, packed lunches and venue hire which will help contribute towards local business growth.



The project provides a range of opportunities for our children to try different experiences, learn new things and get involved with their community. All of which will aid them in their education and help them to become happier, healthier, independent and active reducing future demand on public sector services.



A number of the activities have / will be reliant on support from our community groups and volunteers. This project will help contribute towards the groups' sustainability as well as develop the skills and confidence of a number of volunteers increasing their employability.

The project involves a number of both internal and external stakeholders including the South Area Team, colleagues within Stronger Communities, Barnsley Libraries, community groups, businesses and volunteers.



Officers from the South Area Team are acting as project managers for their own area co-ordinating the activities on behalf of the South Area Council and each of the Ward Alliances. They are ensuring that resources are in place; services are booked and in some cases intend to deliver the activities themselves.

The programme has to date delivered a number of successful activities throughout the school summer holidays. In relation to this period:

- The SAT worked in partnership with Barnsley Libraries staff to incorporate the libraries school holiday provision as part of the Healthy Holidays programme with Libraries staff booking / planning the activity and the SAT co-ordinating snacks / packed lunches.
- Wider support from within Stronger Communities was offered in terms of producing the publicity for the programme.
- A number of the activities were facilitated by existing community groups who provided the resources, skills, knowledge and volunteers to run the sessions.
- Local businesses agreed to provide the packed lunches and in some cases at a reduced cost.
- Volunteers played a key part in ensuring activities were set up and delivered effectively by opening / closing community venues and by serving snacks and refreshments.

It is envisaged that this partnership working / level of support will continue (if not increase) for the whole duration of the programme.

As mentioned above, the South Area Team is acting as project manager for this programme with each CDO co-ordinating activities within their areas on behalf of the South Area Council and Ward Alliances.

The team has been able to pull upon their existing relationships within the community to ensure that a varied programmed of activities is being put in place which involves utilising community assets as well as bringing in external service providers.



To date this project has delivered a successful summer programme of activities which have been well attended by many families from the South Area. Although some of the activities proved more popular than others, this project has already evidenced a clear need for local family provision.

The activities delivered so far have encouraged families to travel outside of their own area and into the neighbouring wards. This is something which we have struggled to achieve in the past and is a step in the right direction for us to be able to build area wide community networks.

During the summer, the project involved support from 9 community groups within the area who helped with delivering the activities, opening / closing buildings and setting up / clearing away. The activities have helped to promote the use of many of our community buildings as well as the work of the groups all of which contributes towards future sustainability. Particular successes in relation to this was the music session delivered in Hoyland by the Rockingham Brass Band which has encouraged 6 children to sign up with them, Friends of Wombwell Park has seen an increase in volunteer help at their subsequent work days and 2 of the young people attending the fishing club at Wombwell have since been back.

The summer activities involved 54 volunteers of which 15 were new and attracted £729.54 in volunteer hours. They also involved working closely in partnership with a number of organisations including the South Area Tidy Team, South Yorkshire Forestry Commission, TIAG and Barnsley Libraries.



More activities are being planned for the remainder of the school holidays which will further add to the above outcomes.

The project is providing a platform for the South Area Team to form new working relationships with teams across the Council as well as build upon existing relationships with partners as we strive to make the much needed links in-order to reach those families who benefit most from this project. An example of this would be the links made with the 0 to 19 Team and Berneslai Homes to distribute any surplus food from the activities to the families they are supporting which are living in food poverty.

The project also encourages an asset based community development approach with the Area Team working with existing community provision where possible to help build stronger, more resilient communities. This is allowing us to build new relationships with groups which we haven't worked

closely with before. This has been the case in the 2 Hoyland wards with the project so far allowing the relevant CDO to form a closer working relationship with both Rockingham Brass Band and Elsecar Cricket Club.

We have received lots of positive feedback about the activities delivered so far. Below is a small selection:

*“Well done to all who helped organise and run the activity you are a credit to your town.”*

*“Was brilliant, thank you so much daughter really enjoyed it.”*

*“Yesterday went well, we ended up with 19 young people attending.”*

*“Boys loved it. Thank you!!”*

*“Thanks for a lovely afternoon, the kids love it. And thanks to the volunteers for being so patient.”*

Correspondence from the 0 to 19 Team:

I have a few families on my caseload who would benefit from these free packed lunches, they are in receipt of free school dinners, in food poverty, seeking frequent food parcels, I have discussed one family with the social worker and if you could let me know what day and if we could arrange them to be dropped off at Hoyland centre, I could get them to the family, there are 4 children; The other family there are also 4 children - These families subsequently received packed lunches for each child.

Although the summer programme was a success, it didn't particularly deliver its objective around targeting families living in food poverty. Towards the end of the programme links were established to help offset some of this however largely speaking, the summer programme's success was down to the need of family provision during the school holidays.



Planning and promotion of the summer programme started too late. We didn't allow ourselves enough time to build the necessary links ahead of the summer holidays to reach those families living in food poverty. The links mentioned above will continue to be built upon in-order to give the project the best chance of meeting this objective moving forward.

Take up of some of the activities to date has been poor in relation to the money spent, this may be down to the short lead time into the programme and lack of promotion. We are hopeful that numbers will grow moving forward once the project becomes more established.

## Darfield Area

### *Intervention support to the Plevna & Parva Volunteer Community Group*

# STRONG & RESILIENT COMMUNITIES

**Outcome 10:** People volunteering and contributing towards stronger communities

## Achieveit

Helping you realise your potential

## Imagineit

Creating a brighter future

## Loveit

Having pride in where you live



This project involved officer support to the Plevna & Parva Volunteer Community Group in the planning and delivery of their summer family fun day in relation to sharing best practise around health and safety and ensuring the event was adequately insured.

This is a relative new volunteer group who have come together to carry out environmental improvements and increase community spirit within the Little Houghton and Middlecliffe areas. They have carried out regularly tidy days around the village throughout the past 12 months and have also organised a couple of successful small community events. They continue to go strength to strength and are developing into a fully self-sustainable volunteer group organising and planning their own activities. However they recently asked for some intervention support from the South Area Team in relation to a family fun day which they were planning for the summer. The volunteer group didn't have the appropriate events insurance in place.

The support offered by the South Area Team and the Council meant that everything was in place to allow this willing group of volunteers to go ahead with the delivery of their event and contribute the time and commitment they did for the benefit of the whole community.

The Plevna and Parva volunteer group played the largest part in this as it was them who planned and organised the event, taking the responsibility to



ensure that they were adequately insured. The South Area Team's involvement was to support the group to fulfil this responsibility as outlined below.



The Council's Health and Safety Unit were happy for the Council's insurance to cover this event subject to officer involvement in the risk assessment and also agreed to arrange for the urgent renewal of a provider's CHAS registration so that the event could go ahead as planned.

As CDO for the area I had already built up a working relationship with the group which allowed them to seek advice and support from the Council. My role was to seek clarification on whether or not this event could come under the Council's public liability insurance and then advise the group on what was needed to satisfy the criteria associated with this. I met with the group to carry out a risk assessment for the event and encouraged them to think about what potential hazards existed both with the grounds / venue and the activities booked. I also advised them on what was deemed best practise and also about the Council's protocol on using providers of high risk activities which are CHAS registered. I was also present on the day to offer my full support to the volunteers and to ensure that everything was in place.

This intervention work allowed the group to deliver a very successful community event which was enjoyed by many local residents. It has encouraged the group to arrange for their own events insurance which is now in place and is another step forward in their development.

To allow me to respond to the request of the group I liaised with colleagues in Health & Safety who evidenced that we are 'One Council' offering their full support to the situation and allowing the event to be delivered under the Council's insurance as well as arranging for one of the necessary CHAS registration for one of the providers.

Although I had no involvement in the fund raising for the event, I feel it needs to be noted that the volunteer group, local businesses and residents really pulled together on this and raised most of the funds needed themselves to put on this event. This is a great testimony to how when communities pull together, great things can be achieved and contributes perfectly with our corporate priority of strong and resilient communities.



This case study is to evidence the development journey of this volunteer group and what part the South Area Team played in this. Other than thanks and appreciation from the group for our involvement, no feedback is available.

Lines of communication will remain open with the group for sharing of information and / or further support.

Hoyland Milton & Rockingham Area  
*Jump Gala*

**STRONG &**  
RESILIENT COMMUNITIES

**Outcome 10:** People volunteering and contributing towards stronger communities

**Loveit**

Having pride  
in where you live

Jump Environmental Group wants to bring some social cohesion back to the village. The gala was timed to take place during 'Love Parks Week'.

The group held their first gala in Jump Park. It was their second event designed to promote the group, recruit volunteers and encourage social cohesion within the village.

The group is run by a small core group who are reliant on grants and donations to develop their projects. The gala was used as a tool to raise funds, their final figure was £390.00 (£340 on the day and £50 in donations), and this money can be used towards future projects. They also wanted to promote the work of the group and recruit new volunteers.

There are a number of small community groups in Jump who work in isolation. Jump Environmental Group believe all these groups can achieve more if they can work together; this was a starting point to build those relationships.

The event put together by Jump Environmental Group a community group with a core group of 6 volunteers supported by the Area Team and the South Area Tidy Team.



The majority of the stallholders were other community groups in Jump with a small number of attractions paid for from outside the village. The group wanted to encourage other local community to take part as a way of funding raising for their own projects but also to promote their group in Jump and network with each other so that can work on bigger projects using each groups skills, expertise and experiences.

The group agreed to host the gala at a meeting in January 2019 and considered the dates during Love Parks weeks. In March 2019 the group called an urgent meeting with the CDO to state they did not have the skills to organise a gala and felt they had no option but to cancel.

The CDO spent time unpicking the reasons the group had changed their mind and helping them to identify solutions. The CDO helped the group to form a plan of action and used her links where possible to broker meetings and source equipment. The CDO helped the group apply for funding through the Ward Alliance and Berneslai Homes to help cover some of the initial costs incurred with the event. The CDO ensured the group had adequate public liability insurance and advised the group to check the insurances and registrations of the stallholders and entertainment providers.

The group raised £390 in total for their group's future projects and recruited a volunteer who helps them with their monthly litter picks. On the day 4 new volunteers turned up to help with the gala, this included 3 qualified first aiders who remained on site for the duration of the event and one who helped with setting up and returned to help clear up.



The gala built on the group's relationship with the parks team and The Barnsley Met Band to enable them to deliver a successful event. The group encouraged members of other groups in Jump to network and exchange ideas and opinions.

Feedback received from the event:

*"Hi Dawn,*

*We have a total for cash on the day ... £340. Which I think is admirable seeing that it was first and all prices were very low. Can I just say thank you for all your help in sorting every aspect of the event. Without you we would not have been able to pull it off.*

*Respectfully yours  
Judith Moore"*

and Councillor Mick Stowe said: *"Congratulations for a fantastic Gala"*

The group learned that they did not take full advantage of the fund raising possibilities and potential revenue was lost when the burger van failed to turn up. They need to look at other activities to keep visitors on the site for longer, and need to look at a smaller site.

The date has been set for next year's event and planning will start immediately after Christmas.



Members of the Jump Environmental Community Group..

## Wombwell Ward Alliance

### Volunteering in the South Area Healthy Holidays Programme – Carmel Seston



The Healthy Holidays project is a 12 month programme of free family activities delivered across the South Area. Each of the activities also provides a healthy snack or packed lunch for each child attending. During the school summer holidays 13 activities were delivered in various locations/and venues across the Wombwell Ward. Carmel was a key volunteer in the activities delivered in Wombwell Park and Loxley Community garden.



This project is initially aimed at families who financially struggle to feed their children during the school holidays largely due to the fact that their child would normally receive a free school meal during term time. It is hoped that this free provision of both activities and lunches will help alleviate some of the financial strain for our families and ensure that children remain happier and healthier during the school holidays.

However another key outcome of the project was to contribute towards strong & resilient communities through encouraging volunteering and ensuring the continued sustainability of local community groups through the recruitment of new volunteers.

The success of the delivery of healthy holiday activities relied heavily on the support of community groups / volunteers. Carmel previously lived in Barnsley but on retirement had returned to live in Wombwell. She has always enjoyed volunteering and was keen to volunteer in Wombwell and get to know local people.

Carmel was introduced to the Friends of Wombwell Park early in the summer and at the last minute had to stand in to help to coordinate the annual picnic in the park event. Carmel was very eager to support the Park group and the Area Team in the delivery of the healthy holiday activities. Through her involvement she was able to develop her skills and confidence and gain insight to the local area arrangements.



The Healthy Holiday project in Wombwell mainly involved local community groups and volunteers, working alongside the South Area Team, South Area Tidy Team, libraries and a small number of external providers. The majority of the activities were facilitated by local community groups working with the local CDO. Meetings were held with key people within the community groups to plan the activities. Volunteers made sure activities were set up/ supported /cleared away and snacks/refreshments/packed lunches were prepared and served.

Carmel was integral to the activities delivered within Wombwell Park. She promoted the event locally, ensured the venue was opened up and supported other volunteers and the CDO with the delivery of the activity.

The CDO project managed the programme with Wombwell and coordinated the activities on behalf of the South Area Council and Wombwell Ward Alliance, and worked very closely with the volunteers allocating roles and responsibilities in line with their skills and preferences. The CDO also ensured that new volunteers integrated well within the setting and felt welcome and comfortable with the tasks and imparted information/knowledge of other volunteering opportunities within the area.

Through volunteering on the Healthy Holiday programme and working alongside the FOWP committee members at the events Carmel was asked to become a member of the FOWP committee. The group had been going for some years and although the commitment was there they needed new input and direction. When the existing Chair of the group stood down due to ill health, Carmel and 1 other were voted on as joint chairs.



This unintended outcome has had a great impact on the Friends of Wombwell Park. Carmel has rallied round local residents and organised work days which have been supported by the South Area Tidy Team. Paths have been cleared, shrub beds pruned, benches painted and regular environmental family activity session have been organised. During the past couple of months a number of new volunteers have been recruited: Three adults and three young people.

A management action plan for further development/improvements in the park is currently being pulled together and funding for future activities is being identified.

Carmel is already developing a positive working relationship with BMBC Park services, South Area Tidy Team and Community Pay back. CDO will be working closely with FOWP to support them in moving their action plans forward.

*"I have the time, energy, enthusiasm and commitment to work alongside others within the community to improve our area; I am able to view our area with a fresh pair of eyes." - Carmel*

One outcome of the Wombwell Healthy Holiday programme was the commitment of the volunteers and local community groups. 13 activities were delivered with the support of volunteers and 5 new volunteers were recruited. Take up of activities was high and by using an asset based approach to community development outsource of provision and snacks/refreshments was kept to a minimum.

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## BARNSELY METROPOLITAN BOROUGH COUNCIL

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

Report of the Executive Director – Core Services &  
Service Director – Finance (Section 151)

### CORPORATE FINANCIAL PERFORMANCE QUARTER ENDING 30th SEPTEMBER 2019

#### 1. Purpose of Report

- 1.1 To consider the financial performance of the Authority during the second quarter ended September 2019 and assess the implications against the Council's Medium Term Financial Strategy (MTFS).

#### 2. Recommendations

2.1 It is recommended that Cabinet:

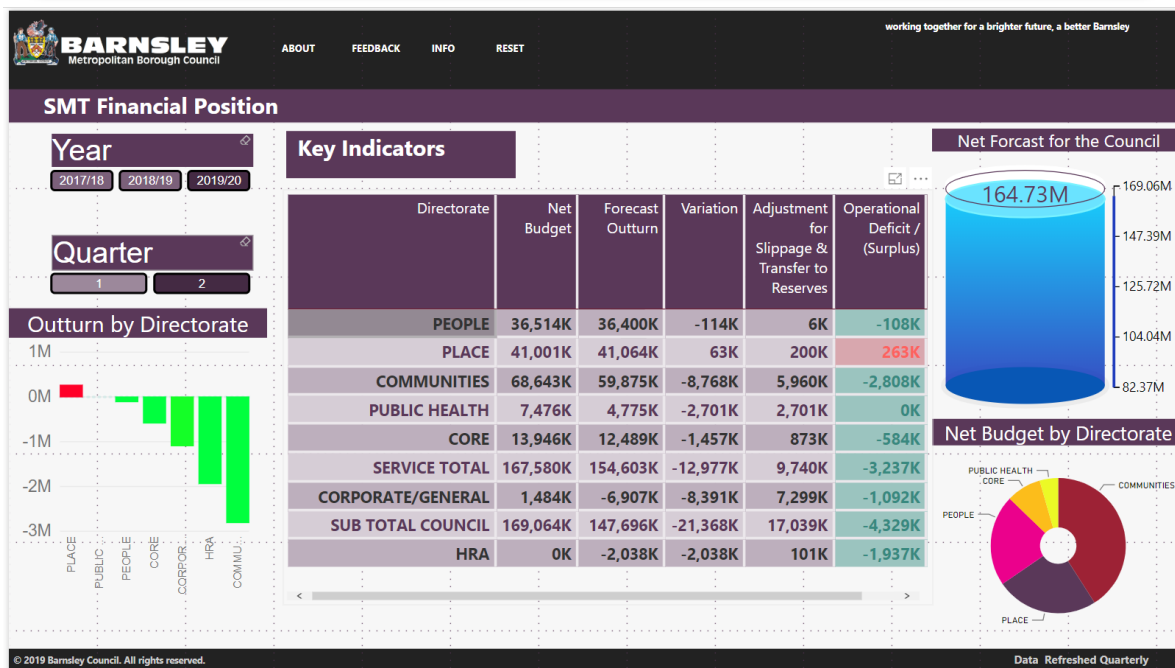
- **Note the current forecast General Fund revenue operational underspend for 2019/20 of £4.329M and agree that this be considered as part of the updated Reserves Strategy which will form part of the 20/21 budget setting process;**
- **Note the current forecast Housing Revenue account (HRA) operational underspend of £1.937M;**
- **Approve the writing off of historic bad debts totalling £0.646M (£0.578M General Fund/ £0.068M HRA);**
- **Note the forecast position on the 2019/20 and overall five year Capital Programme;**
- **Approve scheme slippage of £13.392M predominately relating to the M1 J36/37 redevelopments;**
- **Approve bringing forward of plans totalling £10.000M on the Glassworks scheme as a result of a revised programme of works;**
- **Approve a total net increase in scheme costs in 2019/20 and in total of £0.380M;**
- **Approve an additional loan advance to BBIC of £0.150M;**
- **Note the key messages from the Council's Treasury Management activities carried out during the quarter;**

### 3. Overall General Fund Position to the Quarter Ending September 2019

The Council is currently reporting an overall projected General Fund revenue underspend for 2019/20 of £4.329M. This is comprised of a forecast underspend on Directorate budgets of £3.237M and a further £1.092M underspend on Corporate budgets.

In addition, there is also an underspend of £1.937M forecast on the Housing Revenue Account.

This position is summarised below with further detail provided in the attached link.



#### Key Messages

- 3.1 The General Fund revenue outturn position as at September 2019 is currently reporting a healthy forecast underspend of £4.329M. There is also a forecast underspend on the Housing Revenue Account of £1.937M which will be available to support future strategic housing priorities. It is proposed that these provisional balances be considered as part of an updated Reserves Strategy that will form part of the 20/21 budget setting process.
- 3.2 It should be noted that £17M of resources available in 2019/20 will be spent in 2020/21 and beyond in line with the Council's Reserves Strategy which had always envisaged that some of these resources would be spent in future years and also recognising revised plans for specific schemes and initiatives originally anticipated to complete this financial year.
- 3.3 There is also a 100% delivery forecast against the 2019/20 efficiency targets.
- 3.4 Core income collection also remains positive with Council Tax collections being on track to deliver against target (95.97%) and Business Rate collections forecasting above target (98.85%).

- 3.5 Government have also recently announced a one year spending review to provide some funding certainty for 2020/21. It is expected that this will release one-off resources to invest in key priorities. The Council's MTFS is currently in the process of being updated to reflect this and to roll forward the forecast for a further year (to 2022/23).

### **Directorate Updates**

#### *Communities Directorate*

- 3.4 There is currently a forecast **underspend** of £2.8M for the Communities Directorate, predominately due to an operational underspend in Adult Social Care of £2.4M resulting from the early delivery of future years efficiency savings (increased client contributions and additional funding from health).
- 3.5 Provider services are also forecasting an underspend of £0.6M mainly as a result of the early closure of the Keresforth centre and the early delivery of future years efficiencies within Assisted Living Technology services.
- 3.6 IT and Customer Services are currently reporting an overspend of £0.2M due mainly to the increased cost of software licences and equipment.

#### *People Directorate*

- 3.7 The People Directorate is currently forecasting an **underspend** of £0.1M. However, Children in Care remains an area of concern, projecting to be £1.0M overspent by the end of the year. Although this is fully offset by underspends elsewhere in the Directorate together with the use of the 2019/20 Social Care Grant, this position is unsustainable in the long term unless future spending reviews address the funding position on an ongoing basis.
- 3.7 It is also worth noting that the centrally retained Dedicated Schools Grant (DSG) budget is forecasting to be overspent by £5.9M by the year end mainly relating to the SEND/High Needs Block. The recent announcement by Government of additional funding for SEND will provide some mitigation alongside the ongoing the actions stemming from the strategic review of SEND and potential increased contributions from schools.

#### *Place Directorate*

- 3.8 An **overspend** of £0.263M is forecast within the Place Directorate. This is as a result of ongoing cost pressures associated with waste disposal due to the continuing problems in the recycling market together with an overspend in the Home to School Transport service reflecting the pressures in SEND. These overspends have been to some extent offset by underspends elsewhere in the Directorate predominately related to lower than expected property costs across the Council's asset portfolio.
- 3.9 The overspends in the Waste and Home to School Transport services have been mitigated moving forwards with additional budget provision provided for in the Council's MTFS.

### Public Health

- 3.10 Public Health is currently forecasting an **underspend** of £2.701M. This includes resources (£2.1M) previously identified as being required to support the 4 year plan. The remaining underspend relates to Regulatory Services which is due to staff vacancies / turnover and unspent resources carried forward from 2018/19. It is proposed that the full underspend be earmarked to support the delivery of the four year public health plan.

### Core Directorate

- 3.11 An **underspend** of £0.584M is forecast within the Core Directorate due to delays in recruiting to new staffing structures within the Finance and Business Improvement, HR and Communications business units together with the early delivery of 2020/21 efficiencies within the Council Governance BU. There is also additional one off income received from court fees and unexpected government grant income awarded to the Benefits and Taxation and Elections services respectively.

### Corporate Budgets

- 3.12 Corporate budgets are forecasting to be **underspent** by £1.092M by the end of 2019/20. This relates to an underspend on the budget set aside to meet the Council's debt costs which is due to the continuing low interest rate environment.

### Housing Revenue Account

- 3.13 The Housing Revenue Account (HRA) is also forecasting an **underspend** of £1.937M due to higher than anticipated rental income from lower than expected void levels together with the expected collection of an additional week's rent in this financial year.
- 3.14 The HRA Medium Term Financial Strategy and 30 year business plan is currently in the process of being updated. It is expected that this will release resources for further investment in both Council Housing and wider strategic housing priorities. This will be presented to Cabinet during the next quarter.
- 3.15 In addition, the Housing Property Repair and Improvement Programme (PRIP) is currently in the process of being re-procured with the expected contract award being made during Q3.

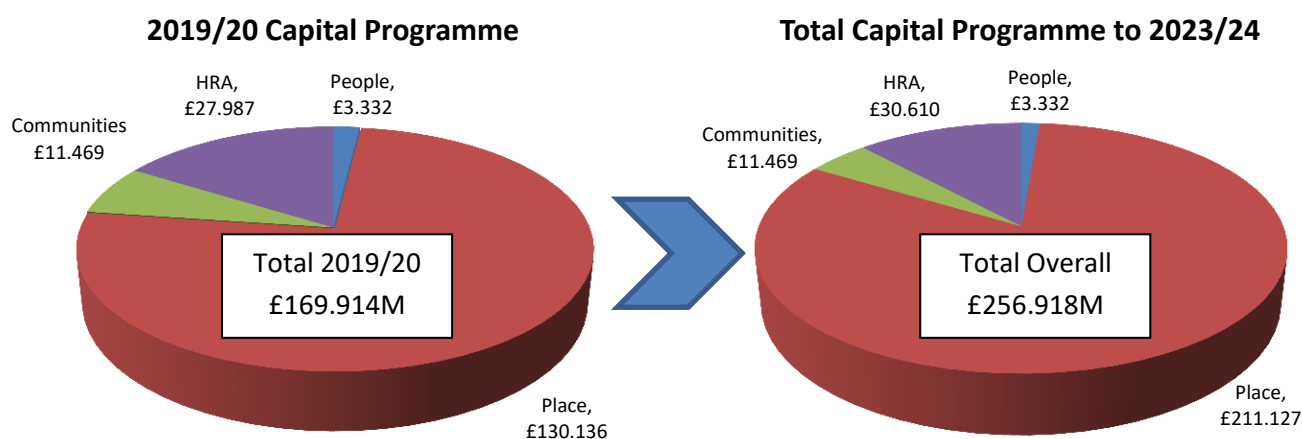
#### 4. Overall Capital Position to the Quarter Ending September 2019

The position on the Council's Capital Programme for 2019/20 is currently projected to be an overall lower than anticipated expenditure of £3.010M.

This includes slippage of £13.392M, re-phasing of £10.000M and variation in scheme costs of £0.380M. Approval of one new scheme totalling £0.150M is also required (additional loan to BBIC).

The position on the Council's Capital Programme over the five year period to 2023/24 is currently projected to be an overall higher than anticipated expenditure of £0.380M mainly due to increased costs on the Council's Traffic Signals programme.

4.1 The Council's capital programme is planned over the five year period 2019/20 through 2023/24 inclusive. The total capital programme over the period stands at £256.918M. This is distributed across the respective directorates as shown in the chart below:



#### Key 2019/20 Movements

Reported Variance as at 30th September	2019/20 £M	Later Years £M	Total £M
<b><u>Slippage:</u></b>			
People	(0.142)	0.140	<b>(0.002)</b>
Place	(12.681)	12.681	-
Communities	(0.569)	0.569	-
<b>Sub-Total</b>	<b>(13.392)</b>	<b>13.390</b>	-
<b><u>Re-phasing:</u></b>			
Place	10.000	(10.000)	
<b>Sub-Total</b>	<b>10.000</b>	<b>(10.000)</b>	
<b><u>Funded Increases*/(Decreases**) in Scheme Costs:</u></b>			
Place	0.234	-	<b>0.234</b>
Housing Revenue Account	0.148	-	<b>0.148</b>
<b>Sub-Total</b>	<b>0.382</b>	-	<b>0.382</b>
<b><u>Unfunded Increases*/(Decreases**) in Scheme Costs:</u></b>			
BBIC Phase 5	0.150	-	<b>0.150</b>
<b>Total</b>	<b>(2.860)</b>	<b>3.390</b>	<b>0.530</b>

### **2019/20 Slippage**

- 4.3 Scheme slippage totaling £13.392M is reported during the quarter. This includes slippage on the M1 J36/J37 improvement schemes (£8.5M) due to contractor retentions and minor delays in obtaining planning permission and in securing funding agreements with SCR.
- 4.4 There has also been slippage on the Highways Safer Roads programme due to the design phase taking longer than anticipated (£1M) and slippage in the delivery of the Principal Towns Programme at Penistone and Royston (£1M) due to complexities in the individual business cases for each programme. Delivery of phase 2 of the Council's Property Investment Fund will also complete in a future period due to issues in discharging conditions attached to the planning consent at the Everill Gate Lane site.

### **2019/20 Re-phasing**

- 4.5 The above slippage has been offset in part by re-phasing on the Glassworks Scheme (£10.0M) reflecting the receipt and approval of an updated work programme from the main contractor including acceleration of works originally planned to commence during 2020/21. It should be noted the expected completion date (early Summer 2021) will not change as a result of this.

### **2019/20 Scheme Variation**

- 4.6 There has also been a minor variation in scheme costs (£0.380M) across the programme the key variation being within Highways where the traffic signals upgrade project at Old Mill Lane / Huddersfield Road has increased in cost following an unanticipated extended time on site. Approval is also required for the provision of additional loan financing requested by BBIC to support their Phase 5 capital development project. Approval to this request will increase BBIC's borrowing from the Council's for this scheme from £0.570M to £0.720M.
- 4.7 This has been offset by an overall decrease in the cost of the carriageway resurfacing programme following receipt of an updated condition survey on roads previously identified to be re-surfaced.

### **Overall Summary**

- 4.8 There are no funding or resourcing issues in this year or ongoing as a result of the movements highlighted within this report. Progress overall is on track to deliver a number of major schemes including the Glassworks redevelopment, the Cannon Hall Parks for People scheme, the Metrodome Boiler replacement and the Council Decent Homes Standard Scheme and Housing Growth programme.



## 5. Treasury Management update

### **Economic Summary**

There has been a downward trend in borrowing rates throughout most of the quarter although recently there has been signs of increased volatility as the EU Exit deadline came and went. PWLB rates unexpectedly increased by 1% shortly after the quarter end.

### **Borrowing Activity**

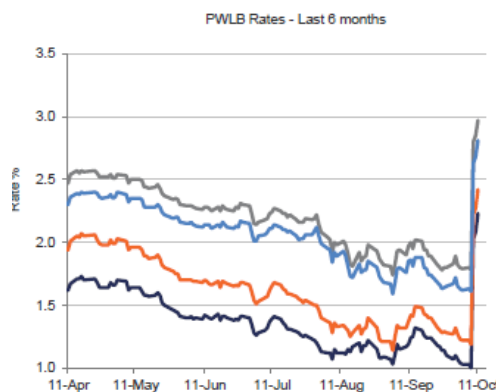
No additional long term borrowing was carried out during the quarter in line with expectations. However, the Council will need to borrow in excess of £200 Million over the next 3 years to fund its remaining capital financing requirements, some of which may be undertaken in the remainder of this financial year depending on rate movements in the remaining two quarters.

### **Investment Activity**

Security and liquidity remained the key investment priorities, with the majority of new investments placed in secure Money Market Funds and instant access

## **Key Messages – Economic Summary**

- 5.1 Interest rates remain a key driver of the Council's Treasury Management activities. Officers constantly and carefully monitor rates and during the quarter the downward trend experienced in the latter part of quarter 1 continued. However, from mid-September there was increased volatility in rates as a result of the EU exit deadline approaching.
- 5.2 It should also be noted that shortly after the quarter end of 30<sup>th</sup> September HM Treasury announced a sharp increase in PWLB borrowing rates of 1% was not entirely expected. The main reason suggested for this increase was due to the significant rise in public sector borrowing which subsequently led to concerns over the Governments overall borrowing cap being exceeded. Government has also expressed concerns over borrowing by local authorities for purely commercial investment purposes, something the Council has to date avoided.



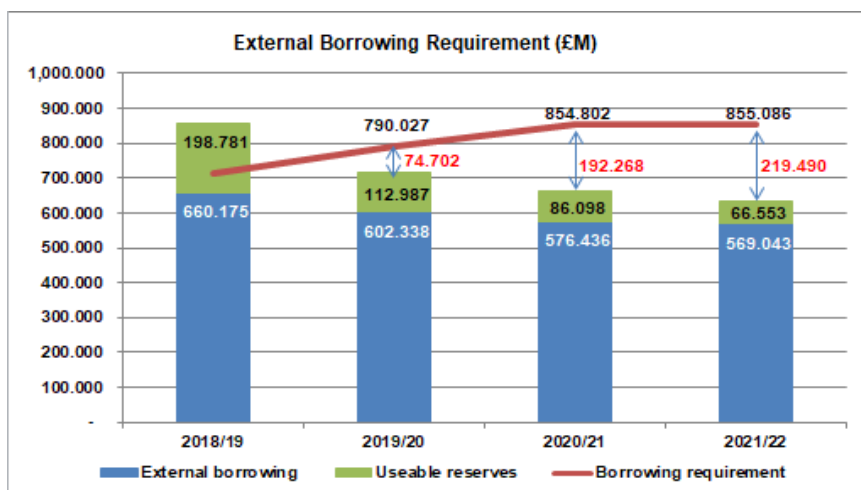
5.3 The S151 officer's advice in relation to the above, is that, on the basis that limited borrowing is required for the remainder of this year, to continue to monitor rate movements whilst also considering other funding sources (e.g forward loans) in preparation for when borrowing is required over the next two financial years.

### Key Messages – Borrowing Activity

5.4 No long term borrowing was carried out during the quarter reflecting the continuing downward trend in interest rates.

5.5 As highlighted above there is a requirement to borrow upto £219M to the end of 2021/22 as a result of planned capital investment activity and existing loans that are due to mature. It is expected that upto £85M of this borrowing requirement will need to be fixed out to deliver the objective of reasonable cost certainty in line with the approved treasury management strategy.

5.6 Previous expectations were that no further borrowing activity would be undertaken during the remainder of this financial year. Given the recent movement in interest rates the S151 Officer's advice is to keep a watching brief on further rate movements which may necessitate bringing forward borrowing activity into Q3 and / or Q4.



### Key Messages - Investments

5.6 The Council's investment strategy objectives are security and liquidity.

5.7 In order to deliver this, the majority of new investments during the quarter were placed in secure money market funds and instant access accounts. A number of short term deposits are also held with reputable banks and other local authorities. The table below provides a breakdown of the investments held as at 30<sup>th</sup> September 2019.

	Balance on 01/07/2019 (£M)	New Investments (£M)	Redeemed Investments (£M)	Balance on 30/09/2019 (£M)	Net Movement (£M)
Short term deposits	154.000	39.500	(79.000)	114.500	(39.500)
Money Market Funds / instant access accounts	21.700	132.050	(119.650)	34.100	12.400
<b>Total investments</b>	<b>175.700</b>	<b>171.550</b>	<b>198.650</b>	<b>148.600</b>	<b>(27.100)</b>

**Background Information – available on request**

Corporate Finance Performance Q2 detailed  
Capital Programme Monitoring Report Q2 detailed  
Treasury Management Review Q2 detailed

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

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**BARNSELY METROPOLITAN BOROUGH COUNCIL**

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

**REPORT OF THE EXECUTIVE DIRECTOR  
OF COMMUNITIES TO  
CABINET**

**COMMUNITY LIBRARIES REFURBISHMENT PROGRAMME**

**1. PURPOSE OF REPORT**

- 1.1 To seek approval to proceed with the Community Libraries Refurbishment programme and associated procurements, community engagement, communications and operational management to progress the works.

**2. RECOMMENDATIONS**

**It is recommended that Cabinet:**

- 2.1 **Approve the procurement of a provider (through the Warwickshire Framework Agreement) to deliver the design and the supply of the furnishings for the Community Libraries Refurbishment programme.**
- 2.2 **Approve that individual library refurbishment proposals are submitted for consideration by the Capital Oversight Board in line with existing governance arrangements.**
- 2.3 **Receive further reports on individual library schemes as the designs are created.**

**3. INTRODUCTION**

- 3.1 Following the investment in the new town centre Library @ The Lightbox, the Council recognised the need and benefits of improving facilities to ensure that community libraries are fit for purpose to deliver a modern public library service, in support of the Library Strategy 2019 - 2022 and to provide a consistent offer across the borough.
- 3.2 The Library Strategy sets out the council's intention to re-energise the Library Service by creating vibrant, flexible library spaces, enabling them to become community and digital hubs, responsive to customer needs, at the heart of our communities.
- 3.3 With books and reading remaining at the heart of the library offer, the refurbishment of community libraries will enable them to be fit for purpose in delivering a fresh, modern facility for the 2020's for use by individuals, community groups and partner organisations. A flexible space will facilitate the creation of a diverse range of

activities, support and access to services, including health, well-being, digital, education and culture.

- 3.4 Cabinet approved a £1m capital budget for the refurbishment of community libraries in June 2018 (Cab. 13.6.2018/8) as part of the ongoing investment for the Libraries Review.

#### **4. PROPOSAL AND JUSTIFICATION**

- 4.1 It is proposed to carry out a procurement process to appoint a library furnishing company to work with the Council to design and provide library furnishings for the whole community libraries refurbishment programme over the next 3 – 5 years. An initial piece of soft market testing has been completed to inform the Library Service on the best options for procurement and evaluation of submissions.
- 4.2 Each library refurbishment project will commence with a piece of community engagement to inform the design of that library space and determine local requirements. The engagement process will involve users and non-users, Elected Members, community organisations and partners. By appointing a specialist library supplier to design the layout of library spaces at the outset of the programme, the successful supplier will be involved in the engagement activity at each library and able to discuss options and incorporate the engagement outcomes into the designs.
- 4.3 The engagement activity will be undertaken with support from the Area Council teams, Communications and the Community Engagement Team, and combined where appropriate with the Community Buildings Review.
- 4.4 Strategic Procurement and Commissioning Services have advised the Library Service on the procurement options available and the intention is to undertake a mini competition under the Warwickshire Framework Agreement.
- 4.5 The Warwickshire Framework Agreement has been developed by Warwickshire County Council for use by any local authority in England and Wales. The framework offers a choice of three leading suppliers who have been selected to offer value for money, quality and choice covering all aspects of innovative library design, supply and installation of goods, signage and graphics. The services offered specifically recognise the needs of library customers as well as the increased demand for flexible spaces that deliver a range of services and attract new audiences.
- 4.6 This option has been selected as it provides best value and the flexibility to use the Framework for the initial library project and call-off for the remaining branches with the same provider for a fee of £2,500. Using an established framework delivers a financial saving in relation to the procurement process. This Framework has been established for the sole purpose of refurbishment programmes of this nature and the appointed providers have already been assessed to ensure they meet all the relevant minimum criteria.
- 4.7 As part of the procurement process the framework suppliers will be requested to outline options for embedding social value into the contract and throughout the programme opportunities to involve local companies will be considered.

- 4.8 Following approval to proceed, the Library Service will liaise with colleagues working on the Community Buildings Review and Principal Towns projects to agree the first library for refurbishment. The order of subsequent refurbishments will be determined in the same way, managing the order to ensure access to the public library service by customers is reasonable across the borough throughout the programme of works.
- 4.9 The Library Service will also work with the Council's Property Services to identify any changes or improvements to the physical fabric of the buildings and to liaise with partners where libraries are in shared buildings.
- 4.10 The Library Service will also work with Customer Information and Digital Services to ensure early awareness of and planning for IT requirements.

## **5. CONSIDERATION OF ALTERNATIVE APPROACHES**

- 5.1 A different framework agreement could be used for the procurement of a library furnishing company but this would require a separate tender process for each library, adding time and cost to the programme. There is also a risk of different companies being successful for different libraries which could affect the consistent approach and outcomes across the borough.
- 5.2 A full tender process could be conducted to appoint one provider to deliver the refurbishment programme without using existing framework agreements but this would involve considerably more work and cost for the Council due to the overall value and complexity of the programme.

## **6. IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS**

- 6.1 The programme has positive benefits for members of the public as valued community facilities will be refurbished to ensure they are fit for purpose in the future and can be used flexibly to deliver a diverse range of activities and events for the local area.
- 6.2 The scale of work will vary between different libraries but will involve a period of closure for most to enable building and/or refurbishment work to be completed. This will affect customers and groups in those communities, but library members can use any library in the borough to borrow items or use public access PCs or access online library resources. The Service will liaise with any library groups affected on alternative options for meeting and also ensure as far as practical that libraries in neighbouring Wards are not refurbished and therefore closed simultaneously.
- 6.3 Disabled or older residents unable to travel to a different library during any closure period will be offered a temporary service from the Home Library Service.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 The representative of the S151 officer has been consulted in drafting this report

- 7.2 Funding (£1M) has been set aside from reserves for the Community Library Refurbishment programme. Approval is now sought to commence the programme and to select a library furnishing company to work with the council to design and provide the furnishings for the various community libraries over a 3 to 5 year period.
- 7.3 The process for selecting the furnishing company would be undertaken using the Warwickshire Framework Agreement (at a cost of £2,500), with call off made under this framework for the refurbishment of the individual community libraries. The cost of using the framework will be contained within the Library service budget.
- 7.4 On appointment of the company, the schedule of cost and the timescales for refurbishment would be assessed to ensure it is within the £1M approved funding. Individual library plans would be presented to the Capital Board and Cabinet for information and approval.
- 7.5 Monitoring of spend and progress on implementation will be reported via the Council's capital budget reporting process.

## **8. EMPLOYEE IMPLICATIONS**

- 8.1 There are no employee implications other than some staff will be re-located to other libraries during any closure periods. All library staff are currently required to work at any location across the borough.

## **9. LEGAL IMPLICATIONS**

- 9.1 There are no legal implications.

## **10. CUSTOMER AND DIGITAL IMPLICATIONS**

- 10.1 The refurbishment work will require support from IT in relation to connectivity, Wi-Fi, the procurement of digital equipment and IT project management.

## **11. COMMUNICATIONS IMPLICATIONS**

- 11.1 The Communications team will be involved in each library refurbishment including advertising engagement activity, media requests, marketing and promotion of the Service and facilities and celebrating each area's incredible new space. A model communications plan will be developed to be used and adapted for each library, linking the branding from the Lightbox through to our other centres.

## **12. CONSULTATIONS**

### **12.1 Human Resources and Business Support**

Sue Sleight, HR Business Partner

#### **Business Improvement and Communications**

Helen Derbyshire, Equality and Inclusion Manager

Katie Rogers, Head of Communications and Marketing

#### **Finance, Assets & Information:**

Joshua Amahwe, Strategic Finance Manager

Jenny Lockwood, Category Manager



Rachel Tyas, Group Leader – Operational Estates

**Employment and Skills:**

Tom Smith, Head of Employment and Skills

**Others:**

Sarah Norman, Chief Executive

Matt Gladstone, Executive Director - Place

Rachel Dickinson, Executive Director - People

Wendy Lowder, Executive Director, Communities

Andrew Frosdick, Executive Director – Core Services

Phil Hollingsworth, Service Director – Stronger, Safer, Healthier Communities

Dave Robinson, Service Director – Customer Information & Digital Services

Graham Terry, Programme Lead, Provider Services

**13. PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION**

13.1 The Equalities Team and Forums will be involved in each project, particularly in relation to the community engagement and design for each library. Advice will be sought for the completion of EIAs for each library.

**14. RISK MANAGEMENT ISSUES**

14.1 The following risks associated with the project have been identified:

Risk	Mitigation
Capital budget insufficient to refurbish all community libraries	<ul style="list-style-type: none"> <li>• Working with Procurement to secure most advantageous contract with partner</li> <li>• Re-using existing good quality furnishings from Central Library and community libraries</li> <li>• Establish Project Management Board to challenge and monitor expenditure throughout programme</li> </ul>
Negative reaction from existing customers to changes	<ul style="list-style-type: none"> <li>• Involve existing customers, groups and non-users in engagement activity on design from the outset</li> </ul>
Conflict with other developments e.g. Community Buildings Review, Principal Towns	<ul style="list-style-type: none"> <li>• Liaise with other projects to inform decisions.</li> </ul>
Inability to procure a suitable library furnishing company	<ul style="list-style-type: none"> <li>• Initial soft market testing indicates interest amongst suppliers and the potential to meet the specification.</li> </ul>
Reduced access to public library service or customer service appointments during refurbishment	<ul style="list-style-type: none"> <li>• Library members can use any library in the borough.</li> <li>• Customers unable to use other libraries will be offered the Home Library Service.</li> <li>• Other services and partners to be kept informed of arrangements</li> </ul>

Risk	Mitigation
Increased complaints	<ul style="list-style-type: none"> <li>Customers to be kept informed of progress of works, closure periods and alternative arrangements</li> </ul>

**23. LIST OF APPENDICES**

Appendix A: Finance  
Appendix 1: Equalities Impact Assessment

**24. BACKGROUND PAPERS**

None

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

**Report author:** Kathryn Green

**APPENDIX A**  
**Prepared on Behalf of the Finance Service Director**

**FINANCIAL IMPLICATIONS**

**COMMUNITY LIBRARIES REFURBISHMENT PROGRAMME**

i) <b><u>Capital Expenditure</u></b>	<u>2019/20</u>	<u>2020/21</u>	<u>Total</u>
	£	£	£
Libraries - Fixtures / Furnishings	1,000,000		1,000,000
	<b>1,000,000</b>	<b>0</b>	<b>1,000,000</b>

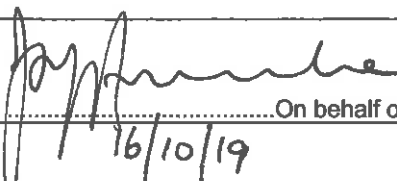
**To be financed from:**  
**Earmarked Reserves**

ii) <b><u>Revenue Expenditure</u></b>	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>
	£'000	£'000	£'000
Professional Services	2,500	0	0
	<b>2,500</b>	<b>0</b>	<b>0</b>

**To be Financed from:**  
**Contained within the Library Service - supplies & services budget**

iii) **Impact on Medium Term Financial Strategy**

None

 Agreed by: ..... On behalf of the Finance Service Director 16/10/19
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# Equality Impact Assessment

Service Name:	CUSTOMER SERVICES
Your Name:	KATHRYN GREEN
Contact Details:	<a href="mailto:kathryngreen@barnsley.gov.uk">kathryngreen@barnsley.gov.uk</a>
Assessment Date:	26 <sup>th</sup> September 2019
Date of EIA Review:	1 <sup>st</sup> April 2020

This is EIA being carried out because we are making the following changes (please provide some background/context):

Commencement of a £1m refurbishment programme across 14 libraries. This is the initial EIA for the programme and covers the core principles and procurement of a library furnishing company as a partner and IT enhancements. Individual library EIAs will be completed as each project commences and will cover the specific detail in that library.

We are making these changes because:

The community libraries need to be made fit for purpose to deliver a modern public library service and a diverse programme of activity in order to re-energise the Library Service, increase usage and meet the Library Strategy 2019-2022.

We asked the following equality, diversity and inclusion questions to help us better understand the impact of the changes:

1.	Will our refurbished libraries be accessible to all?
2.	How will we engage with different characteristic groups to ensure that the changes enable them to use the Service?
3.	What facilities and activities do customers and non-users want to be available in the libraries?
4.	Do our proposals for digital access and self-service options enable all customers to access services and information?

To help answer these questions we did the following things (e.g. service user or staff consultation, data analysis, research etc):

1.	Two engagement exercises and public consultation completed across the borough for the Libraries Review prior to April 2019.
2.	Library @ The Lightbox has been developed as a community and digital hub and this will inform the core principles for the community libraries.
3.	Customer feedback from Library @ The Lightbox will also inform the community library refurbishments.
4.	

From this engagement/research/analysis we learnt the following things:

1.	Undertake engagement activity on each individual library's requirements, before plans are confirmed, including representations from the different characteristic groups.
2.	Clear explanation for all stakeholders, including the public, of the benefits of the change
3.	Take lessons learnt from Library @ The Lightbox into the refurbishment programme.
4.	

Which groups will be most affected by the change? (Please delete rows and information that is not applicable):

Protected characteristic	Details of group affected	How will they will be affected by your change (please give details):	Degree of impact
Sex	Females – due to having disproportionate responsibility for childcare	This is an unknown until the subsequent evidence gathering stage (see Note 1). However the project could advance equality of opportunity for young families using prams, re building layout.	Low
Disability	<i>e.g. Learning disability, Physical disability, Sensory Impairment, Deaf People, Mental Health etc</i>	Layout of building, signage, access between shelving, assistive technology, furnishing and decoration/contrast for VIP users, autism may be affected by busier spaces, mental health affected by increased numbers of people in libraries.	Medium
Race		This is an unknown until the subsequent evidence gathering stage (see Note 2 below)	Low
Age	Older people	May experience difficulty with new technology. Dementia sufferers may be disorientated with changing layouts, increased activity.	Medium
Sexual Orientation	N/A		
Gender Re-assignment	N/A		
Marital Status / Civil Partnership	N/A		

Pregnancy / Maternity	N/A
Religion and Belief	N/A


Other issues / characteristics you may wish to consider:

Low income	N/A
Carers	Dementia carers
Homeless	N/A
Armed Forces Veterans	N/A
Other	N/A

May be indirectly affected if dementia sufferers became more distressed when using the library	Low

What practical steps will you take to make sure that the above changes are as fair and equal as possible? (e.g. will you monitor outcomes for diverse groups, will you include equality actions in your plan, will you change an approach to make it more inclusive etc):

Action	Who?	Please tick					Date updated
		Not due	Not started	Underway	Behind	Complete	
EIA to be completed for each of the library refurbishments.	Library Service		X				
Data gathering exercise for each library which will inform consultation exercise. (See note 1)	Library Service in consultation with the Community Engagement Team		X				
Individual engagement activity for users, non-users, groups and representatives of different characteristic group to be held for each library at the outset of the project.	Library Service		X				
EIA to be included with procurement documents for Library Furnishing supplier. The procurement documents to ask a question to those submitting tenders of their experience of designing inclusive spaces and how they have worked with communities to do this.	Procurement		X				
Training for library staff at each library to enable them to support customers with new technology and access concerns.	Library Service	X					

<b>Consider how libraries can be dementia/autism friendly, including specific training for staff</b>	<b>Library Service</b>	X					
<b>Consultation: Ensure methods of engagement are appropriate and accessible</b>	<b>Library Service in consultation with E&amp;I, Comms, &amp; Community Engagement</b>						
<b>Ensure suitable provision is in place during library closure (see Note 2). Evidence will be demonstrated on individual EIA's.</b>	<b>Library Service</b>						

Notes
<p>1. Prior to the consultation phase we need to understand two different types of demographics. Firstly those who currently use the library so that we ensure they are consulted as part of the planning process. Secondly we need to gather general demographic data regarding the ward profile or the profile of people we would expect to access the library. If there is a disconnect between who we would expect to use the library and those who are using it we need this to form part of the consultation process to see if there are access barriers than need addressing as part of the design process. For example if there are a lot of young families in the area but they rarely access the library why is this? Is it something that could be overcome in changing the design feature; for example incorporating a pram parking area or aisles wide enough to push a double pram.</p> <p>2. Cabinet Report 27.11.19 Point 6.2 states 'The scale of work will vary between different libraries but will involve a period of closure for most to enable building and/or refurbishment work to be completed. This will affect customers and groups in those communities, but library members can use any library in the borough to borrow items or use public access PCs or access online library resources. The Service will liaise with any library groups affected on alternative options for meeting and also ensure as far as practical that libraries in neighboring Wards are not refurbished simultaneously. 6.3 states Disabled or older residents unable to travel to a different library during any closure period will be offered a temporary service from the Home Library Service.</p> <p>In addition to the above points consideration will be given to whether further measures are required for protected groups during library closure. This will be dependant of the evidence gathering phase (at Notes point 1). For example if evidence showed significant numbers of Asylum seekers accessing the library to use IT in relation to their asylum claim. Due to low income they may be unable to travel to other parts of the borough. Mitigations will be considered for possible adverse outcomes if identified.</p>



**BARNSLEY METROPOLITAN BOROUGH COUNCIL**

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

**REPORT OF THE  
EXECUTIVE DIRECTOR (PEOPLE)  
TO CABINET**

**TERMS OF REFERENCE OF THE BARNSLEY ALLIANCE AND THE BOROUGH  
EDUCATION IMPROVEMENT STRATEGY**

**1.0 PURPOSE OF REPORT**

- 1.1 To inform Cabinet of the role and proposed terms of reference of the Barnsley Alliance, responsible for driving standards in the quality of teaching and learning in schools and academies in the Borough.
- 1.2 To seek Cabinet's approval for the adoption of the Borough's Education Improvement Strategy (2019-21).

**2.0 RECOMMENDATIONS**

- 2.1 **That Cabinet notes the proposed terms of reference of the Barnsley Alliance, including those of the Alliance's Board, Executive Group and Sub-Groups, together with the role of the Local Authority.**
- 2.2 **Cabinet approves for adoption, the Education Improvement Strategy for the Borough (2019-21)**

**3.0 INTRODUCTION**

- 3.1 The Barnsley Alliance was formally established in April 2015 as the strategic partnership for driving school improvement in the Borough. In October 5<sup>th</sup> 2016, Cabinet endorsed the adoption of the Barnsley Alliance's School Improvement Strategy (2016-18) and its underlying principles.
- 3.2 As part of the Council's corporate priority of 'People Achieving Their Potential' and, in particular, that *"Every child in the Borough should be able to attend a good school and is successful in learning and work"* the Barnsley Alliance has formulated and developed, for implementation, its Education Improvement Strategy (2019-21) which is attached as Appendix 1 to this report.
- 3.3 At the core of the Strategy is a sector-based, peer-led approach to developing and sustaining the performance of local schools and academies as the catalyst for driving improvements in pupil outcomes and in which the Council is a crucial partner (*Please see Appendix 2*)
- 3.4 The document combines the proposed terms of reference of the Barnsley Alliance Board with its responsibility, firstly, for evaluating any risks to the performance of

individual schools or academies, together with the provision of tailored support, with a view to enabling them to be judged 'Good' or better by Ofsted at their next inspection and to retain this judgement in subsequent inspections (*Please see Appendix 3*).

- 3.5 Secondly, the Strategy places inclusion and improving the attainment and life chances of all disadvantaged groups of pupils as an overriding objective. In particular, the Strategy will aim to enhance the life chances of three vulnerable sets of pupils, namely those with special educational needs (including a disability or impairment); pupils from families impacted by the effects of austerity and who are in care or are eligible for pupil premium funding and those who have been or are at risk of exclusion from their school or setting.
- 3.6 The Barnsley Alliance's strategic priorities, during the period 2019-21 are summarised as follows:
1. To build upon recent improvements in pupil attainment at each of the Key Stages of the National Curriculum with a view to driving further continuous improvement.
  2. To use evidence based and applied good practice in order to improve the quality of teaching and leadership in schools and academies and for this to be consistently judged as 'Good' or better by Ofsted.
  3. To close the gap in achievement between vulnerable groups of pupils and their peers (*please see Paragraph 3.5*)
  4. To improve attendance and engagement through developing better access to alternative education provision, for pupils at risk of permanent or fixed-term exclusion from schools and academies.
  5. To build leadership capacity within schools and academies which will empower a generation of school leaders to develop a sustainable model of continuous improvement in teaching standards across the Borough.
  6. To meet the aspirations of young people and promote access to greater employment and training opportunities through supporting the aims of the More and Better Jobs Strategy.
  7. To improve inclusion and drive social mobility through education, particularly through focusing upon development practice to support children and young people with special educational needs (SEN(D))
- 3.7 The key strategic priority of improving the progress and attainment of pupils with (SEN(D)) will be informed by the following set of actions:
1. Developing the quality of practice within schools to help identify SEN(D) at the earliest stage of a child's journey, as part of promoting effective early intervention and support.
  2. The quality of practice in schools concerning the improvement of outcomes for pupils with SEN(D) will form part of the Barnsley Alliance's criteria for assessing

risks to schools' performance and the provision of targeted support. This will be supported by the deployment of skilled co-ordinators (SENDCOs) and through secondments to the Local Authority's Education Inclusion Service.

3. To continue to nurture and provide local mainstream placement provision for such pupils via the Borough's School Placement and Sufficiency Strategy for children and young people with SEN(D).
4. To develop a robust, sector-led 'appreciative challenge' approach to improving the quality of schools' practice through peer reviews.
5. The development of a commonly understood and agreed approach towards reducing the percentage of permanent and fixed-term exclusions experienced by pupils with SEN(D) to be based upon forthcoming revised statutory guidance, following the recent, national independent review of school exclusions.

3.8 As a partner within the Barnsley Alliance, the Council, through its continuing statutory education functions and as leader of its communities and place-shaper, will have a crucial role in developing a local education system which offers opportunities to and engages all children, including through early help and targeted support, thereby building social capital and benefit the employment market. Achieving progress against the Strategy will be overseen by the Cabinet and the Barnsley Children and Young People's Trust Executive Group, including via the Council's corporate performance reporting framework.

#### **4.0 PROPOSAL AND JUSTIFICATION**

4.1 In particular, please see Paragraphs 3.2 – 3.3, together with Paragraph 3.8 and Paragraphs 5.1- 5.2 of this report.

#### **5.0 CONSIDERATION OF ALTERNATIVE APPROACHES**

5.1 Whilst other forms of fostering improvement in the quality of teaching practice and pupil progress exist in other parts of the country, including regional and sub-regional partnerships and consortia of schools and academies, none have been tried and tested in the Borough. This has, primarily, been due to Barnsley's proud history of collaborative working between the Council and its partners within the Borough in delivering high quality local public services, together with the Barnsley Alliance's track record in helping bring a transformational improvement in results at every Key Stage of the National Curriculum, in recent years.

5.2 To consider an alternative approach at this stage would risk losing the rich local knowledge of our schools and academies and professional expertise which the Barnsley Alliance has accumulated and used to beneficial effect in recent years, for the overall good of all schools, academies and other settings.

#### **6.0 IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS**

6.1 The Education Improvement Strategy, together with the risk evaluation framework and the 'championing' of vulnerable children, will support schools, academies and other settings, in all areas of the Borough, towards the objective of being perceived and judged as a good or outstanding school, within a local landscape that promotes

the life chances of all disadvantaged or vulnerable children regardless of their post code.

- 6.2 Local *cluster groups* comprising of school leaders will be integral in helping to mainstream best practice within schools in their area as part of raising standards on a consistent basis across the Borough (*Please see Appendix 3*).

## **7.0 FINANCIAL IMPLICATIONS**

- 7.1 There are no direct financial implications for the Council arising from the proposed terms of reference of Barnsley Alliance or from adopting the Education Improvement Strategy for the borough.
- 7.2 The role of the Barnsley Alliance is facilitated and supported within the Council by the School Improvement / Evaluation Service (in People Directorate). The Service is funded by the following: Dedicated Schools Grant (£439k); other government grant (£80k); and core council resources (£538k).

## **8.0 EMPLOYEE IMPLICATIONS**

- 8.1 There are no direct implications for the Council's workforce emerging through this report.

## **9.0 LEGAL IMPLICATIONS**

- 9.1 There are no legal implications for the Council arising through its involvement in the Barnsley Alliance or its role in helping achieve the objectives of the Borough's Education Improvement Strategy.

## **10.0 CUSTOMER AND DIGITAL IMPLICATIONS**

- 10.1 No implications are anticipated concerning customer access to the Council's services or for digital transactions, through consideration of this report.

## **11.0 COMMUNICATIONS IMPLICATIONS**

- 11.1 Subject to Cabinet's adoption, the new Strategy will be published and promoted, including via the Children, Families and Education domain of the Council's Web Site and through schools' communication networks

## **12.0 CONSULTATIONS**

- 12.1 The Borough's Education Improvement Strategy has been developed through consultation with school leaders, governing bodies and the boards of academy and multi-academy trusts, together with the Children and Young People's Trust's Executive Group and the Council's Senior Management Team.

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

- 13.1 The aims of the Strategy will directly support the Council's corporate priority of 'People Achieving Their Potential' and the outcome that 'Every child attends a good

school and is successful in learning and work'. This policy priority also correlates with the overall vision and one of the six strategic priorities of the Children and Young People's Plan, considered by Cabinet earlier this year.

- 13.2 A set of key performance indicators has been developed for both primary and secondary schools which will form the basis of the Barnsley Alliance's risk evaluation framework and subsequent appreciative challenge and tailored support (*graduated offer*) activity. These indicators are detailed at the end of Appendix 1.

#### **14.0 PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION**

- 14.1 An overriding objective of the Education Improvement Strategy will be the championing and promotion of the needs of vulnerable and disadvantaged groups of children as part of improving their life chances and driving social mobility through education.
- 14.2 In particular, the Strategy will focus upon improving the attainment of children and young people with SEN(D) and those in need of care, together with vulnerable pupils who are the subject of the pupil premium grant or are excluded from their school or setting, either permanently or on a fixed-term basis.

#### **15.0 TACKLING THE IMPACT OF POVERTY**

- 15.1 The Education Improvement Strategy will build upon recent year on year improvements in education performance through the development of a local system which enables every child in the Borough to achieve their potential and to equip them to access the employment market within sustainable, skilled jobs that will ensure they are resilient to the impact of poverty and deprivation, whilst also improving social capital in our communities.

#### **16.0 TACKLING HEALTH INEQUALITIES**

- 16.1 Please see Paragraph 15.1.

#### **17.0 REDUCTION OF CRIME AND DISORDER**

- 17.1 In particular, a local education system which improves the participation and engagement of and fulfils the aspirations of all young people will make them less vulnerable to the risk of criminal exploitation and its impact upon the lives of individuals and communities.

#### **18.0 RISK MANAGEMENT ISSUES**

- 18.1 The risk evaluation of schools' performance and the instigation of any required support that will enable them to ultimately achieve a 'Good' judgement, will be a cornerstone of the new Strategy. Please see Paragraphs 3.2 and 13.2, together with Appendices 3-4 of this report.

**19.0 HEALTH, SAFETY AND EMERGENCY RESILIENCE ISSUES**

19.1 There are no implications for the health and safety of the public or workforce and for the resilience of the Borough to a serious or major incident, arising through this report.

**20.0 COMPATIBILITY WITH THE EUROPEAN CONVENTION ON HUMAN RIGHTS**

20.1 The aims of the Strategy are compatible with the Articles and Protocols of the EU Convention concerning the rights of the child.

**21.0 CONSERVATION OF BIODIVERSITY**

21.1 There are no implications for the local environment, climate change or the conservation of biodiversity emerging through the report.

**22.0 GLOSSARY**

22.1 None, applicable.


**23.0 LIST OF APPENDICES**

23.1 Appendix 1: Barnsley Alliance Education Improvement Strategy (2019-21)  
Appendix 2: Terms of Reference of the Barnsley Alliance and Constituent Bodies (2019-21)  
Appendix 3: Configuration of the Barnsley Alliance (2019-21)  
Appendix 4: Education Improvement Strategy: Risk Assessment Framework (2019-21)

**24.0 BACKGROUND PAPERS**

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

**Report author:** Rachel Dickinson (Executive Director: People)

Financial Implications/Consultation  
  
.....1 Oct 2019.....  
*(To be signed by senior Financial Services officer where there are no financial implications)*

# BARNSLEY ALLIANCE

## EDUCATION IMPROVEMENT STRATEGY 2019-21

## Foreword

The mission of the Barnsley Alliance is to promote a cohesive approach to improving education. Our goal is that we all work together to ensure the very best education outcomes for children and young people in Barnsley.

We share a collective commitment that education in the borough should support the Council's vision for Barnsley to have a **thriving and vibrant economy**; be a place where **people achieve their potential** and where they live **within strong and resilient communities**. We share the vision of the **Children and Young People Plan 2019-22** for **every child to attend a school rated 'good' or better by Ofsted**, to achieve **success in learning and work** while growing up in **strong and resilient families**. Success in education and engagement in lifelong learning is the key to good employment prospects, good health and well-being, and to building thriving communities. Improving education quality and outcomes is a shared priority, fundamental to achieving our broader vision for Barnsley.

Our strategy is founded on high aspirations for all of our children and young people, regardless of their starting points or the challenges they may experience in life. We recognise that delivering a high quality education in contexts where children and young people don't always enjoy the same access to opportunities isn't straightforward. Barnsley has a steady trajectory of improving education outcomes but we recognise the need to do more, faster, to ensure life chances improve for all our children and young people.

Barnsley has made great strides in bringing educational outcomes into line with, or in some cases exceeding, national expectations. While excellent teaching and school leadership is central to improving education outcomes, this alone will not succeed in accelerating improvement to bring attainment and progress above national standards and to achieve the excellence we aspire to. Our response needs to ensure that we support and strengthen families and communities where children may experience barriers to well-being and achievement, so that we break the cycle of poor outcomes and quality of life that endure in some of our communities. The circumstances of some young people's lives should not hinder achievement. Therefore this strategy is supported by, and operates in conjunction with, others such as the Barnsley SEND Strategy, the Neglect Strategy and our All-age Early Help Strategy.

Whatever their background or circumstances, our children and young people deserve the most positive educational experience and to achieve the best possible outcomes.

Rachel Dickinson **Executive Director People, Barnsley MBC**

Nick Bowen **Co-Chair Barnsley Alliance (Secondary)**

Yvonne Gray **Co-Chair Barnsley Alliance (Primary)**



# SECTOR LED EDUCATION IMPROVEMENT – HOW THE BARNLSLEY ALLIANCE WORKS

## **What is the Barnsley Alliance?**

- The Barnsley Alliance is a strategic partnership between early years settings, schools, academies, colleges and the local authority. Its purpose is to raise the quality of education and improve outcomes for children and young people across Barnsley.
- The Alliance is the custodian of effective education within Barnsley.
- The Alliance recognises the needs of children and young people as a whole and so works with education providers, families and the community to identify and meet need holistically (see SEND, Early Help and Neglect strategies).
- The Alliance represents a sector-led model that works in partnership with the Local Authority.
- Sector-led improvement means that all schools take a collective responsibility for the outcomes of Barnsley children and all partners have a mandate to mutually support and challenge each other.

## **What does the Alliance do?**

- Barnsley Alliance holds schools and academies to account for their outcomes and challenges school leaders & governors where outcomes are not meeting expectations.
- The Alliance will broker support for schools to help them develop and improve.
- The Alliance also works to ensure effective leadership & governance and works system-wide to develop current and future leaders.
- The Alliance works to promote a cohesive education system that will minimise the risk of fragmentation in a multi-provider context.
- The Alliance researches, promotes, supports and sources best practice to inspire and motivate innovation and excellence.
- The Alliance works to develop and deploy school improvement capacity from local schools to improve other Barnsley schools.
- The Alliance Board determines the priorities for improvement across the Barnsley education sector.
- The Alliance initiates specific projects and case studies to support school improvement and good outcomes for children and young people.
- The Alliance engages with other key partnerships to improve children's outcomes; notably the Children and Young People's Trust and the Barnsley Safeguarding Children Partnership

## **Aims of the Alliance**

To ensure every school/academy:

- has effective leadership & governance.
- is at or above the national average (P8 in secondary schools; positive progress measures in reading, writing and mathematics).

## **The Barnsley Alliance strategic responsibilities are to:**

- agree the Barnsley Education Improvement Strategy to ensure that all children have access to good and outstanding educational opportunities.
- support the development of collaborations and partnership arrangements that effectively enable individual schools to secure good outcomes for all pupils.
- ensure cohesion across the Barnsley education system through recognising and challenging the potential for fragmentation in a multi-provider environment while acknowledging and celebrating the successes of different providers in driving and supporting improvement for Barnsley pupils.
- monitor the quality of education and school performance.
- ensure all schools are receiving appropriate support and challenge in proportion to their success and effectiveness.
- support and challenge schools and academies to promote aspiration for all our pupils and to provide access to opportunities to enhance ambition and help pupils realise their full potential
- contribute to and support the delivery of the Barnsley SEND Improvement Plan and the Barnsley SEND strategy
- contribute to, and support the development of, Early Help arrangements so that all children have the best opportunities to achieve their potential.

It is recognised that schools are self-managing and largely autonomous and are, therefore, responsible for their own performance and improvement. Effective self-evaluation is the most important process of school improvement and it is expected that all schools should be able to make an accurate self-evaluation of their performance and take clear and decisive action to improve weaknesses.

While the Council has a role to play in supporting and challenging schools, it largely fulfils this role through its participation in the Barnsley Schools' Alliance. The Alliance Board has, therefore, a defined role in securing high quality provision and standards in Barnsley schools and settings.

All schools, maintained and academies, are equal partners in The Alliance and are represented on The Alliance Board, by a member of their local 'cluster' or network.

Barnsley schools and settings proactively engage with sector-led improvement to share best practice, promote inclusion, improve outcomes and offer peer-to-peer support across the whole education system.

Barnsley schools and settings recognise their role in educating and supporting children and young people as part of the Barnsley community and engage with early help, inclusion and SEND support systems to assist in improving outcomes for vulnerable groups;

### **How the Alliance measures success:**

- The number of Barnsley schools judged 'good' or better by Ofsted increases
- Following the annual risk assessment process, the number of green and yellow schools increases
- Impact evaluations following intervention and support for individual schools and settings.
- The attainment and progress of Barnsley pupils improves at all key stages (detailed performance framework attached at tables one and two).
- Attendance improves (at least in line with national comparators) and persistent absence in primary and secondary schools reduces.
- Improved inclusion practice demonstrates a reduction in exclusions from primary and secondary schools (fixed term and permanent) and a narrowing of the gap in the attainment and progress of vulnerable groups.

### **Risk assessment process**

The support and challenge process is underpinned by a number of key principles:

- That the criteria for risk assessment is clear and understood by all schools and academies.
- When a concern is identified, members of the Quality of Education Group will communicate the precise nature of the concern to the head teacher and chair of governors at the earliest opportunity and that advice/guidance and support will be made available.
- That school-to-school support and partnership working is central to the Alliance's approach to ensuring effective support to all schools, but particularly those causing concern.
- In all circumstances, schools' individual contexts will be taken into consideration when determining RAG rating and risk assessment.
- That all schools, maintained and academies, will take part in the process in order to ensure that all Barnsley children receive their entitlement to a good education.

**Full risk assessment process is attached at appendix two**

**Through the Quality of Education sub-group, the Alliance provides and oversees the statutory school improvement and challenge functions of the LA, primarily by:**

- **Monitoring** – The regular and systematic collection and analysis of performance data (quantitative and qualitative) and discussion with schools about the outcomes of their own self-evaluation processes. This informs school and Alliance planning and

prioritisation, provides opportunities for quality assurance and ensures that statutory requirements are met.

- **Supporting** – Working in partnership with schools to address identified areas for development through the brokerage or commissioning of external support via Tykes Teaching School Alliance and Positive Regard Teaching School Alliance.
- **Challenging** – Within the process of rigorous self-evaluation, challenging schools to meet ambitious targets, make full use of the range of evidence available and ensure the right questions are asked. The aim is to identify success, share good practice and determine appropriate actions to secure continuous improvement.
- **Intervening** – Where performance, self-evaluation and improvement planning are judged to be inadequate, the Local Authority is able to use its statutory powers of intervention to ensure that a maintained school's performance improves. It is expected that academies and any future free schools will also engage in self-evaluation procedures and engage in the same way as maintained schools, to enable the Alliance to champion **ALL** pupils in the borough.

**Local Authority Maintained Schools: escalation of concern** The local authority has a statutory duty to intervene where there is a concern about standards in the school, a breakdown in governance or leadership, or where safety at the school is seriously compromised. Where there are such concerns, the local authority will seek to work with governors and school leaders to address the issues.

Where there is not sufficient improvement as a result of the support and challenge provided by the Alliance, or a school will not engage with the support offered, the local authority will consider issuing a statutory warning notice. This requires the governing body to respond with an acceptable plan and proposal for improving the school. Where the governors do not respond to the authority's satisfaction, the local authority can also take other action, including removing the school's delegated budget; appointing additional governors; or applying to the DfE to replace the governing body with an Interim Executive Board. In these circumstances the DfE will expect the IEB and the local authority to work towards a structural solution, namely conversion to an academy.

Before issuing a statutory warning notice, the local authority will invite the school leaders and governors to a challenge meeting with the Executive Director, or their representative and will also issue a Pre-Warning Notice in writing. This Notice will set out, exactly as a warning notice would, the basis of the local authority's concerns; what it requires the governing body to do, and in what timescales. The main difference is the Pre-Warning Notice does not trigger statutory powers or intervention.

In maintained schools with low attainment, inadequate progress and in an Ofsted category or not improving, recommendation will be given to seek academy sponsors where this structural solution is deemed to be in the best interests of rapidly improving outcomes for children and young people.

**Academies: escalation of concern**

Where there has been lack of sufficient improvement as a result of support and challenge provided by the Alliance, the concern will be escalated to the Executive Director, People. On behalf of the local authority the Director will write to the Academy Trust, outlining the concerns. Academy senior leaders and Trust representatives will be invited to a challenge meeting with the Director, and to share its plans for improving the school. The academy will also be asked to provide termly updates on progress against the improvement plan.

## **Promoting opportunity for children and young people to fulfil career aims and life ambitions**

*“Young People have aspirations and we want better employment and work experience opportunities to help achieve them”. A young member of the CYP Plan working group*

Barnsley’s Employment and Skills Strategy: **More and Better Jobs** aims to raise the ambition of Barnsley businesses, education institutions, people and communities, through three priorities:-

- Getting Ready For Work - Education and Employability
- Getting Into Work – Routes into Work
- Getting On (and staying in) Work – Businesses and Progression

It outlines the need to **strengthen collaborative work with schools and colleges, businesses and communities to ‘create a shared belief in a brighter future, a better Barnsley, with buoyant business growth, rising productivity, and a more skilled workforce’**. It also tells us **good jobs are a vital first step to progress and improved life outcomes, including for peoples’ health and wellbeing. This agenda is very important to children and young people and we will continue to work together with Barnsley Youth Council to deliver against this strategy.**

The new Ofsted framework for schools places a much greater focus on personal development, including careers and enterprise and preparing young people for life beyond school in relation to further education, training and work.

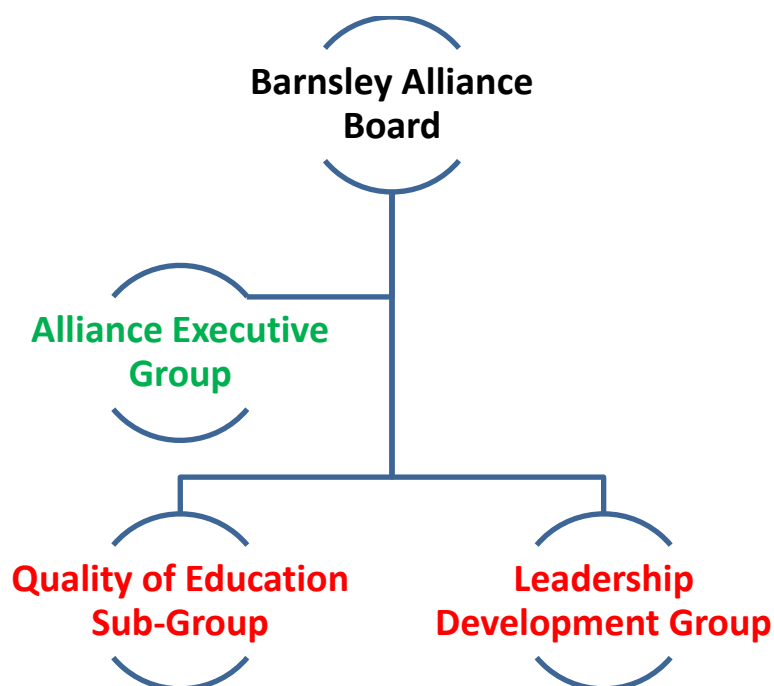
*“Barnsley schools are focussing sharply on this area in order to further raise aspirations through better personal guidance and the development of appropriate skills and competencies. Barnsley has responded to the national career and enterprise strategy by ensuring an Enterprise Advisor is assigned to and a Careers Leader appointed in every school, so that all students have an entitlement to meaningful encounters with the world of work, FE and Universities, as part of a stable and strategic Careers Programme.” Chair of the Barnsley Schools Alliance*

**As an integral part of the Barnsley Children and Young People’s Trust, the Schools Alliance is therefore committed to supporting the CYPT work towards:**

- Continuing to improve the attainment of children and young people in school and further education.
- Increasing participation of 16–18 year-olds in education, training and employment.
- Increasing apprenticeships and the uptake of higher education.
- Continued support to schools to develop employability of their students.
- Enhance engagement between the education and business sectors to increase young people’s understanding of the work place and improve work readiness.
- Enhancement of post 16 education, employment and training provision across the borough.
- Clear pathways to enable young people with special educational needs and disabilities prepare for adulthood and successfully for employment.
- A clearly structured pathway to enable care experienced young people to gain and sustain employment.

- Continue to promote the 'Employer Promise' which encourages all types and sizes of organisation to offer what they can to actively help young people and adults prepare for work, find the right job and make good progress when they are in work.
- Work with Barnsley Youth Council to achieve their campaign priorities; Equal Pay for Equal Work, Quality Work Experience, and a Curriculum to prepare us for life.

# ALLIANCE GOVERNANCE AND STRUCTURE



*A full governance diagram is attached at appendix two*

**Alliance Board** is made up of Secondary and primary co-chairs of alliance board; Primary cluster leads; Service Director (Education, Early Start and Prevention); Head of Barnsley Schools' Alliance; Governor representatives; Teaching school representatives; Early Years representative; Elected member representative; Education Welfare representative; SEND representative and school evaluation officers.

**Alliance Executive** is made up of Alliance board co-chairs; Service Director (Education, Early Start and Prevention); Head of Barnsley Schools Alliance.

**Alliance Sub Group: Quality of Education** is made up of Board Co-chairs; school evaluation officers; Head of Barnsley Schools' Alliance, teaching school representatives, early years representative)

**Alliance Sub Group: Leadership** is made up of Board Co-chairs, headteacher representatives, Head of Barnsley Schools' Alliance, LA officers – invitation)

## What does each group do?

### **Alliance Board**

- Is the overall strategic partnership board of the Alliance.
- Brings together all key stakeholders.
- Sets the strategic direction and priorities of the Alliance.

### **Alliance Executive**

- Provides executive capacity to the Alliance Board.



- Facilitates agile and appropriate decision-making.
- Gives a strategic overview.
- Commissions strategic leads (champions).
- Develops and implements alliance strategy on behalf of the Board.
- Evaluates Alliance impact.
- Evaluates LA risk assessment and evaluation processes.
- Evaluates school and academy risk assessments and determines next steps.
- Receives updates from and sets the work programme of the sub-groups.

***Alliance Sub Group: Quality of Education***

- Areas of responsibility – Student/pupil progress, attendance, inclusion, SEND, budget, and curriculum.

***Alliance Sub Group: Leadership***

- Areas of responsibility – Challenge and support, leadership development, succession planning and governance.

**Accountability**

- Colleague head teachers and LA officers hold school leaders to account on behalf of the Alliance. School intervention is brokered at the Quality of Education and Leadership groups where decisions are taken about which person will lead the intervention process.
- Significant individual school-based issues, leadership and governance issues and/or more general issues are escalated to the Alliance Executive.
- The performance and risk assessment outcome for every school is discussed at the Quality of Education group.
- Peer-to-peer support is implicit to the working of the Barnsley Alliance. Therefore, if a school receives Alliance support, it should be willing to support and engage in peer review and other improvement activities.

There are three key principles of Alliance (sector-led improvement) activity:

**1. Reciprocity**

Good practice is shared willingly.

**2. Core offer**

All schools and academies receive a core offer from the Alliance of:

- Risk assessment
- Continuing professional development

**3. Evaluation of impact:**

An annual evaluation of the impact of the Alliance is completed within each sector. Performance measures are included as table one (primary) and table two (secondary).

A more comprehensive Barnsley Alliance governance structure diagram is attached in appendix one.

## **The role of school governors and leaders**

### **Governors:**

- Develop, with senior leaders, a vision and strategic direction for the school.
- Monitor progress and outcomes for pupils and hold school leaders to account for the quality of education in the school.
- Make sure the school uses its finances efficiently and properly, particularly ensuring resources are deployed to support pupils' learning.
- Ensure the school regularly evaluates how well it is doing and oversee plans for improvement.

### **School leaders:**

- Provide leadership in school which focuses on securing excellent teaching and learning.
- Are accountable for the educational outcomes for all pupils in the school.
- Ensure there are good monitoring and evaluation systems in place so they know the strengths of their school and are clear about areas for improvement.
- Develop and implement school improvement plans to support continuous improvement.
- Ensure the resources in the school are managed well to support pupils' achievement.

In addition to the Alliance structure, school leaders come together through the **Barnsley Secondary Head Teacher Group** which meets monthly and the **Barnsley Primary Heads Executive** which meets each half term and facilitates the participation of primary heads in broader partnership work through conferences and meetings. Both the Secondary Head Teacher Group and the Primary Executive contribute to the work of the Alliance.

### **The role of the Council:**

All local authorities have a legal duty to promote high standards of education. This means it is a partner with all education providers in the area, including early years settings, maintained schools, academies and post 16 colleges. Within this partnership the council acts as a champion for children and parents to ensure all communities have access to and benefit from good education opportunities. To fulfil its responsibilities the council will:

- Invest in strong partnership to shape the quality of education provision and improve standards.
- Hold education providers to account for quality of provision and outcomes for children and young people.
- Ensure that a range of multi-agency services work effectively to remove barriers to educational achievement for vulnerable young people and their families.
- Ensure there are arrangements of fair access to schools for every child.

- Promote high quality early years education.
- Enable children and young people to participate in decision making.
- Ensure the participation of young people in training or education.
- Ensure there are arrangements locally, and across partners, to enable families to access early help when they need it – the right support at the right time.

## **Barnsley Alliance Strategic Priorities 2019-21**

The Alliance has identified seven areas of priority in order to realise our ambitions for young people across Barnsley:

1. To continue to improve attainment and progress for all pupils at all key stages
2. To further improve the quality of teaching and learning so that it is consistently good or better.
3. To close the achievement gap between vulnerable groups and their peers with a particular focus on those pupils who have a special education need or disability and / or those who are eligible for pupil premium funding (including children in care and those eligible for free school meals)
4. To improve attendance, reduce the use of permanent and fixed-term exclusions and develop better access to alternative provision for pupils at risk of exclusion.
5. To build leadership capacity which empowers leaders at all levels to develop a sustainable model of continuous improvement across all Barnsley schools.
6. To promote access to greater opportunity for children and young people through supporting the aims of the More and Better Jobs Strategy
7. In addition to the priorities set out above, the Alliance has recognised the need to improve inclusion in Barnsley schools and academies by focussing on developing practice to support children and young people with SEND.

**These priorities will inform the work programme of the board and its sub-groups throughout the period 2019-21.**

## **Special Educational Needs and Disabilities (SEND)**

The Alliance has established a number of priorities through the SEND (Area Partnership) Improvement Plan and supporting programme, including:

1. Developing practice to identify SEND at the earliest stage and promote effective early intervention and support
2. Developing and implementing specific risk assessment criteria around SEND practice and outcomes to identify schools and academies in need of targeted support
3. Supporting the deployment of skilled Barnsley SENDCOs to challenge and develop practice in schools across the borough through secondment to the council's SEND Service
4. Working pro-actively with the council to support placement sufficiency needs and ensuring wherever possible that children and young people can be placed in schools and academies within Barnsley
5. Developing sector-led challenge through peer reviews and implementation of London Leadership reviews
6. Working together to understand , challenge and reduce the high level of fixed-term and permanent exclusions experienced by children and young people with SEND
7. Supporting the development of a revised borough-wide SEND Strategy

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**Table One - Barnsley Schools Key Performance Indicators - PRIMARY**

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1. % of schools at or above the national average KS2 level for R/W/M combined
  2. % of children in good/outstanding schools (Internal Risk Assessment)
  3. Number of Red Academies/Schools
  4. Number of Inspections within the last academic year and outcomes in relation to last inspection
  5. Number of academies/schools anticipating inspection in current year
  6. Number of academies/ schools at risk of a declining grade
  7. Authorised absence
  8. Unauthorised absence
  9. Persistent absence
  10. Permanent exclusions
  11. Fixed term exclusions
  12. Referrals to FAP
  13. In PRU provision
  14. Mobility
  15. Barnsley Headline Data:
    - GLD
    - Yr 1 phonics
    - Yr 2 phonic resits
    - KS1
    - KS2
  16. Disadvantaged gap
  17. SEN gap
  18. Gender gap
  19. EAL gap
  20. Number of EHE
  21. Number of CME
-

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**Table Two - Barnsley Schools Key Performance Indicators - SECONDARY**

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1. % of children in good/outstanding schools (Internal Risk Assessment)
  2. Number of Amber Academies/Schools
  3. Number of Red Academies/Schools
  4. Details of Inspections within the last academic year and outcomes in relation to last inspection
  5. Details of academies/schools anticipating inspection in current year
  6. Details of academies/ schools at risk of a declining grade
  7. Authorised absence
  8. Unauthorised absence
  9. Persistent absence
  10. Permanent exclusions
  11. Fixed term exclusions
  12. Referrals to FAP
  13. In PRU provision
  14. Data:
    - Progress 8
    - Attainment 8
    - Eng and maths 4-9
    - Eng and maths 5-9
  15. Disadvantaged gap:
    - Progress 8
    - Attainment 8
    - ENG
    - MATHS
  16. SEN gap
  17. Gender gap
  18. EAL gap
  19. Number of NEETS
  20. Number of EHE
  21. Number of CME
-

## **BARNSELY ALLIANCE FOR SCHOOLS BOARD**

### **DRAFT TERMS OF REFERENCE AND MEMBERSHIP (2019/20)**

#### **Introduction And Purpose**

The Barnsley Alliance for Schools and its Board is the strategic partnership body composed of the Local Authority and its education partners. It will be accountable to the Borough Children and Young People's Trust Executive Group for progressing and achieving one of the strategic objectives of the Barnsley Children and Young People's Plan for which the Alliance is responsible. This is to develop a strategy for improving the education, achievement and employability of all children and young people in the Borough through driving inclusion, promoting social mobility and, ultimately enhancing social capital in the Borough.

#### **Aims And Objectives Of The Barnsley Alliance Board**

1. To provide strategic leadership to the Alliance's operational work in securing improvements in the performance of schools', pupil progress and the quality of teaching and learning standards.
2. To develop and maintain a whole-systems approach for improving the experience of pupils from disadvantaged groups, notably children with special educational needs and children in the care of the Local Authority, together with care leavers, by ensuring improvements in their attainment and their potential, based on good practice, including the commissioning of places.
3. To ensure the development of opportunities to engage children and young people in helping inform and co-produce policies, plans and strategies.
4. To ensure the development of a coherent performance management and risk assessment framework aimed at holding to account schools and other forms of education provision, based on a constructive challenge approach.
5. To approve the work programme for the Alliance Board's Executive Group in its role of overseeing the progress and achievement of the Alliance's School Improvement and Inclusion Strategy (*please see Appendix 1*)

#### **Membership**

The Alliance Board will be composed of the following representatives:

- Service Director (Education, Early Start and Prevention)
- Head of Service (Barnsley Alliance)
- Head Teacher Representative (Secondary Phase)
- Head Teacher Representative (Primary Phase)
- Head Teacher Representative (Academies Sector)
- Head Teacher Representative (Special and Alternative Provision)

- Representative from the Barnsley Governors' Association
- School Representatives from the following locality areas:

CARM, Cudworth, Darfield and Wombwell, Darton, Hoyland, Penistone, The Dearne, Town Centre, Worsborough and Stairfoot.

- The Chairs of the Barnsley Alliance's Executive Group and Two Sub-Groups ('Quality of Education' and 'Leadership' Sub-Groups)

### **Role And Responsibilities Of Members Of The Board**

Individual members of the Barnsley Alliance Board will undertake to:

1. Ensure that the Board adds value and has a positive influence upon school improvement activity and the achievement and potential of pupils in the Borough.
2. Be sufficiently briefed and able to provide an authoritative view on behalf of their organisation and/or sector as part of his/her contribution to discussions
3. Through effective communication and dissemination, to ensure the objectives, priorities and values expressed in the Barnsley Alliance's Strategy are championed and adopted by their school or organisation and that the policies and plans of their school or organisation are consistent with the Strategy.
4. Be held to account for the effective implementation within their school or organisation of the Alliance's objectives and priorities.
5. Adopt, on behalf of their school or organisation, any information and data sharing protocols agreed by the Alliance Board.
6. Not disclose any matters considered by the Chair of the Alliance Board to be confidential to the Board.
7. Voluntarily declare any personal or conflict of interest relating to the work of the Alliance Board, whether pecuniary or otherwise.

### **Principles Of Working**

The Barnsley Alliance Board will:

- Adopt the principles of equality and fair treatment so as not to unlawfully or inadvertently discriminate against individuals or groups of individuals on the grounds of race, religion, ethnic origin, gender, sexuality or disability, as part of promoting diversity and inclusion.
- Ensure they comply with standards relating to information, security, information governance and data protection

### **Governance**

The Chair of the Alliance Board will be appointed following an election from among Board members. The Chair will serve for a two year period and an election and appointment will take place at the first ordinary meeting of the academic year, or as necessary. A Chair may serve for more than one term.

The Alliance Board will meet at least four times during the academic year to discharge its business. The agenda and accompanying papers for its meetings will be distributed to members at least 3 working days prior to the date of a meeting. A formal record of each meeting of the Board will be completed and signed by the Chair.



## **Appendices To Terms Of Reference**

The terms of reference of the Board's Executive Group and its operational sub-groups are attached as follows:

Appendix 1: Terms of Reference of the Barnsley Alliance Executive Group

Appendix 2: Terms of Reference of the Leadership and Special Educational Needs and Disabilities Operational Sub-Group

Appendix 3: Terms of Reference of the Narrowing The Gap And Achievement Sub-Group

## Appendix 1

### Barnsley Alliance For Schools

#### Terms of Reference of the Alliance Executive Group

##### **Introduction**

The purpose of the Barnsley Alliance Executive Group (BAEG) is to maintain executive oversight for achieving the strategic objectives and operational priorities of the Alliance Board's Strategy for School Improvement and Inclusion. It will maintain such oversight through an agreed work programme to be approved by the Alliance Board.

##### **Summary Of The Role And Responsibilities Of The Barnsley Alliance Executive Group**

1. The BAEG will be responsible to the Alliance Board for ensuring progress takes place towards achieving the strategic objectives and operational priorities of the Alliance's Strategy for School Improvement and Inclusion.
2. The BAEG will be responsible for all key decisions relating to the commissioning and procurement of the range of education services for children and young people in the Borough.

##### **Membership Of The Group**

Membership of the BAEG will be composed of the following representatives:

###### Local Authority Representatives

- Service Director (Education, Early Start and Prevention)
- Head of the Barnsley Schools Alliance
- Barnsley Alliance Service Manager
- School Evaluation Officers and Secondary Phase Advisor (*on an 'as and when required' basis*)

###### Schools Representatives

- The Chairs of the 2 Operational Sub-Groups of the Alliance Board, namely the 'Leadership and SEN(D)' and 'Narrowing The Gap And Achievement' Sub-Groups.

All members of the BAEG will nominate a designated substitute at senior level within their Service who will attend in the member's absence.

##### **Role And Responsibilities Of Individual Members**

Individual members of the BAEG will undertake to:

1. Adopt within their service, school or sector, the strategic objectives, operational priorities and values of the Alliance's Strategy for School Improvement and Inclusion
2. Commit to a whole-systems and place-based approach to improving educational outcomes for children and young people, including via the aligning of resources, particularly for commissioning purposes.

3. Establish short-term or time-limited task and finish groups in order to conduct fundamental reviews or 'deep-dive' investigations of matters pertinent to its terms of reference.
4. Declare any personal interests or conflict of interests, pecuniary or otherwise, concerning the work of the BAEG.

### **Role Of The Chair**

The Chair will be elected by other members of the BAEG and appointed on an annual basis. His/her role will be as follows:

- To resolve any inter-agency or inter-service barriers to achieving the overall vision, strategic objectives and operational priorities of the Alliance's Strategy for School Improvement and Inclusion.
- Ensure meetings of the BAEG take place in an orderly fashion in accordance with principles of fairness and mutual respect.
- To ensure the clearance and submission of reports by the BAEG to the Alliance Board and partner organisations or services, as appropriate.

### **Governance Arrangements**

Meetings of the BAEG will be held in private and take place every six weeks with the agenda, together with accompanying reports will be distributed to members at least 3 working days prior to the meeting. Any individual member may suggest an issue for inclusion on the agenda.

These terms of reference will be reviewed on an annual basis or when required.

## Appendix 2

### Barnsley Alliance For Schools

#### Terms of Reference of the Leadership Sub-Group

##### **Purpose of the Sub-Group**

To support the Alliance Board in enhancing school leadership capacity at all levels in order to help pupils achieve better than expected progress and be better placed to achieve their potential.

##### **Role and Responsibilities of the Sub-Group**

1. To review and evaluate inspection outcomes for schools and academies with a view to identifying the appropriate nature of support to be provided to schools and academies which are coasting or whose performance outlook places them at risk of intervention.
2. With the Alliance Board's endorsement, to identify and disseminate evidence based or applied best practice within local schools and academies as part of a peer-led approach to school improvement.
3. To be responsible for the day to day expenditure of the Barnsley Alliance for Schools and to help identify any continuing or emerging financial risks within schools that could impact upon pupil progress.
4. To evaluate leadership needs in schools and recommend remedial action, leading to improved assessment outcomes and improved pupil progress.
5. Via the creation of a fit for purpose performance and risk management framework, together with the regular analysis of performance data, to identify and embed evidence-based and applied good practice as part of enhancing leadership capacity within schools.
6. To provide effective support to the progress and achievement of the strategic objectives and operational priorities of the Borough's multi-agency School Placement and Sufficiency Strategy for Children with SEN(D)
7. To support the effective implementation of early identification and targeted support for individual and groups of pupils in need of help

##### **Principles of Working**

- To accord with the principles of fairness, equality and inclusion. To discuss the business of the Sub-Group in an atmosphere of trust and respect and to comply with standards relating to information governance and data protection.
- Members of the Sub-Group will ensure that the objectives, priorities and values of both the School Improvement and Inclusion Strategy and Placement and Sufficiency Strategy

are adopted and promoted within their school or service as part of a multi-agency, place-based approach to supporting the needs of children and young people with SEN(D) and promoting inclusion.

### **Membership of the Sub-Group**

The membership of the Sub-Group will be composed of the following:

#### **Local Authority Representatives**

- Head of the Barnsley Alliance for Schools
- Early Years Foundation Stage Consultant
- Barnsley Alliance Service Manager

#### **Sector Representatives**

- Head teacher representatives (Primary phase)
- Head teacher representative (Secondary phase)
- Head teacher representative (Special education provision)
- Governor representatives (Primary phase and special education provision)

### **Governance**

Members of the Sub-Group will elect a Chair who will serve for an initial period of one year, however, the Chair may serve for more than one year. Meetings of the Sub-Group will convene on a half-termly basis and agendas and accompanying papers will be distributed at least 3 working days prior to each meeting. A formal record of each meeting, including actions arising, will be drafted.

## Appendix 3

### Barnsley Alliance for Schools

#### Terms of Reference of the Quality of Education Sub-Group

##### **Purpose of the Sub-Group**

The role of the Quality of Education Sub-Group will be to support schools and academies towards improving the quality of learning and teaching standards and thereby enable all pupils to achieve their potential within a setting acknowledged by Ofsted to be 'Good' or better within the education inspection framework.

Through analysing trend data within the Alliance's school performance and risk management framework, the Sub-Group will evaluate the performance of pupils by characteristics in comparison to peers and where required, identify and commission the appropriate support to schools and settings in order to close the gap in attainment as part of ensuring all pupils attend a good school or better.

##### **Role and Responsibilities of the Sub-Group**

The Sub-Group will undertake the following tasks:

1. To review the progress of schools in narrowing the gap in attainment between pupils from disadvantaged groups and peers.
2. To identify and commission the appropriate level of support or intervention in order to support schools in improving outcomes for pupils from disadvantaged groups, thereby driving inclusion and social mobility.
3. To identify and introduce evidence-based and applied best practice in order to improve schools capacity to narrow the gap in achievement.
4. To ensure schools adhere to new statutory guidance, to be introduced by 2020, on behaviour and discipline and on the practice of pupil exclusions, as part of promoting greater inclusion and greater protection potential harm. To monitor schools performance on this issue and to act as an advocate on behalf of affected children, young people and families. To act as the 'local forum' on the monitoring of exclusions and the wider impact upon communities.

##### **Membership of the Sub-Group**

Membership of the Sub-Group will be composed of the following representatives:

###### Local Authority Representation

- Service Director (Education, Early Start and Prevention)
- Head of Service (Barnsley Alliance for Schools)
- School Evaluation Officers
- Barnsley Alliance Service Manager
- Senior Early Years Foundation Stage Consultant

### Sector Representatives

- Head teachers (Primary phase)
- Head teacher (Secondary phase)
- Head teacher representatives (Barnsley Teaching Schools Allowance)

### **Principles of Working**

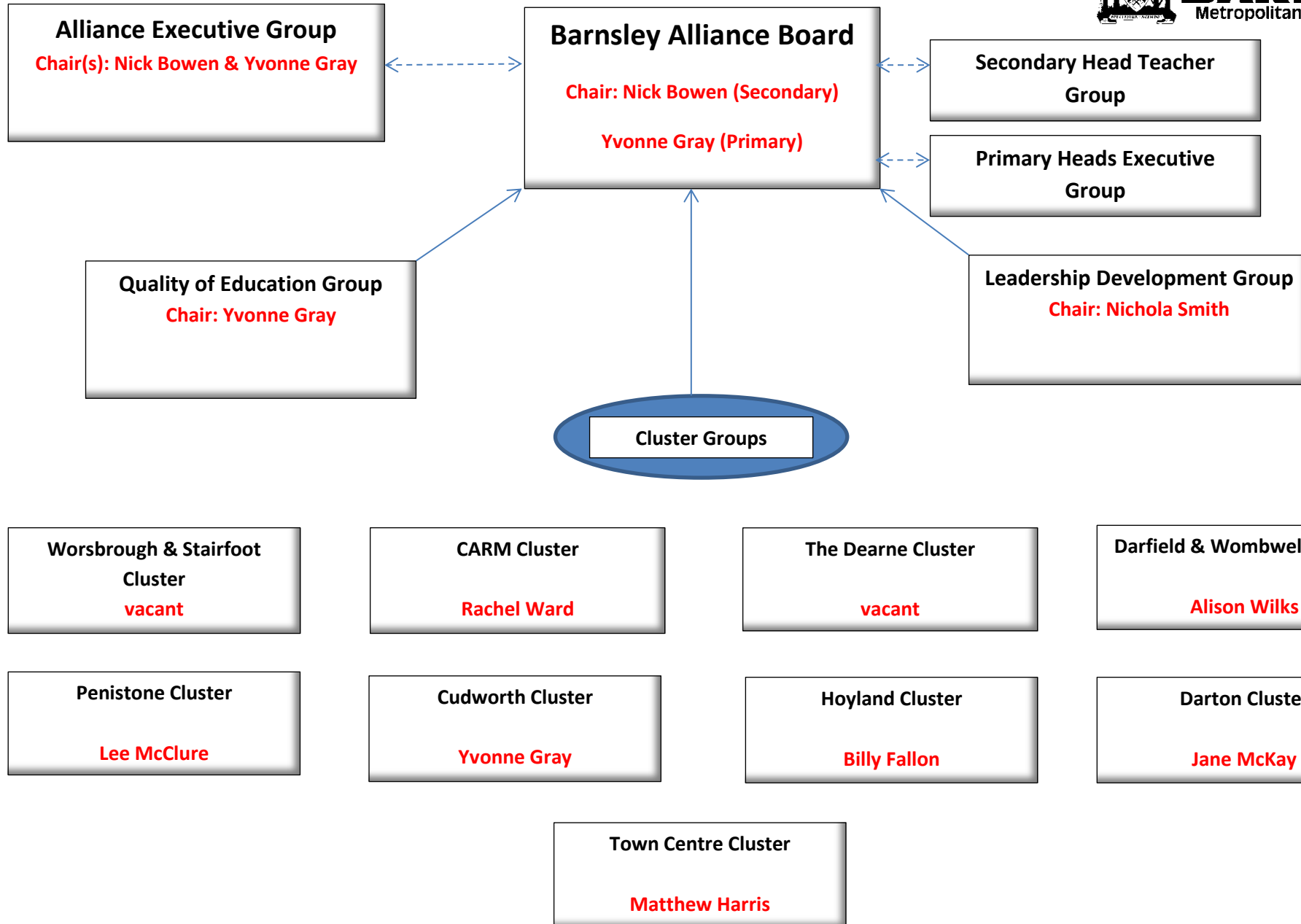
- The Sub-Group will operate in an atmosphere of mutual trust and respect.
- The Sub-Group will demonstrate a commitment to the principles of equality and fairness and the promotion of diversity and inclusion.
- The Sub-Group will accord with the required standards relating to information governance and data protection.

### **Governance**

The Sub-Group will elect a Chair from its membership who will serve for a one year period. The Chair may serve for more than one term. Meetings of the Sub-Group will take place at least half-termly and the agenda and accompanying papers will be distributed to members at least 3 working days prior to each meeting. A formal record, including actions arising, will be drafted following each meeting.

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## **MEMBERSHIP – Alliance Board**

Nick Bowen, Secondary (Co Chair)

Yvonne Gray, Primary (Co Chair)

Nina Sleight, Service Director, Education, Early Start and Prevention

Richard Lynch, Head of Schools' Alliance

Cllr Margaret Bruff, BMBC

Rachel Dickinson, Executive Director, People

Nichola Smith, Leadership Group, Barnsley Alliance

Dave Whitaker, Behaviour Group (Springwell)

Joanne Bentley, SEO, BMBC

Linda Singleton, SEO, BMBC

Gerry Foster-Wilson, TYKES

Tom Banham, TYKES

Theresa Di'iasio, Barnsley TSA

Anna Turner, Governors Services, BMBC

Rachel Ward, CARM Cluster

Billy Fallon, Hoyland Cluster

Lee McClure, Penistone Cluster

Lee Spencer, St Marys CofE (SMAT)

Andrew Ralph, Greenfield Primary School

Matthew Harris, Town Centre Cluster

Alison Wilks, Darfield and Wombwell Cluster

, Worsbrough and Stairfoot Cluster

Jane McKay, Darton Cluster

Margaret Gostelow, Governor

Mark Pawson, Governor

Michael Sanderson, Governor

Molly Beever, Governor

Hanna Bailey, Communication & Business Improvement

Dee Marsh, Director, TYKES

Elizabeth Gibson, Virtual Head, LAC

# BARNSELY ALLIANCE

## EDUCATION IMPROVEMENT STRATEGY 2019-21

# Support and Challenge (risk assessment and evaluation)

July 2019

## **Introduction**

In Barnsley, all schools (including academies) are expected to provide an education that is good or better as set out in the Education Improvement Strategy 2019-21. Schools are responsible for their own improvement and we expect them to make effective use of the support and challenge available through the Barnsley Schools' Alliance (BSA).

Barnsley Local Authority (LA) has a statutory duty to promote high standards of education in all schools and settings. Within the Directorate for People (Education, Early Start & Prevention), colleagues champion the rights of children and parents by challenging every school to deliver a good education for all. We strive to ensure fair access to all schools for every child and provide effective support for vulnerable pupils (including children looked after, those with special educational needs and/or disabilities (SEND) and those outside mainstream education). Through the BSA, high quality school-to-school support is brokered, and often commissioned, to support schools' continued self-improvement.

Within a culture of transparency and rigour, our schools welcome support and challenge as an integral part of their school improvement journey. Those causing concern are identified early to ensure that timely intervention can be applied to prevent further decline and secure the rapid improvements required. Schools are expected to fund their own school improvement programme, but the BSA uses its allocated budget to ensure that schools are not further impeded by a lack of funded support.

## **Risk Assessment Overview (Primary)**

The LA collates performance and attendance information about all schools. This is analysed thoroughly by the school evaluation officers (SEOs) prior to the annual risk assessment conversation with the HT and chair of governors (or academy equivalent). The risk assessment information provides leaders and governors with a summary of their school's performance over time and is used to form a headline judgment.

The school's own internal data is then taken into consideration to ensure that any future dips in attainment are identified and addressed early to sustain strong outcomes.

The BSA also undertakes school reviews where there are concerns about a school's performance or to support the baseline process for a new headteacher (HT). These are always conducted in partnership with school leaders as a developmental process and the outcomes used to inform the school's risk assessment outcome.

The filter function on the master risk assessment spreadsheet is used to check the performance of vulnerable groups as this is also considered when reaching an agreement about the categorisation of a school. If there are any concerns about the implementation and effectiveness of a school's provision for vulnerable groups by the virtual HT for children looked after and the SEND team, the risk assessment outcome would reflect this.

The extent to which outcomes compare with other schools in a similar context is also considered when evaluating a school's effectiveness and its priorities for improvement. Consideration is made to performance at the end of EYFS, KS1 (including phonics) and KS2 for all pupils and for vulnerable groups.

The attendance of pupils is also taken into account.

During the academic year, SEOs and system leaders use their ongoing evaluations to identify where a change in risk assessment category is required to prevent further decline.

## **Risk Assessment Categorisation Criteria (Primary)**

### **GREEN SCHOOLS: Outcomes are secure.**

A school will be placed in the 'green' risk assessment category if the following applies:

- Attainment (RWM combined) by the end of KS2 is at least in line with national.
- KS2 progress measures are positive. If any progress measure is negative, this figure is less than 1 point below 0.
- There are no major concerns in relation to attainment and/or progress at any other key stage (including phonics).
- Attendance is broadly in line with (or above) national.
- There are no concerns in relation to the progress of disadvantaged pupils and/or those with SEND.

*If a school's attendance figure falls between the Barnsley average and the national average (and improving) this would not prevent the school from being categorised as 'green'. Following the risk assessment conversation, some schools may move into the green category if leaders are able to demonstrate that overall attendance is adversely affected by a minority of outliers who are negatively impacting on the whole-school attendance figures. SEOs will establish the 'typicality' of attendance.*

### **AMBER (yellow): Outcomes are generally secure but there may be an aspect of the school's performance that should be better.**

A school will be placed in the 'yellow' risk assessment category if any of the following applies:

- Progress measures are at least average. However, there may be an unusual drop in performance this year for further discussion.
- Schools not meeting the criteria for 'green' or 'orange' will automatically fall into the 'yellow' category.

These factors are then considered:

- New leadership
- Where attendance is not in line with national, it is improving.
- An aspect of the school's performance does not compare favourably with other schools with a similar deprivation indicator.

### **AMBER (orange): Outcomes may not be secure and the school requires additional support to sustain further improvement.**

A school will be placed in the 'orange' risk assessment category if any of the following applies:

- There are concerns in relation to attainment and/or progress in a number of areas (EYFS, Phonics, KS1 or KS2)
- Lack of sustained improvement over time.
- External evaluation suggests school may be judged to require improvement by Ofsted if inspected at this time, but is showing signs of improvement.
- Last Ofsted section 8 indicates next inspection will be section 5 (declining school).

- Ofsted category: Requires Improvement but external evaluation evidences notable improvement. School will remain 'orange' until next inspection.

These factors are then considered for placement in the 'Orange' category:

- New leadership
- Concerns re: attainment and progress for vulnerable groups.
- Outcomes do not compare favourably with schools in a similar context.
- Where attendance is not in line with national, it is not improving.

**RED: These schools are our most vulnerable schools requiring significant support.**

A school will be placed in the 'Red' risk assessment category if any of the following applies:

- Ofsted category: Inadequate (*until significant improvements are noted*).
- Ofsted category: Requires Improvement (*until significant improvements are noted*).
- External evaluation suggests school vulnerable of inadequate Ofsted judgment if inspected at this time.
- External evaluation suggests school vulnerable of requires improvement judgment if inspected at this time – insufficient improvement.
- KS2 attainment remains low and there is a lack of sustained improvement.
- KS2 progress below or well below average for the second consecutive year.
- The progress that disadvantaged/SEND pupils make is identified as 'below average' or 'well below' average over time.

These factors are then considered for placement in the red category:

- Internal data for other cohorts raises concerns about future outcomes.
- Vulnerability of leadership, including governance.
- Where attendance is not in line with national, it is not showing sustained improvement.

**Additional evidence to support an evaluation of the school's curriculum will be gathered throughout the year. When evidence suggests that a school's curriculum is not sufficiently developed to provide learners with a good quality of education, the school's risk assessment categorisation will reflect this vulnerability.**

- Red and orange: The curriculum is not sufficiently developed to meet the needs of all learners (especially disadvantaged pupils and those with SEND).
- Yellow: The curriculum is generally well-developed and meets the needs of all learners but there may be aspects which are currently under review.
- Green: The curriculum is well-developed and meets the needs of all learners.

## **Risk Assessment Overview (Secondary)**

The LA collates information about the performance of all schools (including academies). Performance trends for all students and specific groups are reviewed, with a particular emphasis on progress across the curriculum. This is analysed by the BSA secondary representative prior to the annual risk assessment conversation with the HT/Principal and Chair of Governors/CEO (or delegated representative). During this discussion, priorities for the next academic year are discussed and a summary is captured in Appendix PS3 of this document.

In line with the HASIP (Headteachers As School Improvement Partners) programme (see Appendix S2), peer reviews are undertaken where there are concerns about a schools' performance or to support the baseline process for a new HT/Principal. These are always conducted in partnership with school leaders as a developmental process and the outcomes used to inform the schools' risk assessment outcome.

When determining a school's risk assessment category, the attendance and exclusions data for students is also taken into account.

During the academic year, the secondary school representative will maintain regular contact with the HT/Principal, and governing body where appropriate, to inform their ongoing evaluation of the school. If a change in risk assessment category is required at any point during the year to prevent further decline, this will be discussed with members of the Quality of Education Group.

## **Risk Assessment Categorisation Criteria (Secondary)**

### **GREEN SCHOOLS: Outcomes are secure.**

A school will be placed in the 'Green' risk assessment category if the following applies:

- Progress in English, Maths, EBacc basket or open basket is positive.
- Results are not declining.
- Ofsted category is good or better.
- There are no significant concerns about the progress of any particular group of students.
- Internal data and/or local intelligence does not suggest any serious concerns.
- Attendance and exclusions data is broadly in line with (or above) national and does not suggest vulnerability.

*Following the risk assessment conversation, some schools may move into the green category if leaders are able to demonstrate that overall attendance is adversely affected by a minority of outliers who are negatively impacting on the whole-school attendance figures. The secondary representative will establish the 'typicality' of attendance.*

### **AMBER (yellow): Outcomes are generally secure but there may be an aspect of the school's performance that should be better.**

A school will be placed in the 'Yellow' risk assessment category if any of the following applies:

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- Schools not meeting the criteria for GREEN or ORANGE will automatically fall into the yellow category.

These factors are then considered:

- Leadership capacity
- Appropriateness of the curriculum.

**AMBER (orange): Outcomes may not be secure and the school requires additional support to sustain further improvement.**

A school will be placed in the 'orange' risk assessment category if it is not quite or no longer meeting the criteria for a 'red' school, but has not yet demonstrated enough progress to instill confidence that it ought to be categorized as a 'yellow school'. Any of the following may apply:

- Lack of sustained improvement over time
- External evaluation suggests school may be judged to require improvement by Ofsted if inspected at this time, but is showing signs of improvement
- Attendance and/or exclusions data suggests vulnerability.

These factors are then considered for placement in the 'Orange' category:

- Leadership capacity
- Appropriateness of the curriculum

**RED: These schools are our most vulnerable schools requiring significant support.**

A school will be placed in the 'Red' risk assessment category if any of the following applies:

- Ofsted category: Inadequate (*until significant improvements are noted*).
- Ofsted category: Requires Improvement (*where there is no significant upward trend in Progress 8*)
- External evaluation suggests school vulnerable of inadequate Ofsted judgment if inspected at this time.
- External evaluation suggests school vulnerable of requires improvement judgment if inspected at this time – insufficient improvement.
- Progress 8 is significantly below national.

These factors are then considered for placement in the red category:

- Vulnerability of leadership, including governance
- Appropriateness of the curriculum
- Attendance and/or exclusions data is of concern and not improving sufficiently.

## **Schools Causing Concern**

Following the risk assessment process, a 'Red' school may receive a LA Pre-Warning Notice for the following reasons:

- Ongoing concerns in relation to attainment and progress
- Red risk assessment category for three years



- Issues with leadership and/or governance are hampering the progress of children or the development of the school (including pupils' safety and well-being).
- Attendance is too low, persistent absence or exclusion rates are too high and not improving.

Statutory Guidance on Schools Causing Concern defines a school causing concern as follows:

1. the standards of performance of pupils at the school are unacceptably low and are likely to remain so;
2. there has been a serious breakdown in the way the school is managed or governed which is prejudicing, or likely to prejudice, such standards of performance; or
3. the safety of pupils or staff at the school is threatened (whether by a breakdown of discipline or otherwise).

In addition to a pre-warning notice, school leaders and allocated system leaders will be invited to attend a half-termly Schools Causing Concern Accountability Meeting with the LA and chair of the BSA (where this is deemed necessary). The purpose of this meeting is to:

- hold the HT and governing body to account for securing the required improvements;
- to monitor and evaluate the extent to which funding from the BSA is being used to good effect;
- to evaluate the effectiveness of leadership and establish the capacity to sustain improvement.

When a school's outcomes remain stubbornly low, or fail to improve quickly enough, we use our intervention powers to secure improvement in maintained schools, such as replacing governing bodies with an interim executive board (IEB) or issuing a formal warning notice. We provide effective challenge and support, encouraging schools to secure a strong academy sponsorship solution, when appropriate. Although we have no direct intervention powers in academies, where concerns are raised, discussion takes place with school leaders to ensure that appropriate improvement plans are in place. If an academy did not appear to be addressing its poor performance adequately, this would be discussed with the RSC. Regular discussions are held with our link HMI to ensure that schools causing concern are clearly identified and subsequently improve at the required pace.

### **School Improvement Strategy Group (SISG)**

In primary schools, a SISG will be established in all red schools where there is not an IEB in place. Discussion between HT, SEO and Chair of Governors will take place as to whether SISG is required in orange schools.

The purpose of this group is to monitor and evaluate:

- the school's response to the issues requiring improvement
- progress against the agreed improvement plan
- the deployment of the school's resources to meet identified needs.
- the impact of improvement strategies on outcomes for pupils
- the effectiveness of leadership at all levels
- the quality of learning and teaching across the school

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- the exit strategy, reducing support as the school increases its capacity to sustain improvement.

The SISG should endeavour to evaluate the impact of school improvement activity on improving the quality of education, behaviour and attitudes, personal development, leadership and management and early years (in line with school improvement priorities).

The SEO will keep the Head of BSA updated with progress.

- i) Is the school making reasonable progress given the evidence provided?
- ii) If not, why not and what can be done about it?

The SISG will be made up of the HT; chair of governors; one or more other governors; SEO; system leader and diocesan representative in aided schools. SISG minutes will be confidential but the chair of governors will share summary information with the full governing body.

## **BSA Offer of Support and Challenge (Primary)**

### **Working with LA Maintained Schools**

Once the initial risk assessment has been completed, the HT is invited to a 'Tailored Support for Schools' meeting with the SEOs, system leaders (where appropriate) and teaching school directors to determine their support requirements. NLEs/LLEs/SLEs are deployed accordingly and liaise closely with the SEO to monitor progress and report to the Quality of Education Group. At this meeting it will be made clear to HTs that, if they are requesting assistance from the BSA, they are expected to engage in a peer review to support the school improvement process.

Schools receive their risk assessment information in the third week of September. Shortly after, they will be sent a password which will enable them to access their school's risk assessment spreadsheet via Perspective Lite and all of its filter functions to assist leaders with data analysis and support self-evaluation.

The HT, Chair of Governors, SEO (and NLE/LLE where appropriate) will meet to discuss the risk assessment information. Agreement will be reached about the most appropriate category to ensure that the school continues to move forward.

### **Universal Offer for LA Maintained Schools**

- SEO identified for LA maintained schools to work in partnership with the HT and GB to monitor and evaluate:
  - The quality of education
  - Behaviour and attitudes
  - Personal development
  - Leadership and management
  - Early years
- SEO recommends changes in risk assessment status, following school evaluation visits, to the Quality of Education Group.

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- SEO to complete 'Building A Picture' following visits and discuss with governors (where appropriate).
- SEOs and trained system leaders will undertake a 'deep dive' in reading (or other priority subject) in each school, alongside school leaders, during the academic year 2019-2020.
- All schools and academies are expected to fund their own support and development. However, this should not be a barrier to a school or academy receiving the support it needs in order to improve. Where this is the case, HT will discuss funding support required with the Chair of the BSA.
- SEO and HT discuss the school's priorities, including any budget concerns that may necessitate additional funding. SEO to share identified priorities with the Teaching Schools who will broker the required support.
- SEO to evaluate the impact of external support and report back to the Quality of Education Group.
- SEO will support governing bodies with the recruitment of a new headteacher.
- Free access to the leadership programme and other LA CPD events funded by the BSA.

#### Graduated Offer for 'Red' Schools

- SEO attends full governing body meeting in the autumn term to discuss the risk assessment outcome and outline the BSA offer of support and its expectations for improvement.
- NLE, LLE or SEO allocated to make the necessary brokerage arrangements and complete documentation.
- Where a school has an allocated NLE or LLE to manage the brokerage process, the SEO will continue to undertake half termly monitoring and evaluation visits and report back to the Quality of Education Group.
- SISG established to meet half-termly
- External review of governance completed, if required.
- Where there are concerns re: insufficient or slow progress, Service Director will be alerted and accountability discussion arranged with school leaders which may include the issuing of a warning notice.
- School Resource Management Adviser to undertake a finance audit (as appropriate).

#### Graduated Offer for 'Orange' Schools

- LLE or SEO allocated to make the necessary brokerage arrangements and complete documentation.
- Where a school has an allocated LLE to manage the brokerage process, the SEO will continue to undertake half termly monitoring and evaluation visits and report back to the Quality of Education Group.
- SISG established to meet half-termly, if required. If not, SEO to attend GB meetings for BAP agenda item, if required.
- External review of governance recommended.

#### Graduated Offer for 'Yellow' Schools

- SEO will be allocated to make any necessary brokerage arrangements and complete documentation.

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- Termly SEO visits, if required.

#### Graduated Offer for 'Green' Schools

- SEO and HT to structure a follow-up enquiry day, or two half days, during the academic year.
- Mid-year data collection exercise to monitor expected outcomes. SEO and HT telephone conversation if required to explore any anomalies.
- SEO advises Teaching Schools if support is required.

#### **Working with Primary Academies**

Academies will receive their risk assessment information in the third week of September. Where aspects of the schools' performance are of concern, academy principals and their CEO (or representative) will be invited to attend a risk assessment/tailored support meeting. In attendance will be the LA SEOs, Chairs of the BSA and representatives from the Barnsley teaching schools. The purpose of this meeting is to discuss the academy's priorities and how the BSA can support their plans for improvement.

Academies rated 'Green' or 'Yellow' receive their pack with a covering letter. Academies are encouraged to contact the Head of BSA should they feel this is not the correct decision, based on other internal factors.

#### Universal Offer for Academies

- All schools and academies are expected to fund their own support and development. However, this should not be a barrier to a school or academy receiving the support it needs in order to improve. Where this is the case, HT/Principal will discuss funding support required with the Chair of the BSA and Trust (if appropriate).
- Annual discussion re: outcomes with LA representative to agree priorities for further improvement (red and amber academies only).
- Any support requests should be submitted to a teaching school in order to establish the availability of SLEs/LLEs/NLEs as required. Brokerage documentation is completed by the relevant teaching school. Once work is completed, the teaching school will make arrangements to evaluate impact.
- Where support has been funded by the BSA, an impact report will be shared with the Quality of Education Group. Where there is insufficient impact, the Chair will explore reasons for this with HT/Principal and agree next steps.
- Free access to the leadership programme and other LA CPD events funded by the BSA.

#### Graduated Offer for 'Green' academies

- Autumn term risk assessment data and letter.

#### Graduated Offer for 'Yellow' academies

- Autumn term risk assessment data and letter.

#### Graduated Offer for 'Orange' academies

- Autumn term risk assessment data and conversation with the BSA.
- Access to CPD offer, according to priority.
- Consideration given to funded support, if appropriate.

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- External review of governance recommended.

#### Graduated Offer for 'Red' academies

- Autumn term risk assessment data and conversation with the BSA.
- Priority access to CPD available from Teaching Schools.
- Priority access to BSA funded support, if appropriate.
- LA SEOs to evaluate impact of funded support.
- External review of governance recommended.
- Where there are concerns re: insufficient or slow progress, a discussion between the LA and RSC may result in a warning notice.

If the LA has a concern about the performance of an academy, then these will be raised directly with the academy and its sponsors. If the LA feels that these are not being adequately addressed by local action, the LA will communicate with the RSC.

### **BSA Offer of Support and Challenge (Secondary)**

For red and orange schools, the secondary representative will attend the full governing body meeting in the Autumn term to discuss the risk assessment outcome. Additional support will be brokered by the Quality of Education Group and may lead to NLE, LLE or SLE involvement as required. The BSA's expectations for improvement will be communicated clearly to the HT/principal and governors.

In the spring term, the secondary representative will undertake an evaluation visit to consider some or all of the following:

- Internal data for year 11 and other year groups including:
  - a review of P8 in Basket 1(Maths and English), 2 (EBACC) and 3 (open)
  - progress of specific student groups (including disadvantaged and SEND (school support))
  - differences in girls and boys attainment
- Key indicators drawn from the IDSR
- The effectiveness of leadership and management at all levels
- The quality of education
- Behaviour and attitudes
- Personal development
- Sixth Form (where appropriate)
- Attendance and exclusion data (with reference to EHE, PA and truancy approaches)
- Progress on key areas for development identified in the previous inspection
- Involvement of the Academy Board / Governors in the self-evaluation / school improvement process
- How support and challenge is being given and received
- Role of the academy trust in offering support and challenge (where relevant).

The outcome of this will be captured in the school's Building A Picture report (Appendix PS3)



**PROCESS FOR TAILORED SUPPORT 2019-20**

SEO/TS and HT meet and complete brokered support proposal document (Appendix P1). HT financial declaration to be completed on the support proposal document.

Is the school requesting financial assistance from the BSA?

YES

NO

SEO to approve work up to £7500 (agreed by Quality of Education group members).

Has the funding request been approved?

YES

System Leader to email the support proposal document to SEO and teaching schools to deploy their staff.

NO

SEO to communicate funding decision to HT and explore next steps.

Teaching Schools to complete their brokerage documentation making specific reference to the expected outcomes, timescales and cost. Ensure that System Leaders, and SEOs are copied in to email communication.

Once deployments are finalised, teaching school to update and share the brokerage documentation with KC, SEOs and system leaders (using SharePoint when in operation).

If BSA funding has been agreed, Teaching School will invoice KC for the agreed amount when the work has been agreed.

Once work has been completed, Teaching School to send all completed action plans/notes of visit/brokerage documentation to SEO who will liaise with the school re: evaluation.

SEO to share evaluation of impact report with the Quality of Education group and make any recommendations re: next steps.

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Appendix P1



**TYKES  
TEACHING  
SCHOOL  
ALLIANCE**



**Tailored Support for Schools  
(Barnsley School's Alliance)  
2019-20**

<b>Name of School:</b>	<b>Headteacher:</b>	<b>SEO:</b>
<b>Risk assessment:</b>	<b>Date and outcomes of last inspection:</b>	

2019 Headlines					
EYFS	Phonics	KS1	KS2 Attainment	KS2 Progress	Attendance

Priority	Code + PO	Expected Impact	Support requested	Finance	Next steps	Deadlines	Evaluation of Impact

Once work has been completed, Teaching School to send all completed action plans/notes of visit/brokerage documentation to SEO who will liaise with the school re: evaluation.

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<b>School Budget</b>							

## Appendix S2: Headteachers as School Improvement Partners (HASIP) Programme

### Philosophy:

School improvement is a complex process involving large numbers of people, many of whom have different expectations of the education system. This process is based on a belief that sustainable and lasting school improvement involves embedding change over many years, and that this change should be focussed on improving outcomes for young people. This programme is underpinned by a belief that the people who understand the school improvement process best are those who work within it as practising HTs. The philosophy of this approach supports a view that the people who understand the school improvement process best are most likely to be effective in supporting and challenging their colleagues in securing sustainable improvement.

### Principles:

- Practising HTs are best placed to support and challenge school improvement.
- Practising HTs are more likely to accept high levels of challenge from people they respect, have good personal relationships with, who understand the school improvement process and who understand the HT role.
- The best professional development for practising HTs is founded in visiting other schools, understanding their contexts and discussing specific leadership and management challenges with HT colleagues.
- High quality school improvement addresses specific areas for improvement (termed 'areas of interest' in the HASIP programme) in detail and leads to long term sustainable positive change.
- Three people working closely together and getting to know their schools in detail are most likely to be able to offer relevant support and challenge.
- Senior leaders and governors in the receiving school should be involved in helping to identify the areas of interest which may reflect the areas for improvement identified in the schools most recent Ofsted report.
- The HASIP programme, if successful, should allow schools to become increasingly self-supporting and reduce the need for external support in the school improvement process.

### Practice:

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- 1) Three HTs will agree to operate the HASIP programme annually.
- 2) Each school will be visited once per year by two HT colleagues, one school in each of the three terms.
- 3) The HT will spend a full day in the school following the areas of interest.
- 4) The HT of the host school will be responsible for logistical arrangements to ensure the smooth running of the day.
- 5) A more detailed feedback meeting will take place at the end of the day with the HT before final feedback to the SLT, and governors as appropriate.
- 6) The visiting HTs will be responsible for producing a short evaluative report.
- 7) An action plan for addressing the findings of the review will be developed by the HTs.
- 8) The receiving HT should approve the final report and action plan within two weeks.
- 9) The school's progress will be formally re-evaluated the following year following the same process.

### Appendix PS3

**Barnsley Education,  
Early Start and  
Prevention  
People Directorate**

## ***Building A Picture 2019-2020***



<b>School:</b>		<b>Links to other documents</b>	Risk Assessment
<b>Head Teacher:</b>			
<b>Chair of Governors:</b>			
<b>SEO:</b>		<b>Dates of Visits:</b>	
<b>EYFS Consultant:</b>			
<b>NLE/LLE:</b>			

<b>Previous Ofsted Judgments</b>	
Last inspection	
Overall Effectiveness	Section 8: School continues to be good Section 8: Next inspection will be section 5 Section 5:
Effectiveness of Leadership and Management	
Quality of Teaching, Learning and Assessment	
Personal Development, Behaviour and Welfare	
Outcomes for Pupils	
Early Years / Sixth Form Provision	
<b>Areas for Improvement at last inspection</b>	

What does this school do well? <i>Headlines from 2019 outcomes</i>		What does this school need to improve? <i>Headlines from 2019 outcomes</i>
EYFS		
Phonics		
KS1		
KS2		
KS3		
KS4		
Sixth Form		

Risk Assessment
The school has been placed in the *red/*orange/*yellow/*green category and school leaders *are/*are not in agreement with this decision. The chair of governors (or representative) *was/*was not present at the discussion.

Agreed follow-up actions	Who by	When

School to School Support
Is the school giving or receiving support? What impact is it having?

Quality of Education	School Self-Evaluation Grade:
<b>INTENT:</b> Evaluate the extent to which leaders have embedded a coherently planned and sequenced broad and balanced curriculum that is ambitious and meets the needs of all learners, particularly the most disadvantaged and those with SEND, to ensure they acquire the knowledge and skills they need to be successful.	
<i>Evaluation</i>	
<b>IMPLEMENTATION:</b> Evaluate the extent to which leaders provide effective support for teachers so they have good subject knowledge in order to teach curriculum content clearly. Do they make systematic checks on understanding, and adapt teaching so learners remember and integrate knowledge into larger concepts? Does the use of assessment, resources and the environment effectively support the intent? Is there a rigorous approach to the teaching of reading with materials closely matched to learners' phonics knowledge?	
<i>Evaluation</i>	
<b>IMPACT:</b> Evaluate the extent to which learners develop detailed knowledge and skills across the curriculum and, as a result, achieve well. Are learners ready for the next stage of education? Do they read widely and often, with fluency and comprehension?	
<i>Evaluation</i>	

Date	Recommendations	Date	Progress against recommendations

<b>Behaviour and Attitudes</b>		<b>School Self-Evaluation Grade:</b>	
Do leaders demonstrate high expectations and apply these consistently and fairly to secure learners' good behaviour and conduct? Evaluate learners' attitudes, pride, resilience and commitment to learning. Do pupils attend well and are they punctual? Do relationships among learners and staff reflect a positive and respectful culture? Do learners feel safe, experience bullying or discrimination?			
Evaluation			
Date	Recommendations	Date	Progress against recommendations

<b>Personal development</b>		<b>School Self-Evaluation Grade:</b>	
Evaluate the extent to which the curriculum extends beyond the academic. Does it enable learners to develop and discover their interests, talents and character? Resilience, confidence and independence? Do pupils know how to keep physically and mentally healthy? Are they prepared well for future success and life in modern Britain?			
Evaluation			
Date	Recommendations	Date	Progress against recommendations

<b>Leadership and Management</b>		<b>School Self-Evaluation Grade:</b>	
Evaluate the clarity and ambition of leaders' vision as reflected in shared values, policy and practice. Are leaders improving staff's professional knowledge to enhance teaching and assessment? Is there any evidence of off-rolling? How effectively do leaders engage with all stakeholders, manage staff workload and protect them from bullying and harassment? Effectiveness of governance and safeguarding?			
Evaluation			
Date	Recommendations	Date	Progress against recommendations

<b>Early Years/Sixth Form</b>		<b>School Self-Evaluation Grade:</b>	
School context and attainment on entry information:			
<b>INTENT</b>			
<b>IMPLEMENTATION</b>			
<b>IMPACT</b>			

<b>Additional Comments (SEO or Head Teacher)</b>



## Appendix A

### F2 cohort 2019-2020: *Is this cohort typical for the school?*

Attainment on Entry:

Year 1 Cohort 2019-2020 <i>Please provide cohort context (number of pupils in cohort, SEND, PP, LAC, EAL etc)</i>	Reading		Writing		Mathematics		GLD	
	sch	nat	sch	nat	sch	Nat	sch	nat
% working at (or above) the expected standard for their age at the end of EYFS in July 2019		77%		74%		79%		72%
% working above the expected standard for their age at the end of EYFS in July 2019	sch	nat	sch	nat	sch	nat		
Have any initial screening checks taken place for pupils currently in Y1? What is this information telling leaders? Is this cohort significantly different to previous cohorts?								

Year 2 Cohort 2019-2020 <i>Please provide cohort context (number of pupils in cohort, SEND, PP, LAC, EAL etc)</i>	End of EYFS 2018 <i>Please ensure these figures accurately reflect the EYFS attainment for pupils currently in Y2, taking into account pupil mobility.</i>				End of Y1 (July 2019)			
	R	W	Numbers	GLD	R	W	M	RWM
% working at (or above) the expected standard for their age	% (Nat 77%)	% (Nat 74%)	% (Nat 80%)	% (Nat 72%)				
% working above the expected standard for their age.	% (Nat 19%)	% (Nat 11%)	% (Nat 16%)					

Year 3 Cohort 2019-2020 <i>Please provide cohort context (number of pupils in cohort, SEND, PP, LAC, EAL etc)</i>	End of EYFS (July 2017) <i>Please ensure these figures accurately reflect the EYFS attainment for pupils currently in Y3, taking into account pupil mobility.</i>				End of Y2 (July 2019)			
	R	W	M	GLD	R	W	M	RWM
% working at (or above) the expected standard for their age.	% (Nat 77%)	% (Nat 73%)	% (Nat 78%)	% (Nat 71%)	% (Nat 75%)	% (Nat 69%)	% (Nat 76%)	% (Nat 65%)
% working above the expected standard for their age.	% (Nat 19%)	% (Nat 11%)	% (Nat 12%)		% (Nat 25%)	% (Nat 15%)	% (Nat 22%)	% (Nat 11%)

<b>Year 4 Cohort 2019-2020</b> <i>Please provide cohort context (number of pupils in cohort, SEND, PP, LAC, EAL etc)</i>	<b>End of Y2 (July 2018)</b> <i>Please ensure these figures reflect the KS1 attainment for the pupils currently in Y4, taking into account pupil mobility.</i>				<b>End of Y3 (July 2017)</b>			
	R	W	M	RWM	R	W	M	RWM
% working at (or above) the expected standard for their age.	% (Nat 75%)	% (Nat 70%)	% (Nat 76%)	% (Nat 65%)				
% working above the expected standard for their age.	% (Nat 26%)	% (Nat 16%)	% (Nat 22%)	% (Nat 12%)				

<b>Year 5 Cohort 2019-2020</b> <i>Please provide cohort context (number of pupils in cohort, SEND, PP, LAC, EAL etc)</i>	<b>End of Y2 (July 2017)</b> <i>Please ensure these figures reflect the KS1 attainment for the pupils currently in Y4, taking into account pupil mobility.</i>				<b>End of Y4 (July 2019)</b>			
	R	W	M	RWM	R	W	M	RWM
% working at (or above) the expected standard for their age.	% (Nat 76%)	% (Nat 68%)	% (Nat 75%)	% (Nat 64%)				
% working above the expected standard for their age.	% (Nat 25%)	% (Nat 16%)	% (Nat 21%)	% (Nat 11%)				

<b>Year 6 Cohort 2019-2020</b> <i>Please provide cohort context (number of pupils in cohort, SEND, PP, LAC, EAL etc)</i>	<b>End of Y2 (July 2016)</b> <i>Please ensure these figures reflect the KS1 attainment for the pupils currently in Y5, taking into account pupil mobility.</i>				<b>End of Y5 (July 2019)</b>			
	R	W	M	RWM	R	W	M	RWM
% working at (or above) the expected level for their age.	% (Nat 74%)	% (Nat 65%)	% (Nat 73%)	% (Nat 60%)				
% working above the expected level for their age.	% (Nat 24%)	% (Nat 13%)	% (Nat 18%)	% (Nat 9%)				

Page 166