

MEETING:	Cabinet
DATE:	Wednesday, 7 October 2020
TIME:	10.00 am
VENUE:	THIS MEETING WILL BE HELD VIRTUALLY
PUBLIC WEB LINK:	https://barnsley.public-i.tv/core/portal/webcasts

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 23rd September 2020 (Cab.7.10.2020/3)
(Pages 3 - 6)

Items for Noting

4. Decisions of Cabinet Spokespersons (Cab.7.10.2020/4)

Petitions

5. Petitions received under Standing Order 44 (Cab.7.10.2020/5) (Pages 7 - 10)

Items for Decision/Recommendation to Council

Core Services Spokesperson

6. Barnsley Council Annual Customer Feedback Report - Complaints, Compliments, Comments and Learning - April 2019 to March 2020 (Cab.7.10.2020/6)
(Pages 11 - 44)

Children's Spokesperson

7. Regionalisation of Adoption in South Yorkshire (Cab.7.10.2020/7)
(Pages 45 - 112)

Environment and Transportation Spokesperson

8. Sustainable Energy Action Plan (SEAP) - Zero Carbon Engagement, Governance and Delivery Proposals (Cab.7.10.2020/8) (Pages 113 - 160)
PRESENTATION
9. Tree Risk Management Framework 2020-25 (Cab.7.10.2020/9)
(Pages 161 - 182)

Regeneration and Culture Spokesperson

10. Principal Towns Investment Programme (Cab.7.10.2020/10) (Pages 183 - 192)

11. Award of A628 Dodworth Road/Broadway Junction Main Civil Works Contract (Cab.7.10.2020/11) *(To Follow)*
Redacted report provided for information only
12. Exclusion of Public and Press
It is likely that the public and press will be excluded from this meeting during consideration of the items so marked because of the likely disclosure of exempt information as defined by the specific paragraphs of Part I of Schedule 12A of the Local Government Act 1972 as amended, subject to the public interest test.

Regeneration and Culture Spokesperson

13. Award of A628 Dodworth Road/Broadway Junction Main Civil Works Contract (Cab.7.10.2020/13) *(Pages 193 - 204)*
Reason restricted:
Paragraph (5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

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

Matt Gladstone, Executive Director Place

Melanie John-Ross, Executive Director Children's Services

Wendy Lowder, Executive Director Adults and Communities

Shokat Lal, Executive Director Core Services

Julia Burrows, Director Public Health

Neil Copley, Service Director Finance (Section 151 Officer)

Martin McCarthy, Service Director Governance, Member and Business Support

Garry Kirk, Service Director Legal Services

Michael Potter, Service Director Business Improvement and Communications

Katie Rogers, Head of Communications and Marketing

Anna Marshall, Scrutiny Officer

Corporate Communications and Marketing

Please contact Martin McCarthy on email governance@barnsley.gov.uk

Tuesday, 29 September 2020



MEETING:	Cabinet
DATE:	Wednesday, 23 September 2020
TIME:	10.00 am
VENUE:	THIS MEETING WILL BE HELD VIRTUALLY

MINUTES

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

Members in Attendance: Councillors Franklin, Frost and Tattersall

326. Declaration of pecuniary and non-pecuniary interests

Councillor Tattersall declared a non-pecuniary interest as Berneslai Homes Board member in respect of Minute Numbers 333 and 337.

327. Leader - Call-in of Cabinet decisions

The Leader reported that no decisions from the previous meeting held on 9th September 2020 had been called in.

328. Minutes of the previous meeting held on 9th September, 2020 (Cab.23.9.2020/3)

The minutes of the meeting held on 9th September 2020 were taken as read and signed by the Chair as a correct record.

329. Decisions of Cabinet Spokespersons (Cab.23.9.2020/4)

There were no Records of Decisions by Cabinet Spokespersons under delegated powers to report.

330. Petitions received under Standing Order 44 (Cab.23.9.2020/5)

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

Children's Spokesperson

331. Annual Report of the Care4Us Council (2019/20) (Cab.23.9.2020/6)

RESOLVED that the video presentation in relation to the Annual Care4Us Council report, that was approved at the Cabinet meeting on 9th September 2020, be received and that work with those in care and care leavers be commended.

Environment and Transportation Spokesperson

332. Tree Planting Project (Cab.23.9.2020/7)

RESOLVED that the proposal to release funds to GF 072 Tree Planting Project, as outlined at Section 4 of the report now submitted, be approved.

Regeneration and Culture Spokesperson

333. Berneslai Homes Contract Renewal and Strategic Plan 2021 (Cab.23.9.2020/8)

RESOLVED:-

- (i) that the Berneslai Homes Contract Renewal and Strategic Plan for 2021, as detailed in the report submitted be approved;

Section A – Contract Renewal and Strategic Plan

- (ii) that the evidence base provided by Berneslai Homes; satisfying the pre-agreed conditions for automatic contract renewal be acknowledged;
- (iii) that the renewal of the Services Agreement (and associated lease) between the Council and Berneslai Homes for a period of up to 10 years (5+5 - 1st April 2021 – 31st March 2031) be approved. The renewal at year 5 to be subject to Berneslai Homes satisfying the pre-agreed conditions for automatic renewal set out in Schedule 2 of the Services Agreement;
- (iv) that the revisions to the Services Agreement (and ancillary documents) as set out in Section 6 of the report be approved with the approval of all necessary contract amendments and related changes being delegated to the Service Director Regeneration and Culture in consultation with the Portfolio Holder for Place, the Legal Services Director and the Service Director Finance;
- (v) that the Legal Services Director be authorised to enter into all necessary legal documentation in connection with the extension of the Services Agreement and lease renewal;
- (vi) that the draft 2021-2031 Strategic Plan, as set out in Appendix B to the report, be approved;
- (vii) that the Head of Housing and Energy, in consultation with the Cabinet Spokesperson Place (Regeneration and Culture), be authorised to approve any minor final amendments or additions to the Strategic Plan and associated appendices as may be identified;

Section B – Governance

- (viii) that the findings and recommendations of the Governance Review of the Berneslai Homes Board be supported and the proposed new Board Structure and associated actions as summarised in Appendix C and Section 8 of report be endorsed;
- (ix) that the Legal Services Director be authorised to enter into all necessary legal documentation in connection with the amendments to the Memorandum and Articles of Association for Berneslai Homes Ltd; and
- (x) that approval be given to the appointment of Sinead Butters MBE as the new Chair of the Berneslai Homes Board.

334. Community Asset Transfer – Lease Renewal of Dodworth Miners Welfare Recreation Ground (Cab.23.9.2020/9)

RECOMMENDED TO FULL COUNCIL ON 24TH SEPTEMBER 2020:-

- (i) that, subject to terms being agreed and statutory procedures under the Charities Act 2011 being complied with, the Council in its capacity as trustee of Dodworth Miners Welfare Recreation Ground approves the grant of a new 50-year lease to the Dodworth Miners Welfare Scheme, as set out in the report now submitted;
- (ii) that the Corporate Asset Manager be authorised to finalise Heads of Terms for the proposed 50-year lease grant and surrender of the existing lease; and
- (iii) that the Executive Director Core Services (Legal Services) be authorised to complete the lease to the Scheme.

335. Hoyland West Masterplan Framework (Round 2 Adoption) (Cab.23.9.2020/10)

RECOMMENDED TO FULL COUNCIL ON 24TH SEPTEMBER 2020:-

- (i) that the progress made in the development of the Masterplan Framework for Hoyland West, as detailed in the report now submitted, be noted; and
- (ii) that the final version of the Hoyland West Masterplan Framework be presented to Full Council for adoption on 24th September 2020.

336. Exclusion of Public and Press

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

<u>Item Number</u>	<u>Type of Information Likely to be Disclosed</u>
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337	Paragraph 3
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Regeneration and Culture Spokesperson

337. Acquisition of New Build Bungalows off Heysham Green, Monk Bretton (Cab.23.9.2020/12)

RESOLVED that the proposal to acquire 5x ‘off the shelf’ bungalows as part of the Council’s Strategic Acquisitions programme 2020/21, as detailed in the report now submitted, be approved. The properties will be appropriated into the Housing Revenue Account and let as much needed affordable housing under the Council’s Letting Policy.

.....
Chair

BARNSELY METROPOLITAN BOROUGH COUNCIL

Report of the Chief Executive

Petitions received under Standing Order 44

1. Purpose of Report

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

2. Recommendations

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

3. Background

- 3.1 The Council's Standing Order 44 requires that "All petitions relating to a matter over which the Council ... has authority or which affects the Borough shall be presented to the Chief Executive who shall refer them to the relevant officer for investigation."
- 3.2 The Petitions Scheme, which was revised in April, 2013, requires petitions to be reported into Cabinet. This report sets out recent petitions received and the recommended response.
- 3.3 Whilst the report of petitions to Cabinet fulfils this duty requirement, Cabinet may wish to consider further action, such as referring any petition to the relevant Area Council.

4. Details of Petitions Received

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

5. List of Appendices

- 5.1 Details of Petitions received.

6. Background Papers

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

Officer Contact: Martin McCarthy **Email:** governance@barnsley.gov.uk **Date:** October 2020

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Petitions received under Standing Order 44 - Cabinet – 7th October, 2020

Issue	No. of Signatories	Date Received	Action recommended under the Petitions Scheme
<p>Pedestrian safety in Staincross mainly relating to Shaw Lane, Greenside, Paddock Road and Staincross Common.</p>	<p>156 signatories</p>	<p>03/08/2020</p>	<p>Having considered the request in detail the Traffic Team does not support this request as the existing provision of informal crossing points is adequate for the nature of the roads in question. Our knowledge of this location is that there are gaps in traffic flow, with good visibility and it is highly unlikely to meet the requirement for a formal crossing facility.</p> <p>In addition, the accompanying “zig-zag” marking would have a direct impact on access to a number of properties in the area and the views of those residents would need to be sought and considered before making any permanent changes.</p> <p>We will send a request South Yorkshire Police’s Safety Camera Manager to ask that that speed enforcement is undertaken in this locality.</p>

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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
TO CABINET**

**Barnsley Council Annual Customer Feedback Report - Complaints, Compliments,
Comments and Learning – April 2019 to March 2020**

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to provide Cabinet with an analysis and overview of the customer complaints handled under the Council's management of customer feedback procedures during the period 1 April 2019 to 31 March 2020.

2. RECOMMENDATIONS

- 2.1 It is recommended that Members' receive and discuss the information contained in this report as required under the complaints legislation.

3. INTRODUCTION

- 3.1 The data contained in this report was correct at the time of creation. However, there is a risk to some variation in future reported data due to updates.
- 3.2 The Council's procedures are written in line with our statutory obligations under the Local Authority Social Services and National Health Services Complaints (England) Regulations 2009, and the Children Act 1989 Representations Procedure (England) Regulations 2006. The report will also advise on the compliments and comments received by the Council, and the improvements to service delivery that have arisen as a result of complaints made within this period.
- 3.3 The submission of feedback (compliments, complaints, and comments) is an important means by which people can let the Council know about their experiences. The aim is to ensure that each item of feedback is recorded, acknowledged and appropriately responded to.
- 3.4 It is vital to continuous service improvement to know when our customers are happy with the services they receive and share with us their positive experiences. We refer to these as compliments and each compliment received, where possible, is acknowledged with the customer and shared with the service. However, on those occasions when a customer's experience falls below what is expected and they wish to complain about this, this information is equally as valuable as it provides an opportunity for the organisation to reflect on its practice and identify where things may have gone wrong, what can be done to learn from this, and offer redress to the customer where required.

The complaints procedure enables this and is an alternative dispute resolution process which aims to:

- Clearly identify a customer's complaint
- Investigate thoroughly and fairly in partnership with the customer and service
- Reach a swift resolution complete with robust investigation findings
- Reflect upon any learning and identifying service improvements

- 3.5 With reference to contacts received where a customer is not specifically complaining about the actions of the Council but wishes to offer suggestions, ideas or advice, we refer to these as comments. All comments received are acknowledged with the customer and shared with the service area concerned.
- 3.6 Customer feedback is recorded, received, managed and facilitated by the Customer Feedback, Information and Improvement Team (CFIIT) which is a part of the Business Improvement, Human Resources and Communications Business Unit.

4. PROPOSAL AND JUSTIFICATION

- 4.1 A total number of 369 customer compliments have been received by the Council, the highest number of these being received in the Environment and Transport business unit. It is pleasing to report that this is the third year this business unit has received the most compliments across all Council services. However, it is important to note that 2019-2020 saw a decrease in the total number of compliments received from the figure reported last year (502). Work will continue to ensure that customers and staff members know how to share positive experiences with the CFIIT.
- 4.2 The period 2019-20 resulted in 98 comments being received from our customers. This is a decrease on the total number received last year (188).
- 4.3 Two hundred and seventy five customer complaints have been registered during 2019-20. This is a decrease on last year's total of 333. It is important to note that not all customer concerns are processed as a complaint
- 4.4 Where a customer has contacted the service direct and their concerns are resolved, there is often no requirement to escalate this through the Council's complaints procedure. However, it is vital that we make sure the customer is informed of their right to make a complaint should their concern remain unresolved or they remain unhappy.
- 4.4 There is a continuing trend which shows it is the customer in receipt of the service that is making the complaint and the majority of complaints are being made directly to the CFIIT. In 2019-20, there has been an increase in customers making a complaint online and we are keen to encourage our customers to use our online services.
- 4.5 Fifty-five percent of customer complaints received were acknowledged within the 3 working day timescale set for this to be achieved by. We acknowledge this percentage to be low and advise a contributing factor to this is as a result of customer feedback services being placed on hold in March 2020 to support the Coronavirus response effort. However, in 2020-21 a number of further changes will be made to improve this particular area with the implementation of new tracking and

recording performance management systems complimented by revised procedural changes to enhance service delivery.

- 4.6 Consistent to the trend reported last year, the majority of complaints received have been resolved through formal investigation (157) with 118 being resolved quickly through early resolution. Work will continue to be undertaken to improve the timely resolution of complaints with 79% of complaints in 2019-20 meeting the timescale agreed with the customer and investigating officer concerned (timescales can vary between 10 to 65 working days depending upon the complexity of the complaint).
- 4.7 Investigations into customer complaints resulted in 76 cases being upheld, 87 partially upheld, 79 not upheld, 23 a conclusion could not be drawn and 10 awaiting a response. It is important to note that whilst 127 customers withdrew their complaint during 2019-20, follow up contact made with the customer identified the issue raised to be a service request and not a complaint.
- 4.8 In 2019-20, 11 complaints progressed onto the review stage of which:
- 4 stage two corporate reviews for Environment and Transport
 - 3 stage two corporate reviews for Children's Services
 - 3 stage two investigations for Children's Social Care
 - 1 stage three investigation for Children's Social Care
- 4.9 The total number of complaints progressing to the next stage of the procedure is an increase on the number reported for 2018-19 (3). The purpose of the progression stage is to review our actions and response to the customer based upon what they believe remains outstanding from the initial investigation undertaken.
- 4.10 Whilst it is positive to note that the number of complaints progressing onto the review stage is still relatively low when compared to the number of complaints received (4%), it is not to say that all customers were happy with the outcome of their complaint after investigation. Those customers who did tell us that they remained unhappy were supported by the CFIT to resolve such concerns without the need to progress onto the next stage of the complaint process.
- 4.10 Our records indicate that we have received 41 contacts from the Ombudsmans office in 2019-20, this is an increase from last years reported position (33). Four of the contacts originated from the Housing Ombudsman Service (HOS) and 37 from the Local Government and Social Care Ombudsman (LGSCO). Twenty-four of these required the LGSCO to undertake a formal investigation, of which 6 required service delivery improvements. The Council agreed with Ombudsmans recommendations to resolve and redress these complaints.
- 4.11 The LGSCO annual review letter was received by the authority in July 2020 in which they have reported a total of 54 contacts received for the Council. It is acknowledged that there is a difference in the figures reported by the LGSCO to that held by the Council but this can be explained through:
- 13 received direct advice from the Ombudsman's office and no contact was made with the Council to record
 - 41 corresponded with the Council's records

4.12 The LGSCO has benchmarked the Council's annual performance against other similar authorities and their data shows that:

- 57% of the complaints investigated by the Ombudsman's office were upheld. This compares to an average of 67% in similar authorities
- We implemented 100% of the LGSCO recommendations which compares to an average of 100% in similar authorities
- 25% of the upheld complaints found the Council had satisfactorily remedied the complaint prior to escalate to the Ombudsman. The average for similar authorities is 11%.

4.13 The LGSCO annual review letter also concluded that it had encountered delays in responses to investigation enquiries and the completion of recommendations agreed. As a direct result of this, the CFIIT has reflected on the way it has responded to LGSCO enquiries over the past 12 months and is implementing robust remedies to ensure the timely issue of responses and execution of associated recommendations, as agreed by all parties.

4.14 Work continues to embed the role of the CFIIT and during 2019-20 the following work has been undertaken:

- Development of the customer feedback management system with a view to improving records management and the reporting of data with the implementation of a new performance reporting system in place in October 2020
- Promoting the benefits of ensuring services report compliments received directly from customers through CFIIT and celebrating positive news stories through 'Thank You Thursday' in the Council's staff newsletter
- To promote, encourage and support our customers to contact us and access our services online, whilst offering a telephony service too. We have worked to ensure the information we provide to customers both online and via telephone is clear to ensure their concerns are handled appropriately and proportionately
- To embed how we learn from customer complaints; understanding our customers better and getting underneath what has gone wrong before making much needed improvements to service delivery and we will continue to work remains ongoing to strengthen this arrangement during 2020-21
- Ensured our procedures are reviewed and remain up to date whilst reflecting best practice guidance.
- Reviewed our intranet webpage for staff, giving access to the Council's complaints procedures and providing advice and guidance
- Continued to deliver a host of face to face and virtual drop-in sessions to staff members across different Council services to highlight the importance of customer feedback and the opportunities this brings in terms of learning and improved continuous service delivery

4.15 During 2020-2021 we plan to undertake the following:

- Implementation of a new performance management system in early October 2020 to effectively track and manage the end to end customer complaint journey
- Constantly record complaints on the system that has the functionality to automatically highlight and escalate a potential delay to a customer, service area and LGSCO alike, before this occurs – giving assurance that delays will in future be actioned in a timely manner
- Development and publication of directorate complaint management performance dashboards from 30 October 2020. These dashboards will capture a number of RAG rated and measurable factors such as:
 - No. of complaints received per service area
 - No. of complaints under investigation
 - No. of complaints approaching completion
 - No. of complaints completed
 - No. of complaints completed out of time
- The dashboards will act an additional tool in alerting CFIT and services concerned to a potential delay before is occurs
- Proactively, work together with all services to become stronger in meeting complaint statutory obligations and timescales. It is acknowledged that some complaints are complex in nature, however, the importance of meeting the needs of our customer is of paramount importance
- Impress the importance of delivering a robust and effective complaint service; one that prides itself in resolving dispute matters swiftly
- Reinforcing this message with the regular attendance at Directorate Management Team meetings to discuss the nature of complaints received, explore where gaps may exist and working collaboratively to get this right next time
- Reflect upon the feedback received from the LGSCO's Annual Review Letter and adopt an ethos that delays are no longer an option
- Taking the LSGCO's feedback as an opportunity to learn and forge change in the delivery of the customer feedback service. Reinforce the application of our values and in doing so, create a culture of 'doing the best work of our lives' that will enhance service delivery and the customer experience going forwards
- Learn more from what our customer's are telling us and strive harder to get underneath what has gone wrong. Challenge the status-quo to make changes and improvements to existing service delivery
- Adopt a 'critical friend' approach with services to ensure all learning is firmly embedded in systems and processes

- Explore how we ensure our most vulnerable customers know how to make a complaint if they are unhappy with a service provided. This includes customers who are receiving a service paid for by the Council whilst delivered by a third party
- Explore how we can capture and report on all compliments and complaints made directly to other organisations that provide services on the Council's behalf
- Continue to develop the customer feedback intranet webpage to staff using new guidance and research available on dispute resolution

5. CONSIDERATION OF ALTERNATIVE APPROACHES

5.1 Not applicable

6. IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS

6.1 The attached report demonstrates which areas of service provision that service users are currently providing feedback on, in the form of complaints and compliments.

7. FINANCIAL IMPLICATIONS

7.1 Consultations have taken place with representatives of the Service Director – Finance (S151 Officer)

7.2 As part of the complaints process a number of formal resolution methods may have financial charges associated with them such as external investigations and appointment of mediators. The cost of these dispute resolution options are aligned directly to the business unit budget the complaint relates to.

7.3 As a resolution to a complaint, it is important that consideration is given when the Council is required to make improvement and how it can redress the customer for any inconvenience caused. This may on occasions have financial implications, again the cost of any redress is done so in consultation with Legal Services and are aligned directly to the business unit budget the complaint relates to.

7.4 The effective resolution of complaints can lead to service improvements and complainant satisfaction.

8. EMPLOYEE IMPLICATIONS

8.1 All staff made aware of the complaints procedures covering their area of work to enable advice to be given to service users of the options available to them.

8.2 Staff resources are needed in order to carry out investigations following a complaint. On rare occasions other procedures such as management investigations may be required following a complaint investigation.

9. COMMUNICATIONS IMPLICATIONS

9.1 A robust communications and marketing plan has been developed to:

- Provide an overview of the annual customer feedback received from April 2019 to March 2020 and highlight key statistics
- Celebrate examples of feedback received
- Provide information to managers and employees about actions need to be taken to ensure we learn from the customers experience
- Highlight to customers that we are honest and transparent. Their feedback is important to us and we are looking at what we can do to improve the services we provide

9.2 The report will be made available on the Council's website upon Cabinet approval.

10. CONSULTATIONS

10.1 Discussed at Senior Management Team on 8 September 2020

10.2 Circulated to the Barnsley Leadership Team on 1 September 2020

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

11.1 The Customer Feedback, Information and Improvement Team had a number of agreed performance measurements during 2019-20 on the management of customer complaints, compliments and comments. The progress on these will outlined in the Council's corporate performance report.

12. PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION

12.1 The Customer Feedback, Information and Improvement Team has worked in consultaion with the Equality and Inclusion Team during 2019-20 with regards to improving customer accessibility of the Council's complaints procedure. Actions arising from this will continue to be developed during 2020-2021.

13. TACKLING THE IMPACT OF POVERTY

13.1 Not applicable.

14. TACKLING HEALTH INEQUALITIES

14.1 Not applicable.

15. REDUCTION OF CRIME AND DISORDER

15.1 Not applicable.

16. RISK MANAGEMENT ISSUES

- 16.1 Services fail to recognise or escalate complaints that need to be considered through the Council's complaints procedures and fail to forward these to the Customer Feedback, Information and Improvement Team. This can result in the Council not following due process and lead to further customer dissatisfaction and adverse Ombudsman rulings.
- 16.2 Robust arrangements are required when working in partnership with organisations and contracted providers in the management of customer complaints. Failure to work in partnership in the management of a complaint can result in the Council not following due process and lead to further customer dissatisfaction and adverse Ombudsman rulings.
- 16.3 Failure to identify learning from complaints or provide redress when injustice has been found can lead to customer dissatisfaction and escalation to the Ombudsmans offices.
- 16.4 There has been a previous delay in the progressing of customer complaints through the Council's complaints procedures. Such delays have resulted in the suspension of CFIIT services in order to support and respond to the Coronavirus pandemic. Whilst such delays have been brought up to date, any future delays and failure to adhere to procedural timescales, could lead to adverse ombudsman decisions. Work is ongoing to address this.
- 16.5 These risks are mitigated through good communication with services, customers, partners, other organisations and investigators, through alignment of resources, attendance at team meetings and drop in session to raise awareness of the customer feedback procedures.

17. HEALTH, SAFETY AND EMERGENCY RESILIENCE ISSUES

- 17.1 Not applicable.

18. COMPATIBILITY WITH THE EUROPEAN CONVENTION ON HUMAN RIGHTS

- 18.1 Not applicable.

19. CONSERVATION OF BIODIVERSITY

- 19.1 Not applicable.

20. GLOSSARY

CFIIT – Customer Feedback, Information and Improvement Team
LGSCO – Local Government and Social Care Ombudsman
HOS – Housing Ombudsman Service

21. LIST OF APPENDICES

Appendix 1: Barnsley Council Annual Customer Feedback Report – Complaints, Compliments, and Comments, 1st April 2019 to 31st March 2020

22. BACKGROUND PAPERS

- a) Management of Customer Feedback Procedure
- b) Management of Children’s Social Care Customer Feedback Procedure

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

Report Author: Kate Liddall

Financial Implications/Consultation



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

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ANNUAL CUSTOMER FEEDBACK REPORT

2019-20



COMPLAINTS

COMPLIMENTS

LEARNING

COMMENTS



INTRODUCTION

Welcome to Barnsley Council's annual customer feedback report, which provides the Council, partners and members of the public with important information on what our customers have told us about their expectations and experiences of the services they have received during 2019-20. This report looks at all of the complaints, compliments and comments that have been recorded by the Council during the period 1 April 2019 to 31 March 2020, including those complaints received about Adult and Children Social Care services.

Whilst we have achieved so many great things this year, it is our aim to ensure that we respond to and manage rising customer expectations and demands, but also recognise the opportunities this presents. To achieve this, we need to listen to what our customers are telling us, manage their expectations and continuously improve our services. This is why customer feedback is important, and why it is our aim to ensure that our customers feel able to provide us with feedback and know how to do this. We also aim to respond fairly, in partnership with the customer and reach a swift resolution where putting it right is at the heart of what we always consider.

It is also vital to continuous service improvement to know when things have gone right and when people are happy with the services they receive. However, on those occasions when things go wrong, complaints are equally valuable because they provide a chance to identify areas for improvement to ensure the same mistakes are not repeated in the future. Not all customer concerns need to be processed as a complaint and where a customer has contacted the service direct and their concerns are resolved by the service there is no need to escalate these to the Council's complaints procedures. Therefore, the information reported on below does not include these concerns unless the customer remained unhappy and pursued their concerns further.

The Customer Feedback, Information and Improvement Team are part of the Business Improvement, Human Resources and Communications business unit and are responsible for the management, facilitation and collation of all customer feedback received for the Council.

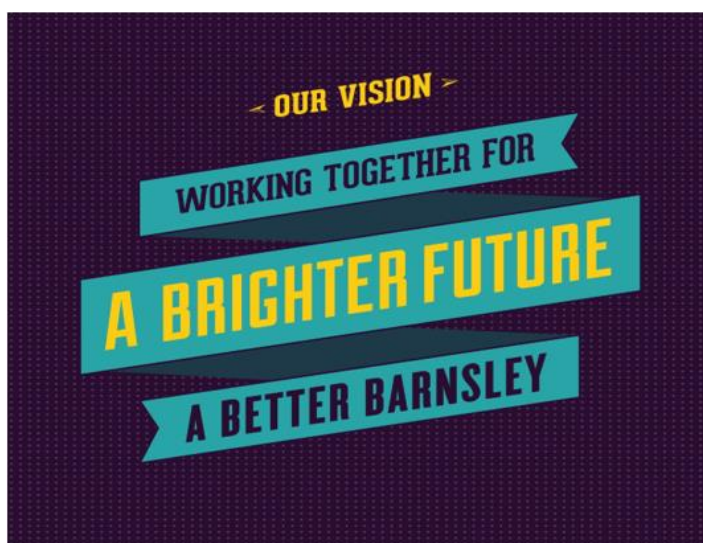


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Learning from Feedback

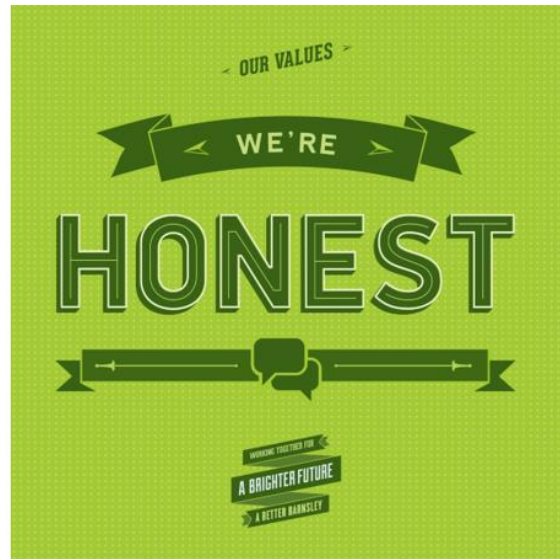
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Customer Feedback Data

WE VALUE YOUR FEEDBACK



We've received a total of **369** compliments



We received **275** complaints and agreed that there were things we could improve upon for **163** of these complaints



We listen to what our customers say and learn when things go wrong - see our learning from feedback page



There have been **41** Ombudsman contacts received

CUSTOMER FEEDBACK

The customer feedback we receive from our customers is registered against the five main directorates of the Council. What each directorate does is described below.

Core

This directorate provides both internal and external services that are core to how the Council operates. These include: Finance (such as payments and council tax); Human Resources (services for employees); Business Improvement and Intelligence, Communications, Customer Information and Digital Services, Legal (such as law and compliance) and Governance, Members and Business Support.

Place

This directorate provides services that help to transform the borough, particularly in the creation of a Thriving and Vibrant Economy, and also enabling Strong and Resilient Communities. The types of services this includes are: Environment and Transport (such as waste management, parks, highways and engineering, neighbourhood services, bereavement services and home to school transport); Regeneration and Culture (such as planning and re-design of the town centre and principal towns, museums and visitor sites, housing and energy, employment and skills, and transportation).

Children's

This directorate provides services that relate specifically to children and young people of the Borough. These include: Education (such as education welfare and attendance), Early Start (such as childcare); Prevention (such as family centres); and Children's Social Care and Safeguarding.

Adult's and Communities

This directorate services the communities within the borough and includes services such as Customer services (such as libraries, customer support and contact centres); Stronger, Safer and Healthier Communities (such as safer neighbourhoods and enforcement) and Adult Social Care and Health.

Public Health

This directorate provides the services to the borough relating to health and regulation such as: 0 to 19 Service (health visitors) and Regulation Services (commercial regulations, food hygiene and pollution control).



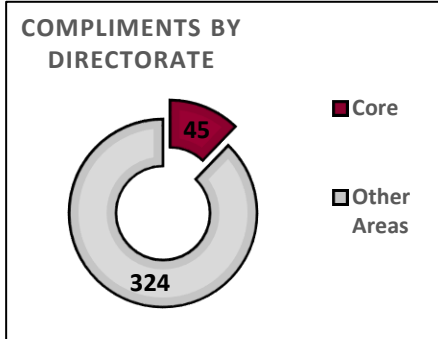
The Council has two complaints procedures; the management of customer feedback which has two stages, and the management of children's social care procedures which has 3 stages. All complaints that do not relate to children's social care will be processed through the first procedure. For further information on either of these procedures you can visit our internet page at <https://www.barnsley.gov.uk/have-your-say/complaints-compliments-and-comments/>

CUSTOMER FEEDBACK

CORE DIRECTORATE



There are **30+** teams in this Directorate



Core services received **45** compliments this year. This is an increase from last year.

The Business Improvement, Human Resources & Communications business unit received **19** compliments, the highest for this directorate.

19



79 complaints were received. This is an increase from last year although **22** of these were withdrawn. Benefits and Taxation within the Finance Business Unit received the most complaints (**40/57**)

We resolved **33** of the remaining **57** complaints quickly and **24** required a formal investigation.

Processes and procedures were the main areas where customers told us they were unhappy.



There were **6** Local Government and Social Care Ombudsman contacts. Three required no further action as considered resolved and **3** required the customer to be contacted.

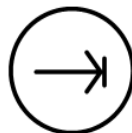
No complaints were made through an advocate.

EARLY RESOLUTIONS



33

OUTCOMES



Inconclusive: **8**
 Not upheld: **16**
 Partially upheld: **17**
 Upheld: **15**
 Pending: **1**
 Withdrawn: **22**

RESOLUTIONS



58% of complaints were resolved early and those requiring formal investigation were resolved by providing an explanation

TIMESCALES



We resolved **87%** of both early resolution and formal complaints requiring investigation within agreed timescales

CUSTOMER FEEDBACK

CORE DIRECTORATE

Here are some examples of compliments we've received:

Organisation and Workforce Improvement

We received the following positive feedback for our team:



I have just completed the Future Carers Course and I cannot sing their praises enough. It was genius the way it was organised, and not once did I feel I didn't want to attend. I am so pleased that I am getting after care.



Human Resources and Business Support



A customer told us:

All going really well with the DBS checks, it has been a really smooth transition and your team could not have been more helpful.

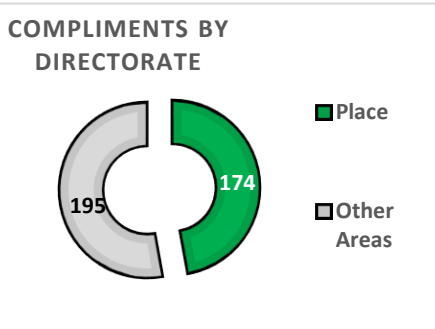


CUSTOMER FEEDBACK

PLACE DIRECTORATE



There are 45+ teams within this Directorate



Place received **174** compliments this year. This is a decrease from last year's figure of 195.

The Environment and Transport business unit received **148** compliments, the highest for this directorate.

148



140 complaints were received. This is less than last year. (**48** of these were withdrawn). Waste Management within the Environment and Transport Business Unit received the most complaints (**71/92**)

We resolved **47** of the remaining **92** complaints quickly and **45** required a formal investigation. Four complaints progressed to Stage Two Corporate Reviews.



There were **12** Local Government and Social Care Ombudsman contacts. **Nine** required no further action as they were considered resolved, there was **1** 'other' remedy and **2** are new.

No complaints were made through an advocate.

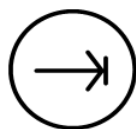
Processes and procedures, communication and Consultation, and workforce were the main areas where customers reported being unhappy.

EARLY RESOLUTIONS



47

OUTCOMES



Inconclusive: **10**
 Not upheld: **19**
 Partially upheld: **18**
 Upheld: **38**
 Pending: **7**
 Withdrawn: **48**

RESOLUTIONS



52% of complaints that were resolved early and those requiring formal investigation were resolved by providing an explanation

TIMESCALES



We resolved **81%** of both early resolution and formal complaints requiring investigation within agreed timescales

CUSTOMER FEEDBACK

PLACE DIRECTORATE

Here are some examples of compliments we've received:

Environment and Transport – Waste and Recycling

A resident told us they were very happy with the team at one of our Household Waste and Recycling Centres:

“ I thought that I had thrown my car and house keys in with a load of timber, paper and general rubbish into one of the containers. I would like to praise the lads who were very calm and quick to in reacting to my predicament. The outcome was that they were in my sweatshirt pocket, very embarrassing for me, but the lads were great!



Planning, Policy and Building Control

A customer gave us this feedback:



Just wanted to say a big thank you for all your hard work and communication. Brilliant news!



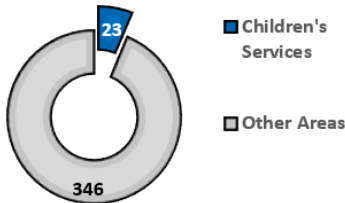
CUSTOMER FEEDBACK

CHILDREN'S SERVICES DIRECTORATE



There are 15+ teams within this Directorate

COMPLIMENTS BY DIRECTORATE



Children's received **23** compliments this year. year. This is a decrease from the 83 last year, however, results for last year included numbers for Adult Social Care which is now now in the Adult's and Communities Directorate

14



The Education, Early Start and Prevention team received **14** compliments, the highest for this directorate.

111 complaints were received This is an increase from last year. (**33** of these were withdrawn). Education, Early Start and Prevention within the Children's Services Business Unit received the most complaints (**41/78**)

We resolved **20** of the remaining **78** complaints quickly and **58** required a formal investigation. There were 3 Stage Two Children's Social Care Complaint investigations and 1 Stage Three Children's Social Care Panel investigation.



There were **8** Local Government and Social Care Ombudsman contacts. **Two** required no further action as considered resolved, **1** required the customer to be contacted, **1** was to provide compensation, **1** 'other' remedy, **2** are pending

5 complaints were made through an advocate.

Processes and procedures, communication and consultation, and workforce were the main areas where customers reported being unhappy.

EARLY RESOLUTIONS



20

OUTCOMES



Inconclusive: **1**
 Not upheld: **26**
 Partially upheld: **36**
 Upheld: **15**
 Pending: **0**
 Withdrawn: **33**

RESOLUTIONS



26% of complaints that were resolved early and those requiring formal investigation were resolved by providing an explanation

TIMESCALES



We resolved **80%** of early resolution and formal complaints requiring investigation within agreed timescales

CUSTOMER FEEDBACK

CHILDREN'S DIRECTORATE

Here are some examples of compliments we've received:

Education Early Start and Prevention

A parent/carer wanted to thank us for the support with their child's Education, Health and Care Plan:



Just wanted to say a big thank you for your help with the EHC plan, it's been a long hard journey, so to have the final draft in my hands this week really does feel great.



Children's Social Care

We received the following feedback:



I just wanted to drop you an email to thank you for all your work, time and patience. We wouldn't have the security we have today without you. We are forever grateful for what you have done for us, and we will never, ever forget you! You are an amazing person who genuinely cares about your job and it shows with how you bend over backwards to keep children safe from harm. We will forever owe his precious little life to you. Wishing you all the best and take care.



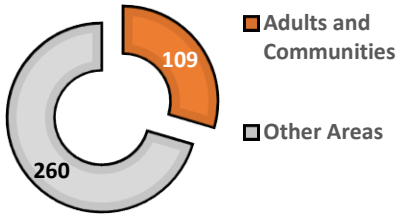
CUSTOMER FEEDBACK

ADULT'S AND COMMUNITIES



There are 35+ teams in this Directorate

COMPLIMENTS BY DIRECTORATE



Adults and Communities received **109** compliments this year. This is a decrease from the 175 recorded last year, however there have been changes to the type of services within this directorate.

The Adult Social Care and Wellbeing business unit received **68** compliments, the highest for this directorate.



64 complaints were received. This is an increase from last year. (**19** of these were withdrawn). The Community Safety service within the Stronger, Safer and Healthier Communities Business Unit received the most complaints (**22/45**)

We resolved **16** of the remaining **45** complaints quickly and **29** required a formal investigation.



Communication and consultation were the main areas where customers were unhappy.

There were **11** Local Government and Social Care Ombudsman Contacts. **Four** required no further action as considered resolved, **2** required the customer to be contacted, **2** compensation, **2** 'other' and **1** pending

One complaint was made through an advocate.

EARLY RESOLUTIONS



16

OUTCOMES



Inconclusive: **2**
 Not upheld: **17**
 Partially upheld: **16**
 Upheld: **8**
 Pending: **2**
 Withdrawn: **19**

RESOLUTIONS



35% of complaints that were resolved early and those requiring formal investigation were resolved by providing an explanation

TIMESCALES



We resolved **77%** of complaints early and those requiring formal investigation within agreed timescales

CUSTOMER FEEDBACK

ADULT'S AND COMMUNITIES

Here are some examples of compliments we've received:

Adult Social Care

A resident wanted to thank us for the support we provided:



Just wanted to say big thank you for everything you did for my mother-in-law and us recently, your help came at a very difficult time when we were stressed and worried about the next step for her. Your really did help us and I wanted you to know that.



Neighbourhood Services



We received the following feedback:

Would you please pass on my sincerest thanks to the grass cutting department for the works done on the park field adjacent to Highstone Lane, Worsbrough Common. A very important green space for everyone has been returned to use. Like an early Xmas present. Thanks again!



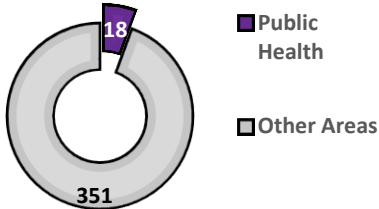
CUSTOMER FEEDBACK

PUBLIC HEALTH



There are 3+ teams in this Directorate

COMPLIMENTS BY DIRECTORATE



Public Health received **18** compliments year. This is a slight increase from last year.

The Public Health 0-19 Service received compliments, the highest for this directorate.

12



6 complaints were received. This is a decrease from last year. (**3** of these were withdrawn).

The Noise Pollution service within the Regulatory Services Business Unit received the most complaints (**3/3**)

We resolved **2** of the remaining **3** complaints quickly and **1** required a formal investigation.



There were no Local Government and Social Care Ombudsman contacts regarding this directorate.

No complaints were made through an advocate.

Information provision was the main area where customers were unhappy.

EARLY RESOLUTIONS



2

OUTCOMES



Inconclusive: **2**
 Not upheld: **1**
 Partially upheld: **0**
 Upheld: **0**
 Pending: **0**
 Withdrawn: **3**

RESOLUTIONS



67% of complaints (that were resolved early and those requiring formal investigation) were resolved by providing an explanation

TIMESCALES



We resolved **100%** of early resolution and formal complaints requiring investigation within agreed timescales

PUBLIC HEALTH

Here are some examples of compliments we've received:

0-19 Public Health Nursing Team

A mum wanted to thank us for the support we provided:



Absolutely fantastic team! Quick responses to queries and very helpful and supportive. I used the service when I was breast feeding and the support I received during this time was phenomenal, the team and care invested was second to none. Even now post breast feeding, the team are super helpful. It's comforting to have such support; I cannot recommend enough. Thank you.



Regulatory Services

We received the following feedback:



I would like to say how grateful we are for your prompt action and extremely efficient response which led to such rapid resolution of an issue which has been going on for a very long time. This comes with best wishes for your work.



LEARNING FROM FEEDBACK

Learning from our customers is really important to us. During the investigations we undertake we look at what may have gone wrong, why, and what we can do to improve the services we provide. Below are a few examples of learning we have identified from our complaints investigations and improvements we are working towards achieving.

CUSTOMER COMMUNICATION

We recognise the importance of how we communicate with our customers and we have identified the opportunities below to learn from what our customers have experienced:

- Review how we respond to customer contacts and seek ways to improve our communication
- For robust communication processes to be established between the relevant officers when dealing with Finance enquiries
- Ensuring we have a consistent method of agreeing how our customers will receive about the services we provide.

PROCESSES AND PROCEDURES

Customers shared with us their experiences of using our services and from this we identified opportunities where we could improve our procedures, so that our customers experienced improved service delivery and our staff had clearer guidance. Here are a few of the improvements we identified:

- We will standardise the recording and updating of requests for service and policies and procedures for front line staff updated to improve customer satisfaction when visiting our community buildings
- Develop a formalised policy for Assisted Collections or Rural Collection
- Review of letting procedures across the Council to be undertaken by Asset Management to ensure consistency of approach.

WORKING TOGETHER

It is important that we are seen by the customer as one council and therefore the services we provide are seamless and coordinated as much as it is possible. We have therefore listened and learnt from our customers who have told us that this has not always been the case, and below are a few of the improvements we are working to achieve:

- Make improvements in the information provided to people raising objections to Traffic Regulation Orders thus reducing the uncertainty
- Retrain staff dealing with appointments in relation to Disabled Bus Passes to enhance understanding of the application process
- Use feedback received to ensure the continuous improvement of service delivery for and in partnership with our residents and communities.

CUSTOMER FEEDBACK - KEY DATA

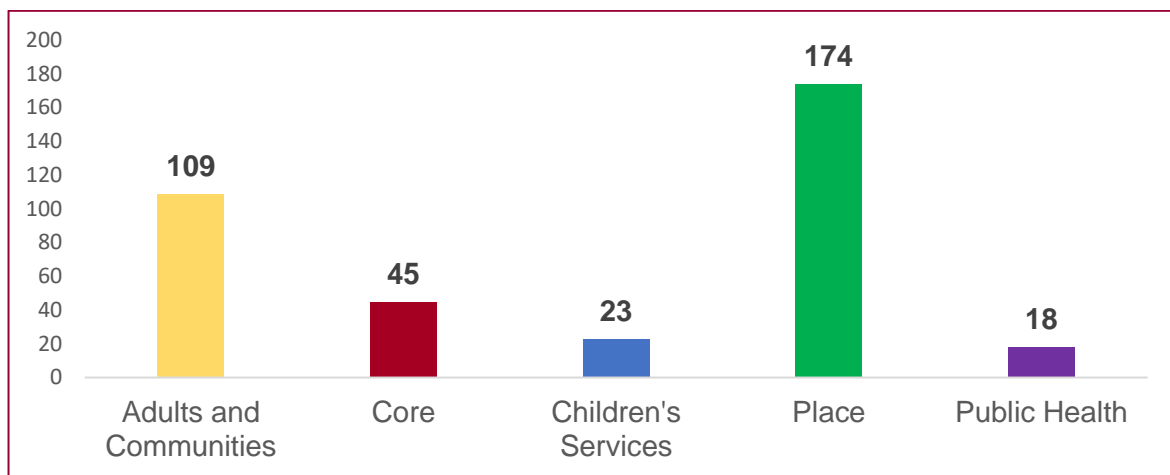
One of the aims of the Customer Feedback, Information and Improvement Team is to try and make the information we produce interesting and easy to read. However, we also understand it is important to be clear and transparent. It is for this reason that we have included the key data that has supported the compilation of this report.

1. NUMBER OF COMPLIMENTS

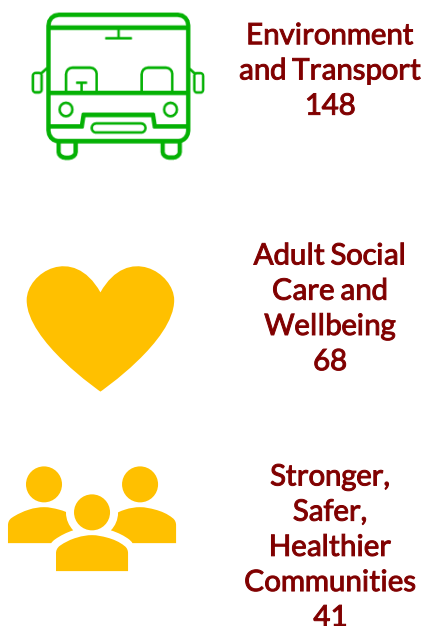
This year has seen a decrease in the number of compliments when compared to last year. There were 502 in 2018/19 and 369 in 2019/20. Our Place Directorate received 174 compliments, the highest number of all the Directorates.



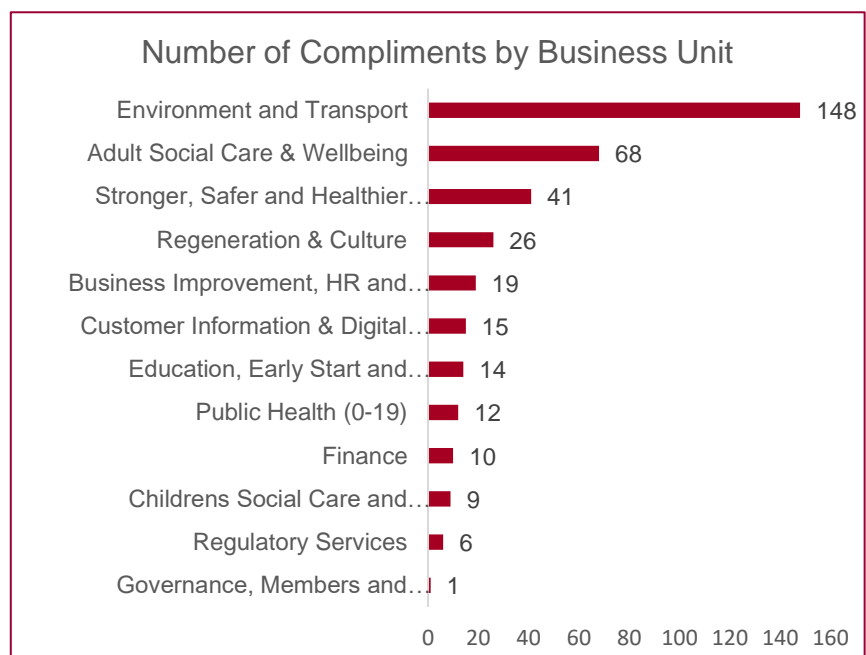
COMPLIMENTS TOTAL BY DIRECTORATE



TOP THREE BUSINESS UNITS



COMPLIMENTS BY BUSINESS UNIT



2. NUMBER OF COMPLAINTS AND RESOLUTION METHOD



There has been an increase in the overall number of complaints we received this year compared to last year. In 2018/19 we received 333 complaints (13 were withdrawn) and in 2019/20 we received 402 complaints which reduces to 275 when the 127 withdrawn complaints are deducted. Less complaints than last year have required formal investigation. 168 complaints required formal investigation in 2018/19 compared with 157 in 2019/20. There were 165 complaints that were resolved early last year.

COMPLAINTS AND RESOLUTION METHOD

Directorate / Number	Early Resolution	Formal Investigation	Total Complaints	Progression
Adults and Communities	16	29	45	0
Core	33	24	57	0
Children's Services	20	58	78	7
Place	47	45	92	4
Public Health	2	1	3	0
Totals	118	157	275	11

This year, there were **3** Children's Social Care Complaint Investigations that progressed to Stage Two. One Children's Social Care Panel investigation progressed to Stage Three. There were **3** Stage Two Corporate Reviews for Children's Services and **4** for Place.

EARLY RESOLUTIONS



2. NUMBER OF COMPLAINTS AND RESOLUTION METHOD



Most of our complaints were about the way we deliver our services and how we are communicating with our customers. This trend is to be expected as these are the main interactions the Council has with members of the public.

	2019/20 Q1	2019/20 Q2	2019/20 Q3	2019/20 Q4
How we tell you about things	27	25	15	24
What we tell you about things	7	8	7	2
How we follow the rules	1			
The way we do things	31	23	22	13
Staff	28	16	14	12
Total	94	72	58	51

We acknowledge that we have either upheld or partially upheld most of the complaints we have received, therefore we are agreeing that we need to improve and learn from what our customers are telling us. In doing this we have provided an explanation to the customer as a resolution to their complaint to explain what went wrong and what we will do to address this.

	Inconclusive	Not Upheld	Partially Upheld	Upheld	Awaiting response
How we tell you about things	7	17	33	27	7
What we tell you	2	9	7	6	
How we follow the rules				1	
The way we do things	5	33	24	25	2
Staff	9	20	23	17	1
Total	23	79	87	76	10

	Apology	Explanation	Reassurance	Change to Service	Actions for improvement	Financial Redress	Other	Pending
How we tell you about things	30	42	4	0	3	4	3	5
What we tell you	6	13	2	1	0	1	1	0
How we follow the rules	0	0	0	0	0	1		
The way we do things	26	42	14	1	1	3	1	1
Staff	16	34	11	2	4	0	2	1
Total	78	131	31	4	8	9	7	7

4. TIMESCALES

We resolved 79% of our complaints within timescales, the same as last year. However, in 2019/20, we failed to meet agreed timescales on 18% of occasions, (3% are pending). We will continue to work to improve meeting the timescales we agree with our customers as we know that this is important. However, sometimes due to availability, work pressures and the complexity of some complaints these timescales are exceeded. We always aim to keep the customer up to date when there will be a delay with their complaint investigation.



79% met timescale

It is important to us that we ensure that we keep customers informed and updated on what happens when they contact the Customer Feedback Information and Improvement Team, within 3 working days. 55% of customer complaints were acknowledged within the 3 working day timescale in 2019/20 compared with 59% the previous year.



18% exceeded timescale

Early Resolution Complaints											
Business Unit	Timescale Not Met and Outcome					Timescale Met and Outcome					Overall Total
	Inconclusive	Not Upheld	Partially Upheld	Upheld	Total	Inconclusive	Not Upheld	Partially Upheld	Upheld	Total	
Adult Social Care & Health	1				1		3	5		8	9
Stronger, Safer and Healthier Communities			1		1	1	3		2	6	7
Business Intelligence, HR and Communications								1		1	1
Customer Information & Digital Services	1				1		1	2	4	7	8
Finance		1	1		2	6	6	2	6	20	22
Governance & Member Support						1				1	1
Legal Services							1			1	1
Education, Early Start and Prevention									1	1	1
Children's Social Care and Safeguarding		3	1	1	5	1	4	7	2	14	19
Environment and Transport	1			2	3	5	7	13	16	41	44
Regeneration & Property						1	1		1	3	3
Public Health & Regulation						1	1			2	2
Total	3	4	3	3	13	16	27	30	32	105	118

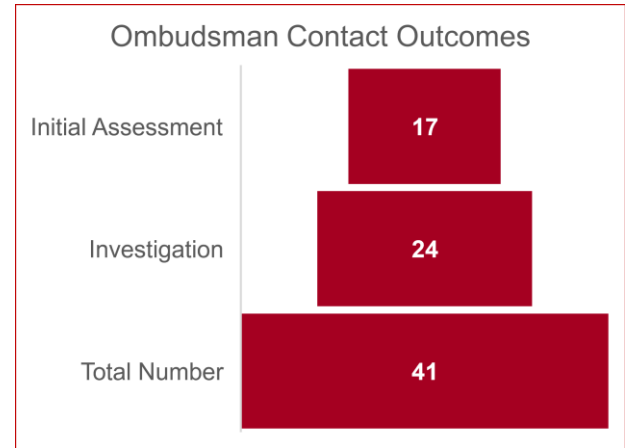
Formal Complaints												
Business Unit	Timescale Not Met and Outcome						Timescale Met and Outcome					Overall Total
	Awaiting Response	Inconclusive	Not Upheld	Partially Upheld	Upheld	Total	Inconclusive	Not Upheld	Partially Upheld	Upheld	Total	
Adult Social Care & Health	2		2	4	1	9		5	4	1	9	19
Stronger, Safer and Healthier Communities			1			1		3	2	4	9	10
Business Intelligence, HR and Communications	1				1	2		2	1	1	4	6
Customer Information & Digital Services										2	2	2
Legal Services									1	1	2	2
Finance				3		3		5	6		11	14
Children's Social Care and Safeguarding			1	6		7		13	16	3	32	39
Education, Early Start and Prevention				1	3	4		5	5	5	15	19
Environment and Transport	6	1	4	1	5	17		6	2	11	19	36
Regeneration & Culture	1	1			1	3	1	1	2	2	6	9
Public Health							1				1	1
Total	10	2	8	15	11	46	2	40	39	30	110	157

Withdrawn Complaints							
Type of Complaint	Communities	Core	People	Place	Public Health	Unknown	Total
How we tell you about things	4	7	12	12	1	2	38
What we tell you		1	3				4
How we follow the rules				1			1
The way we do things	9	6	7	23	1		46
Staff	6	8	11	12	1		38
Total	19	22	33	48	3	2	127

5. OMBUDSMAN

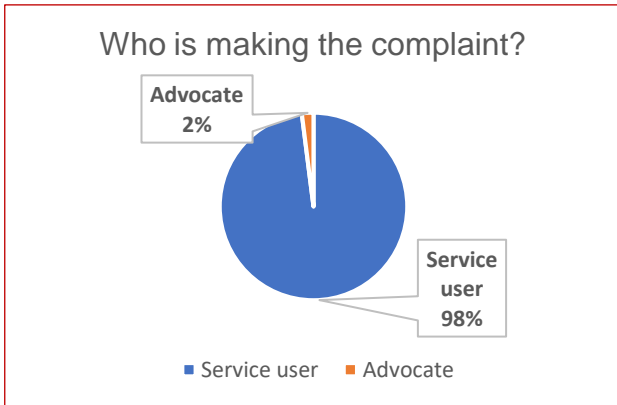


This year we have seen an increase in the number of Local Government and Social Care Ombudsman and Housing Service Ombudsman contacts than last year. In 2018/19 there were 33 and in 2019/20 there were 41. Our annual review letter from the Ombudsman was received in July 2020. It explained that there are areas we need to work on in completing investigations. We have reflected on the way we have responded to the Ombudsman's enquiries over the past 12-months and we are implementing new ways of working to improve service delivery.



Ombudsman Contacts			
Business Unit	Nature of Enquiry	Outcome/Status	Ombudsman Remedy
Berneslai Homes	4 Investigations	1 Fault with injustice 1 In progress 1 New	1 Compensation 1 No action required
Adult Social Care & Health	3 Initial Assessments 6 Investigations	4 Not considering - Not enough evidence of fault 2 LA to pursue complaints 1 Fault with injustice 1 In progress 1 Discontinued investigation	3 No action required 2 Contact to be made to customer 2 Other 1 Compensation
Stronger, Safer and Healthier Communities	1 Initial Assessments 1 Investigations	1 Fault with injustice 1 No fault and no Injustice	1 Compensation 1 No action required
Council Governance	1 Initial Assessment	1 Not considering - not enough evidence of fault	1 No Action Required
Finance	3 Initial Assessments 1 Investigation	3 LA to pursue through complaints 1 Other	3 Contact to be made to customer 1 No action required
Legal Services	1 Initial Assessment	1 Fault with Injustice	1 No action required
Children's Social Care and Safeguarding	1 Initial Assessment	1 LA to pursue through complaints	1 Other
Education, Early Start and Prevention	3 Initial Assessments 4 Investigations	3 In Progress 2 LA to pursue through complaints 1 Fault with injustice 1 Outside LGO jurisdiction	2 No action required 1 Compensation 1 Contact to be made to customer
Environment and Transport	1 Initial Assessment 4 Investigations	2 No fault and no injustice 2 Not considering - not enough evidence of fault 1 Fault with injustice	5 No action required
Regeneration & Property	3 Initial Assessments 4 Investigations	3 Not considering- not enough evidence of fault 2 New 1 LA to pursue through complaints 1 Other	4 No action required 1 Other

6. WHO, HOW, WHERE?



98% service user

2% used an advocate



The upward trend has continued from last year and we are now seeing nearly 100% of complaints being made by the person who is receiving the service. Again, there are very few people who have used an advocate this year. However, we always advise customers whose complaints are being formally investigated to contact us if they would like to know more about what support is available when making a complaint.



32%

The number of complaints made by telephone has decreased from 38% in 2018/19.



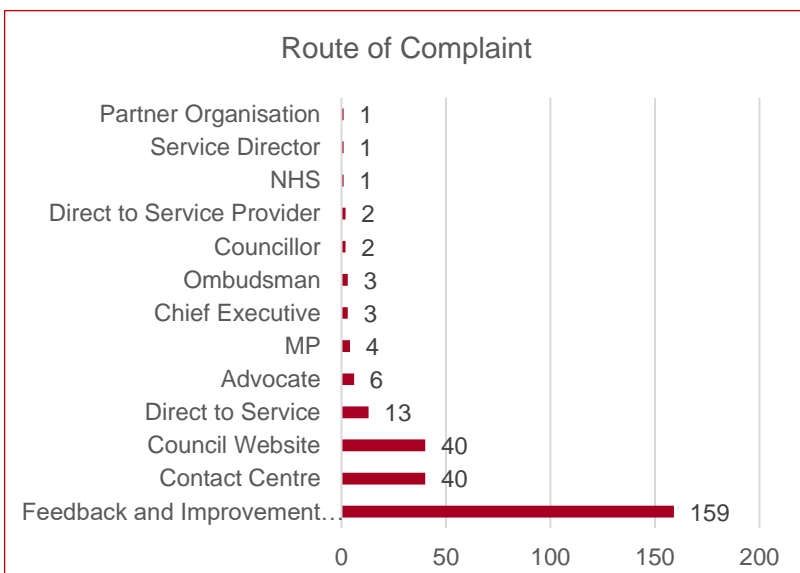
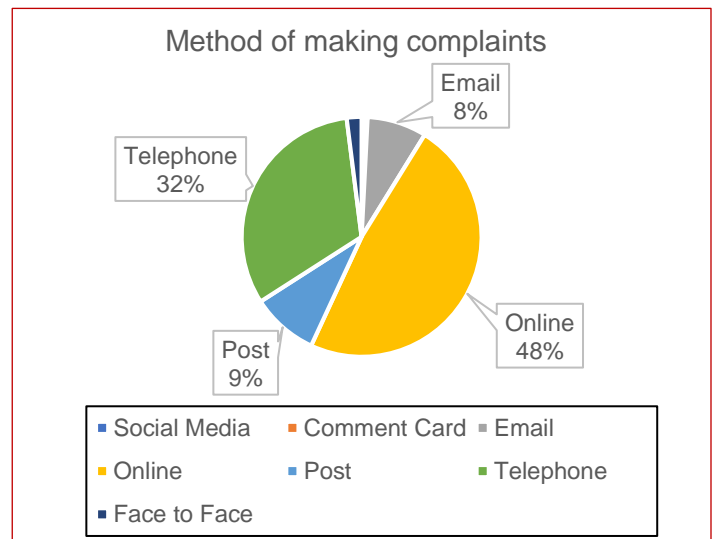
48%

Last year, 34% of complaints were made online. We are keen to encourage our customers to use our online services.



9%

We are receiving less complaints by post. In 2018/19 14% of complaints were made this way.



The trend continues that most of the customers who made a complaint raised their concerns directly with the Customer Feedback, Information and Improvement Team. This shows that the team are continuing to be accessible to customers and that they are aware of their right to complain. This is great news and we welcome all feedback from our customers.

58%



23



CONTACT US

If you need help understanding this document:

Contact: Customer Feedback, Information and Improvement Team

Email: customerfeedback@barnsley.gov.uk Westgate Plaza
One, Westgate, Barnsley, S70 2DR



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
(Children's Services)
to Cabinet

REGIONALISATION OF ADOPTION IN SOUTH YORKSHIRE

1.0. Purpose of the Report

1.1 To inform Cabinet of the development and formulation of the regionalisation of adoption project in the South Yorkshire sub region which has an agreement in principle from the four local authorities, Barnsley MBC, Rotherham MBC, Sheffield City Council and Doncaster Council's Children's Trust to commence on 1st January 2021.

2.0. Recommendations

2.1 That Cabinet notes the progress made on the regionalisation of adoption in South Yorkshire and approves the Authority's formal involvement as a constituent member of the South Yorkshire Regional Adoption Agency (SYRAA) with effect from January 2021.

2.2 Cabinet is invited to approve: Option 3 Convening of South Yorkshire Regional Adoption Agency (SYRAA) with joint management structure, under a partnership arrangement and pooled budget as the preferred option.

3.0. Introduction

3.1 Local Authorities were directed by the Department of Education to join a Regional Adoption Agency (RAA) through the Education and Adoption Act (2016) by 2021. The key principle behind the regionalisation of adoption services is that, on a national level, children are waiting far too long to be matched and placed with their adoptive families. By pooling resources, adoption agencies are more likely to increase the choice of prospective adopters and therefore identify matches between children and adoptive families more quickly and thus reduce the time that these children remained looked after in the care of the local authority. The driving force for the initiative was very much to improve the outcomes for looked after children with a permanence plan of adoption.

3.2 The ambition is to have a fully functioning sub regional adoption agency in South Yorkshire by 1st January 2021. "Adopt South Yorkshire" is one of the three Yorkshire sub-regional adoption agency developments, composing the local authorities of Barnsley, Rotherham, Sheffield and Doncaster, the last via its Children's Trust. Voluntary adoption agencies (VAAs) involved in project

design have included Barnardo's, After Adoption and the Yorkshire Adoption Society, among others.

- 3.3 Project support has been secured through the Department of Education and a 'Coach' has been appointed by the DfE to support all developments. It is of note that 75% of local authorities in England have already implemented a regional model of adoption. Therefore, given the delays in South Yorkshire it is a reasonable assumption to make that the DfE could impose a model if services are not aligned by the deadline date of January 2021.
- 3.4 Cabinet will recall that previous briefing reports have been considered in respect of the Yorkshire and Humberside region being an "early adopter" of regionalised adoption services supported by DfE. At the Cabinet meeting on the 21st September 2016 Cabinet supported the proposal for Doncaster Children's Services Trust to act as the Host agency for the SYRAA. (See Appendix 3 (ii))

4.0 Proposal and Justification

- 4.1 We have now received an agreement in principle from the South Yorkshire Local Authorities and Doncaster Children's Trust to deliver the South Yorkshire Regional Adoption Agency. The delivery model identified for the South Yorkshire Regional Adoption Agency (SYRAA), following a detailed options appraisal (2016-18) is that of a collaboration between the four South Yorkshire Adoption Agencies. The SYRAA will be hosted by Doncaster Children's Services Trust (DCST) who will act as the lead authority.
- 4.2 This decision is supported by the DfE who have strongly promoted Regional Adoption Agencies hosted by Local Authorities judged good or outstanding by Ofsted. Doncaster Children's Services Adoption service has a judgement of Outstanding. The operating model is informed by best practice, national research findings and analysis of performance within the four South Yorkshire agencies.
- 4.3 The 2020/21 objectives of the SYRAA is to deliver 130 approved adopters and place 154 children annually (some in sibling groups). The RAA will operate in partnership with two other RAA's in the Yorkshire and Humber area
- 4.4 Other local RAAs' delivery models have meant relocation of staff and staff turnover has been high. Staff in the SYRAA will not move from their current locations and will remain employees of their own authority. Only their senior management could change with some additional reporting lines, but no great changes would occur to disrupt current operations.
- 4.5 Each Local Authority Adoption team will continue their current adoption support, assessments, and family finding until such times as new work streams filter through, which according to other RAAs' experience could take up to 12-18 months. Therefore, this gives the SYRAA time to analyse operational issues, to provide staff reassurance, and for the assessment of performance.

- 4.6 The financial model detailed in this business plan assumes that each Local Authority and Trust transfer their operational budget for Adoption for 2021/22 virtually into the RAA.
- 4.7 Work undertaken by performance leads across the South has enabled the identification of best practice at a number of different stages of the child's journey to adoption. One Adoption, South Yorkshire will combine best practice from the LAs and the VAA while providing the opportunity to create clear practice improvements and enable a viable future market for recruitment. Approximately 63-66 LA staff are expected to become part of the new organisation to deliver the following main services across South Yorkshire:
- Recruitment and Assessment – to provide the prospective adopters;
 - Permanence Planning – ensuring that children identified as requiring adoption achieve a placement;
 - Matching and Placement – to match prospective adopters with children in need of adoption;
 - Adoption Support – to help all affected by adoption;
- 4.8 The key aims of combining services to create a single Regional Adoption Agency is to improve timeliness and achieve better outcomes for all children and young people with adoption plans in the region. The South Yorkshire Regional Adoption Agency will combine adoption services into a new regional agency to benefit children and their adoptive families, with larger operating areas giving access to a wider pool of adopters and children, more effective matching and better support services.
- 4.9 In relation to the legal status of the SYRAA, following advice on different options and a recommendation from the project legal team, the Implementation Board have agreed the SYRAA will be a '**partnership**' between the four organisations secured through a 'Partnership Agreement'.
- 4.10 As part of implementation the project team are exploring potential areas for the Voluntary Adoption Agencies to partner with SYRAA to support service delivery including consideration of the following areas:
- Targeted recruitment activity focusing on Early Permanence and targeted assessments for priority children
 - Specialist adoption support training
 - Shared preparation training
 - Specialist practical or therapeutic support services for children and families post placement and post order
 - Adoption counselling and services to adopted adults
 - Continued provision of VAA families
 - Life Story Work and book

- 4.11 Practice improvements will be delivered through the implementation of new ways of working. One Adoption South Yorkshire will work jointly with the other RAA's to explore further sources of funding to work jointly with the VAA and ASA sector, for example, in the areas of early permanence and adoption support to design and deliver practice improvements.
- 4.12 The business case that this report is based on represents a model that poses the least risk to the 3 Local Authorities and the DCS Trust in relation to critical areas of finance and human resources. It has taken 2 years to reach a position where the 3 Local Authorities and the Trust are supportive of the business case attached and are fully committed to the setup of the SYRAA, satisfied that the specification will meet the following 3 criteria:
- No reduced performance
 - No increased costs
 - No negative impact on the Terms and Conditions of our employees
- 4.13 The financial model proposes that each Local Authority and the Trust virtually pools the 2021/22 Adoption budgets adjusting for the identified savings within the arrangement. The SYRAA Partnership Board will be ultimately responsible for managing the budget of the SYRAA through the Partnership Agreement.
- 4.14 The strategic implementation board will continue to meet until and beyond implementation and will oversee the work of the practice group and the eight work streams:
- Human Resources
 - Finance
 - Legal
 - ICT
 - Social Work Practice
 - Commissioning
 - Communications
 - Performance
- 4.15 The legal status of the SYRAA will not be a legal entity in its own right but be a partnership between the four organisations secured through a 'Partnership Agreement' with Doncaster CS Trust acting as the lead agency. The Partnership Agreement will incorporate the agreements reached between the partners in relation to the respective workstreams.

5.0 Consideration of Alternative Approaches

- 5.1 **Option 1)** Remain as we are and do not join a Regional Adoption Agency. This is not an option since the Local Authority is required by legislation to join a Regional Adoption Agency.

Option 2) Fully integrate current adoption teams and TUPE over. This is not an option as the LA's and Unions felt it was too great a risk to staff retention.

Option 3) Convening of SYRAA with joint management structure, under a partnership arrangement and pooled budget. This is the preferred option.

5.2 The model proposed, **Option 3**, in this version of the business case is the only current viable model identified after an extended period of consideration and negotiation.

5.3 VAAs have been involved at board level and are embedded in the design process (see above). Doncaster Children Service Trust is of course constituted as a VAA in its own right and has been formative in the design iteration.

6.0 **Financial Implications**

6.1 The Service Director for Finance or his representative has been consulted as part of writing this report.

6.2 The Partnership Agreement (subject to approval), underpinned by a Business Case, outline the delivery model / operating framework for the SYRAA. Under the partnership model, the proposal is for the 3 Local Authorities and Doncaster Trust to virtually 'align' their adoption service budgets (2020/21). The table below shows the respective LAs' Adoption Service budgets (including Barnsley's) that will be aligned under the SYRAA financial arrangement:

	Barnsley £'000	Doncaster £'000	Rotherham £'000	Sheffield £'000
Staffing	526	689	645	999
Other costs*	91	137	162	209
Inter-agency fees	378	430	483	443
Income	-27	-135	-81	-60
	967	1,122	1,209	1,592

* Costs excludes central overheads e.g. business support, legal, HR, etc. Also, Adoption Allowances budgets are excluded and outside the SYRAA aligned financial arrangements

6.3 Three new roles (Head of Service; Performance Analyst and a Business Support Manager) will be established in a central hub hosted by Doncaster CST to manage the arrangements across the respective LAs. The full year cost of the central hub is estimated at £145k and will be funded by the 4 LAs – from non-staffing efficiencies achieved from running one larger Adoption Service.

- 6.4 The effective go live date for the SYRAA arrangements is 1 January 2021 (expected that the Head of Service post will be recruited into by this date). It is anticipated that the 4 LAs including Doncaster CST will have to make a contribution (from their 20/21 Adoption Service budgets) to meet associated staff / recruitment costs for the Head of Service. The contribution from Barnsley is not expected to exceed £10k.

Financial risks

- 6.5 The following outline some of the identifiable risks to the arrangements and ways of mitigating these:
1. *Insufficient savings to cover central hub costs*
It is envisaged that the central hub costs will be funded from efficiencies to be delivered across the partnership in the following areas: subscriptions/licences; adoption panel administration; staff recruitment; publicity & marketing; and other miscellaneous costs. A proper assessment of current contractual arrangements and activities has been undertaken, which showed efficiencies of £136k can be delivered through consolidating contracts, streamlining processes / activities and effective procurement.
 2. *Insufficient budget contributions by partners*
There is a risk that Adoptions service budget allocations are insufficient to cover costs associated with running the SYRAA. The business planning process for the respective LAs will ensure that staff related costs (pay increases, pension, etc.) are allowed for. It is expected that costs such as redundancy, pension, ill health retirement costs would be borne by the respective employing authority.
 3. *Risk sharing*
Significant variation in activity or demand could result in increased costs (e.g. inter-agency fees) resulting in overspends. A risk sharing protocol will be incorporated in the partnership agreement that would outline the basis for re-distributing any surpluses and the process for reporting and managing projected overspends. It is envisaged that business cases would be put forward for approval by the SYRAA partnership board for significant expenditure.
 4. *Performance targets not achieved*
There is the risk of underachieving targets e.g. not able to recruit enough adopters internally, therefore leading to more inter-agency placements outside the sub-region and financially viability issues.

7.0 Employee Implications

- 7.1 The impact on employees is anticipated to be minimised through the development of the proposal to work as a partnership with each LA and Trust employees remaining with their current employers and no TUPE arrangements being put in place. TUPE operates as a matter of law under the Transfer of Undertakings Protection of Employment Regulations 2006 (as amended) and the staffing arrangements will need to be continually monitored as the SYRAA is developed to ensure that TUPE does not operate inadvertently to transfer staff to Doncaster CST.
- 7.2 There will be 3 new roles which are a head of service, business support manager and a business analyst, all to be employed by Doncaster Children's Service Trust. The head of service role will have oversight of the staffing structures of the partners and this role will only have direct line management of the Doncaster CST adoption service. This role is more senior to any of the existing service managers so has been advertised externally. There are no implications for the existing incumbent heads of service or service managers who are not ring fenced for the post but can apply should they so wish.
- 7.3 The arrangements for staff working within the SYRAA will be set out clearly under the Partnership Agreement. This will establish that all staff in the separate adoption services will continue to be employed by the same organisation currently employing them under the same terms and conditions as now. All staff will report to their current line managers except existing service managers who, while reporting to their existing line managers as their employing manager, will also report to the Head of Service for the SYRAA for strategic and operational direction. The SYRAA Head of Service will be employed by Doncaster Children's Service Trust as part of a small central hub team.

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

- 8.1 Regionalisation of adoption is driven from the DfE and we are clear that we need to ensure it builds on the current good performance of our adoption service and adds value in terms of increasing key performance data including timeliness.

9.0 Promoting Equality, Diversity and Social Inclusion

- 9.1 Improving the progress of children in care through good permanency will build upon the continuous improvement being experienced in the health and educational achievement of such children.
- 9.2 This proposal has been written collaboratively between BMBC, RMBC, DMBC, DCST, SCC and led by a project manager appointed by DCST and funded by the DfE. In addition, the DfE have been fully consulted to ensure that the proposed model fits their requirement for a regional model. There

have also been regular meetings held with all Adoption Teams to update them with any progress of the developments and the Trades Unions have been fully consulted and updated throughout the process. Furthermore, adoptive parents have been involved in the consultation process throughout the development of the model to ensure it would best meet the needs of people undergoing the adoption route.

- 9.2 An equality impact assessment has been compiled as part of the ongoing project plan.

10.0 Tackling the Impact Of Poverty

- 10.1 Ensuring stable adoptive placements for vulnerable children can help develop their emotional and physical wellbeing will help in improving their potential to acquire the skills necessary to access the employment market and become an active part in a growing local/City Region economy.

11.0 Tackling Health Inequalities

- 11.1 Ensuring the physical and emotional wellbeing of children in care by moving them to permanent placements together with closing the gap in health inequality between such children and their peers are key priorities in the Barnsley Children and Young People's Plan.

12.0 Reduction of Crime and Disorder

- 12.1 It should be noted that in meeting the specific or complex needs of vulnerable children and young people at risk of harm, abuse or exploitation, providing good quality permanent placements will help in safeguarding these children and minimise any vulnerability to adopting risky behaviour(s) in others.

13.0 Risk Management Issues

- 13.1 There is a risk that if the SYRAA is not progressed in an appropriate manner then the DfE may impose a model on the region which does not meet the needs of looked after children in South Yorkshire. Furthermore, it may impose a more formal arrangement, which will be disruptive to staff and practice and be less likely to meet the three essential criteria as set out in the main body of this report. This risk is mitigated due to the efforts of partners to implement the SYRAA.
- 13.2 There is a risk that the SYRAA will not meet the performance targets in respect of adopters recruited and children adopted and that this will therefore present all the LA's with an additional financial burden. The pooling of resources and sharing of good practice in conjunction with robust oversight in the coming year will mitigate against this risk.

14.0 Health, Safety and Emergency Resilience Issues

14.1 There are no implications for the health and safety of the public or workforce emerging through this report.

15.0 Compatibility with the European Convention on Human Rights

15.1 The objectives of the Regional Adoption Agency are compatible with the Articles and Protocols of the Convention and would support the promotion of a child's right to be protected from harm.

16.0 Conservation of Biodiversity

16.1 There are no implications for the conservation of biodiversity emerging through the recommendation in the report.

17.0 Appendices

17.1 Appendix 1 South Yorkshire Regional Adoption Agency Final Business Case Version 15. Appendix 2 Equality Impact Assessment
Appendix 2: Equality impact assessment
Appendix 3 (i-iii): Report to Cabinet on developments concerning the regionalisation of adoption services (21st September 2016)

18.0 Glossary of Terms and Abbreviations

18.1 SYRAA: South Yorkshire Regional Adoption Agency
VAA: Voluntary Adoption Agency
DCT: Doncaster Children Service Trust
ASA: Adoption Support Agency

Officer Contact: Deborah Mercer (Service Director: Children's Social Care and Safeguarding)

Financial Implications/Consultation:



Joshua Amahwe (09/09/2020)

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

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South Yorkshire Regional Adoption Agency (SYRAA)

Business Case V15

Refreshed August 2020 updated by
Alasdair Kennedy Project Manager SYRAA





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1. EXECUTIVE SUMMARY

The Drive towards Regionalisation

In June 2015, the Department for Education (DfE) published their plans for 'Regionalising Adoption,' setting out the proposals for the establishment of Regional Adoption Agencies (RAAs) across the country. The paper gave a clear direction that it is the expectation for all authorities to be part of a RAA by 2020. The South Yorkshire RAA (SYRAA) Implementation Board has been explicit that these structural changes must deliver improved outcomes for service users and their families at the same or less cost. This is the expectation of the DfE. Further new research has been produced, the "Evaluation of Regional Adoption Agencies, (July 2019)." This was DfE research from the 3-year evaluation of RAA's highlighted that despite some difficulties and frustrations "going live" now 75% of all Local Authorities in the UK are part of a RAA.

This document describes how establishing a single agency will allow the four authorities to provide a more cohesive, efficient, and effective use of resources and development of practice to the benefit of children, adopters and others who gain from adoption services. It proposes that Doncaster Children's Services Trust will host the SYRAA, the cost of implementation to be funded by the Department for Education. This document also sets out how the SYRAA will work with its partners to deliver Adoption Services.

Legislative Requirements:

The provision of an adoption service is a statutory requirement for all unitary authorities. The Adoption and Children Act 2002 provides the structure for an adoption service. Under section 3 of the Act each Council must maintain within its area an adoption service designed to meet the needs of children who may be adopted, their parents, natural parents, and former guardians. The development of RAAs does not absolve each local authority of its statutory responsibilities. However, as Barnsley, Rotherham and Sheffield (BRS) and Doncaster Children's Services Trust are public contracting Authorities they are permitted to delegate their functions or cooperate in the discharge of their functions, enabling the development of regional arrangements for the delivery of an adoption service. Further detail of the legal and governance issues is provided within this document.

Delivery Model:

The delivery model identified for the South Yorkshire Regional Adoption Agency (SYRAA), following a detailed options appraisal (2016-19) is a **Partnership model** between the four South Yorkshire Adoption Local Authorities. The SYRAA will be hosted by Doncaster Children's Services Trust (DCST). This decision is supported by the DfE who have strongly promoted RAAs hosted by Voluntary Adoption Agencies (VAAs) or by Local Authorities judged "Good" or "Outstanding" by Ofsted. DCST's Adoption service has a judgement of "Outstanding". The operating model detailed in this report is informed by best practice, national research findings and analysis of performance within the four South Yorkshire agencies.

The 2021/22 objectives of the SYRAA is to approve 92 adopters and place 154 children. The 92 SYRAA approved adopters will provide adoptive placements for 108 children. With the 46 adoptive placements that can be purchased using the combined inter-agency placement budget, this will meet the estimated need to place 154 children for adoption in year. Given that in 2019/20 across the four LA's 88 adopters were approved this is seen by all Local Authorities as an achievable target.

To ensure continuity of service, staff in the SYRAA will not move from their current locations, and will remain employees of their own authority, which is within the ethos of a Partnership Model. Other local RAA's delivery models have meant relocation of staff and subsequently staff turnover was high.

Some senior reporting lines will change, in that, a Head of Service role will be created and senior adoption staff within the four LA's will need to collectively work with the HoS. The Head of Service will manage the function through a Matrix Management approach (See Appendix E). To support the Matrix Management approach and to ensure smooth partnership working it is proposed that a Senior Leadership Team (SLT) will be established. The SLT will be responsible for ensuring that strong and effective links are developed and maintained between the SYRAA and the Local Authorities. The SLT will be chaired by the SYRAA

Head of Service and will include as a minimum, the four local authority Adoption Service Managers (or other named individuals). It will also include a representative from a VAA (if appropriate).

The SLT Operational Board will:

- Meet monthly.
- Consider sufficiency and volumetric data to ensure effective forward planning.
- Be responsible, in partnership with the local authorities, for ensuring that Early Permanence is embedded across the partnership.
- Will agree procedures and ways of working including those which impact on the local authority, consistent with the SYRAA agreed policies.
- Will ensure quality of practice is consistently delivered across the SYRAA.
- Provide feedback from all LA's on what is working and what is not.

Each Local Authority Adoption team will continue their current adoption support, prospective adopter assessments, and family finding activity.

There will be a small Hub with only three employees:

- SYRAA Head of Service FT – to be employed 2021
 - Business Support worker FT- to be employed 2021
- Posts to be hired late 2021/22**
- Performance analyst – not included in Hub Costs.

All other staff will be employed by their localities.

Budget:

All four partners in the SYRAA have determined that it should cost no more financially than the current services. The challenge is to achieve the goals of the SYRAA, to increase the number of adoptions, driving up demand on all aspects of the service (assessments & support) whilst ensuring overall spend is no more than is currently spent on the four separate services. The key to this will be to ensure the SYRAA approves enough suitable adopters to meet the needs of potential adoptees.

	Operational Budget £'000
Rotherham	1.229m
Barnsley	0.967m
Doncaster	1.163m
Sheffield	1.558m
Total	4.949m

Each of the four South Yorkshire services has an identified inter-agency placement budget that will be pooled in the SYRAA and is included in the above budgets. In total the pooled inter-agency placement budget is £1.431m. It was agreed by the Implementation Board that the purchase of interagency placements will cease, when the SYRAA goes live and no individual LA will then have a budget to purchase inter-agency placements. It was agreed from the "go live" date that all approved adopters are owned by the SYRAA will be matched with children across the region according to need and matching criteria in the spirit of partnership working. Utilising the inter-agency budget, the SYRAA can afford to buy 46 inter-agency placements meaning it has to approve 92 adopters to supply the remaining 108 placements. Furthermore, this approach should not impact on the overall budget being pooled, it is simply setting out how some of it will be spent. In addition, if the SYRAA secures improved timeliness in adoption, there will be other financial benefits such as children spending less time in care and therefore requiring less social work and Independent Reviewing Officer (IRO) resources.

Hub Costs

The proposed staffing structure for the RAA includes essential additional senior management costs and business support costs:

Estimated Annual Core Budget	
Head of Services	£ 68,000
	(Top scale)
Misc.	£ 3,000
Mobile	£ 1,200
Mileage	£ 2,000
ICT	£ 2,000
Total	£ 76,200

Estimated Annual Core Budget	
Business Support	£ 19,000
	(Top scale)
Misc.	£ 3,000
ICT	£ 2,000
Total	£ 24,000

Savings/Direct Cost Efficiencies

This spend outlined from April 2021/22 above equates to £100,200, (minus the performance analyst) with staff costs on top scales, if hired on lower scales this would equate to £91,000. The in year costs for the Head of Service if in post by January 2021 will need to be agreed by the Implementation Board but would equate to 20K split between the Local Authorities.

The additional staffing can be offset by consolidating costs for example, by a reduction of adoption panels, by consolidating adoption external subscriptions such as Link maker and by reducing marketing spend by using social media. For more information and examples, please see Appendix E.

2. INTRODUCTION AND OVERVIEW

2.1 VISION OF THE NEW SYRAA

The vision for the SYRAA is to achieve excellent outcomes for children and adults affected by adoption through:

- Ensuring that children's best interests are at the heart of placement decisions which will fully meet their needs.
- Targeting recruitment and establishing a wide and diverse pool of prospective adopters.
- Secure matching so that children are placed without delay in secure, loving families.
- Providing creative and outstanding adoption support services.
- Investing in the workforce to ensure they have the right skills and capacity to deliver excellent services.
- Continually seeking to apply best practice and innovation to our ways of working.
- Actively listening to and learning from children, adults, and staff to develop and improve the services provided.

2.2 OVERVIEW OF THE OPERATING MODEL

From a local perspective, the four agencies have a long history of working together and South Yorkshire has a clear identity. Past project work included, the Sheffield led 'Empower and Protect' CSE Fostering project, which further established key working relationships. Adoption services have also worked collaboratively in sharing practice and training opportunities. This has enabled constructive working together in developing this target-operating **Partnership** model.

Work undertaken by performance leads across the South has enabled the identification of best practice at several different stages of the child's journey to adoption. South Yorkshire Adoption Agency will combine best practice from the LAs and the VAA while providing the opportunity to create clear practice improvements and enable a viable future market for recruitment.

- Recruitment and Assessment – to provide the prospective adopters.
- Permanence Planning – ensuring that children identified as requiring adoption achieve a placement.
- Matching and Placement – to match prospective adopters with children in need of adoption.
- Adoption Support – to help all affected by adoption.

2.3 STRATEGIC BENEFITS

The key aims for combining services to create a single Regional Adoption Agency is to improve timeliness and achieve better outcomes for all children and young people with adoption plans in the region. Local Authorities and Voluntary Adoption Agencies will combine adoption services into a new regional agency to benefit children and their adoptive families, with larger operating areas giving access to a wider pool of adopters and children, more effective matching, and better support services.

The Government set out the challenges they are seeking to address nationally through the creation of Regional Adoption Agencies in the paper 'Regionalising Adoption', published in June 2015. In summary, these are:

Inefficiencies

A highly fragmented system with around 180 agencies recruiting and matching adopters for only 5,000 children per year (this number has subsequently decreased). Most agencies are operating on a small scale with over half recruiting fewer than 20 adopters. This is not an effective and efficient scale to be operating at and is likely to mean that costs are higher because management overheads and fixed costs are shared over a smaller base. Having a system that is fragmented in this way reduces the scope for broader, strategic planning, as well as specialisation, innovation, and investment. Large numbers of small agencies render the system unable to make the best use of the national supply of potential adopters, more vulnerable to peaks and troughs in the flow of children, and less cost effective.

Matching

The system needs to match children with families far more quickly. Nationally, the data also shows that, between January and December 2019, 4,620 children required adoptive placements. In South Yorkshire (December 2019), 140 children had required placements in the 12 months previously while our latest data indicates that we approved only 88 adoptive families in 2019/20. ALB analysis of trend data 2019 confirms that significantly more children 170+ are entering the system. The costs of delay, both to children and to the system, are high. It is vital that children are given the best and earliest possible chance of finding a family, irrespective of authority boundaries and lack of trust of other agencies' adopters. Successful matching relies on being able to access a wide range of potential adopters from the beginning and operating at a greater scale would allow social workers to do this, thus reducing delay in the system. It could also reduce the number of children who have their adoption decisions reversed

Recruitment

Whilst there has been growth in adopter recruitment there are still too few adopters willing and able to adopt 'priority' children. Recruitment from a wider geographical base as part of a regional recruitment strategy will go some way to addressing this. Incentives also need to be better aligned so that agencies are encouraged to recruit the right kind of adopters given the characteristics of the children waiting. Recruitment from a wider geographical base than an individual local authority, that takes account of the needs of children across a number of those local authorities in a regional recruitment strategy and uses specialist techniques for recruiting adopters for hard to place children, would potentially lead to fewer children waiting.

ALB data states that during 2019/20 the South has seen an overall reduction in the number of enquiries (a 20% decrease from the previous year) to 310, with Sheffield having the biggest decrease, followed by Rotherham. However, adoption applications increased to 93, with approvals at 88 for the full year 2019/20. Anecdotal information from other local RAA's suggests because of the pandemic enquiries have doubled in RAA's and VAA's and has meant waiting lists being established.

Adoption Support

Currently adoption support services are provided by a mix of local authority provision, the NHS, and independent providers (voluntary adoption agencies, adoption support agencies and small independent providers). There is a risk that the public and independent sectors are unlikely to be able to grow sufficiently to meet increased demand for adoption support. There are regional gaps in the types of services on offer and little evidence of spare capacity. The sector is currently dominated by spot purchasing and sole providers. This is not an efficient way to deliver these services. For providers to expand and therefore operate at a more efficient scale, services need to be commissioned on bigger and longer-term contracts. RAAs should enable this to be done. It is envisaged that the Hub will act as a conduit to the wider voluntary sector, providing economies of scale and opportunities for innovation

2.4 REALISING THE BENEFITS OF THE SYRAA

Benefits expected to be realised through the project are listed below:

A detailed performance framework has been shared with the board and is available on request.

- Improved timescales for adopter assessments.
- Higher conversion rate from enquiry to approval because of prompt recruitment team response and consolidated training.
- Working in partnership but led by Local Authorities the early identification of children with potential adoption plans and more children placed on an Early Permanence (Fostering to Adopt or concurrency) basis.
- Reduction in the number of children for whom the permanence plan has changed away from adoption.
- Increase in the percentage of children adopted for care.
- More timely matching of approved adopters.
- Improved timescales for placing children with their adoptive families.
- Fewer prospective adopter approvals rescinded as approved adopters are not matched with a child.
- Fewer adoption placement disruptions pre-and post-adoption order.

Early Gains of collaborative working include:

- Improvements in the tracking of children with a plan of adoption leading to a reduction in timescales.
- Joint profiling events and early alert system, which has resulted in EPP placements and the early identification of adopters for two sibling groups.
- Rescheduling of information evenings to maximise resource across the South resulting in reduced waiting time for people wanting to adopt.
- Development of combined information re enquiries to inform marketing and recruitment work.

2.5 STAKEHOLDERS CONSULTED

Consultation with stakeholders is an integral part of the South Yorkshire Regional Adoption Agency project.

There has been ongoing development work undertaken by staff from across the adoption agencies in the South. The business case reflects the effort that staff in all agencies have invested which is already delivering positive results. The level of engagement of all staff has been commendable and their comments, concerns and contributions have very much informed the business case.

Additionally, the following groups have been consulted and contributed to discussions about service delivery/development throughout the duration of the project:

- Teen groups in Barnsley and Doncaster (2016)
- Adopter Voice (Yorkshire and Humber) undertook a robust in-depth survey of the timeline and experience of adopters within the adoption process and beyond. The resulting timeline is recognised as a national exemplar for agencies developing Adoption services. (2017)
- Leeds Beckett University were commissioned (October 2016) to deliver workshops involving a cross section of staff. The formal research report identifies both opportunities and challenges from a staff perspective all of which have been taken account of in the proposed structure of the RAA.
- Adopters have participated well in the Leeds Beckett workshop (2016). The Adopter Development coordinator in the South established a good network of adopters who have contributed to the task and Finish groups.
- Key topics raised by service users and staff have been incorporated into the task and finish groups (2018-2019)

Ongoing stakeholder engagement and feedback are included in plans for the implementation phase of the project. A Stakeholder Communications plan has been developed to ensure effective engagement with various stakeholder groups including Executive Level Officers, Adoption Teams, wider Children's Social Care staff, Service Users and Partners.

Elected members and portfolio holders have been consulted in all four local authorities, as well as the Doncaster Children's Services Trust Board.

3 SYRAA OPERATING MODEL

3.1 PROCESS AND ROLES AND RESPONSIBILITIES

The target operating model for the new SYRAA considers its role in the delivery of the following main services across South Yorkshire:

- Recruitment and Assessment – to provide the prospective adopters.
- Permanence Planning – Identifying children who need adopting.
- Matching and Placement – to match prospective adopters with children in need of adoption.
- Pre-and Post-Placement Support – to help all affected by adoption.

The table below sets out the RAA and LAs will work together, summarising roles and responsibilities for each. This table is used by all RAA's across the UK and therefore is not unique to the SYRAA.

Function	Regional Adoption Agency	Local Authority
RECRUITMENT AND ASSESSMENT		
Marketing and Recruitment Strategy	X	X
Adopter Recruitment and Enquiries	X	X
Assessment of Prospective Adopters – all Stage One and Stage Two functions	X	X
Completion of Prospective Adopter Report	X	X
Agency Decision Maker for approval of adopters		X
Post approval training	X	X
Matching	X	X
Post Placement training for Prospective Adopters		X
PERMANENCE PLANNING		
Early identification of a child possibly requiring adoption	X	X
Tracking and monitoring the child possibly requiring adoption	X	X
Support and advice to childcare social worker on the adoption process	X	X
Sibling or other specialist assessments if commissioned by LA	X	X
Direct work to prepare child prior to placement		X
Preparation of the Child Permanence Report	X	X
Agency Decision Maker for “Should be placed for Adoption” decisions		X
Case management prior to the point agreed by the LA ADM		X
Case management from point agreed by the LA ADM		X
MATCHING AND PLACEMENT		
Family finding	X	X
Looked After Child reviews		X
Shortlist and visit potential families	X	X

Function	Regional Adoption Agency	Local Authority
Organising child appreciation day	X	X
Ongoing direct work to prepare child prior to placement		X
Adoption Panel administration and management	X	X
Agency adviser role		X
Agency Decision Maker for Matching prospective adopters and child		X
Placement Planning meeting administration and management of introductions	X	X
Support to family post placement and planning and delivery of adoption support	X	X
Ongoing life story work and preparation of Life story book	X	X
Independent Review Officer monitoring of quality of child's care and care plan		X
Support prospective adopters in preparation and submission of application for Adoption Order – including attending at court	X	X
Preparation of later life letter		X
ADOPTION SUPPORT		
Assessment for adoption support		X
Developing and delivering adoption support plans		X
Agree and administer financial support to adoptive families pre- and post-Adoption Order		X
Adoption support delivery including: <ul style="list-style-type: none"> • Support groups • Social events • Post adoption/special guardianship training • Independent Birth Relative services • Support with ongoing birth relative contact • Adoption counselling and training 	X	X
Financial support to adopters including adoption allowances		X
NON-AGENCY ADOPTIONS		
Stepparent/partner adoption assessments		X
Inter-country adoption assessments and post approval and post order support		X

3.2 OVERVIEW OF THE PROPOSED SYRAA ORGANISATION

What Research and Best Practice Tells us

Research identifies several factors which contribute to timely, successful family finding and matching outcomes for children with a plan of adoption.

The University of Bristol, (June 2010) and Oxford University (Feb 2015) identified within research briefs, key factors seen to enhance the adoption journey for both children and their prospective adopters.

Quality of information – all information at all parts of the process must be of high quality, factual and comprehensive. Poor quality information is identified as a direct correlation to disruption.

Local authorities with access to a **wider pool of prospective adopters** experienced less delay in their family finding and matching processes.

Family finding done at the point of **ADM decision** (rather than at the granting of the placement order) resulted in children experiencing less delay.

Delay was reduced when **case responsibility for children transferred to adoption service** at point of placement order.

Delay was also reduced when **early family finding strategies** were agreed for individual children deemed to have complex needs.

Tracking of children throughout their journey is critical and adoption workers involved in this can drive and empower the process.

Timely joint decision making regarding whether to pursue ethnic matches or sibling separation also reduced delay for children.

Post placement support (in a variety of formats) is particularly valued by adopters, contributes to positive transitions, and reduces the risk of disruptions.

Proposals contained within this report have taken account of these key factors alongside the need for quality and efficiency.

Staffing for the SYRAA would include all Adoption staff remaining in their own localities to deliver Adoption services across South Yorkshire. The employees in each of the four organisations in the SYRAA will continue to be directly employed by their respective current employer. There will be no changes to their terms and conditions of employment. Only the existing service managers in each of the 4 adoption teams will experience a change in reporting as they will be matrix managed by the new Head of Service within the SYRAA. The line management for the service managers for routine management matters (1:2:1's, authorising leave, performance management and so on) remains with their substantive line managers within their employing organisation

HUB Roles (DONCASTER)

There will be a small Hub with only three employees:

- SYRAA Head of Service FT – to be employed 2021
- Business Support worker FT- to be employed 2021

Posts to be hired late 2021/22

- Performance analyst

When the SYRAA launches the incumbent Service Managers in each of the 4 organisations will continue to manage their respective adoption services and will report in a matrix management arrangement to the new **Head of Service** employed by the SYRAA.

The **Head of Service** is expected to provide leadership and vision for the continuous development of the SYRAA, leading the strategic planning, development and management of all aspects of the SYRAA to ensure the delivery of high quality, effective and legally compliant Adoption services. They will manage the operational relationship with Local Authorities through interaction at Senior Management level.

An ability to work in a transformation role will be essential as part of this role to drive the practice improvement and cultural change required to deliver on these. This is a new role and is considered sufficiently different from any existing role across the 4 organisations that it will be filled using open,

competitive recruitment. The Head of Service will manage the function through a Matrix Management approach as set out below:

- HoS will have control of the elements which are clearly the RAA i.e. the core budget and staffing
- HoS will line manage the lead adoption person (referred to as Service Manager but that isn't the title used in all organisation) in each spoke for the delivery of the RAA function - but some 1:1s and appraisals will be done jointly with the LA line manager
- If there are any major changes to staffing (i.e. beyond vacancy management) these would come back to Implementation Board or governance board for approval
- There will be an element of the budget such as Adoption Support which are jointly controlled LA and RAA

Further details of the matrix management approach will work are set out in Appendix E.

The existing **Service Managers** across the 4 organisations will be responsible for all the social work teams and the monitoring and driving of performance. They will deputise for the Head of Service when necessary. This will involve travel in the South Yorkshire area, but could be supported by the other managers in the partner authorities

When the SYRAA is initially established, the existing staffing structures from the four organisations will remain unchanged, below service manager level, other than reporting lines at the service manager level because the service managers will report to the new SYRAA Head of Service under a matrix management arrangement. A full staffing structure based on assessment of need, aspiration and on achieved targets could be created once the SYRAA is established and embedded to ensure that it meets the organisation's needs.

3.3 PERFORMANCE

In respect of performance, each area Adoption Team will continue to provide adoption assessments, family finding and post-adoption support whilst the local authority will retain responsibility for 'Should be Placed for Adoption' and matching decisions as well as for any adoption allowances. However, by having a larger pool of adopters to select from it is envisaged that the timescales especially for the 'Hard to Place' children, including sibling groups, older children and children with a disability or from a BAME background will be reduced. Where specific legal or HR advice is required this will be provided by the local authority within which the issue has arisen i.e. where specific legal advice is required this will be provided via the case managing local authority.

It is reasonable to assume that performance within the SYRAA is likely to surpass that of each individual authority given the opportunities to have shared recruitment meetings, joint recruitment campaigns and marketing opportunities and the potential to reach a wider target audience by sharing marketing ideas. Identified best practice models from each individual organisation will also be adopted across the SYRAA to ensure that, as far as can be reasonably expected, performance within all existing measures will be expected to improve.

Other performance enhancers include:

- Reduced Panel overheads.
- Larger scale and more visible advertising at better negotiated cost, regular and larger scale family finding activity days with shared costs.
- Shared drop in/information events which could mean that there are information sessions on a weekly basis providing more choice for potential adopters to attend.
- Shared training to provide adopters with far greater consistency.
- Consistency in respect of adoption allowances across the region.

- Shared resources such as the Children’s guides, preparation materials for children and adopters and transition planning.
- Pooling of all recruited adopters to accelerate the matching process and minimise delays.
- Greater understanding of children with an adoptive plan across the region without losing the local knowledge when tracking children.
- A shared tracking of children would improve timeliness of Permanence Plans.
- A greater opportunity for informal post adoption support.
- Shared learning from Best Practice.

3.4 PROPERTY AND ICT IMPLICATIONS

All LA’s and the Trust have been working in partnership to ensure adoption teams are based in appropriate workspaces in all four LA areas. The initial working model is that existing adoption teams will remain sited in their current workplaces with accommodation provided at nil cost. Premises costs have assumed that South Yorkshire Regional Adoption Agency can be accommodated within existing LA premises. The SYRAA will operate across a large geography and therefore needs to be fully flexible in the way it delivers its service.

Both staff and customer needs are paramount when looking at options regarding accommodation. Whilst staff will need to be mobile, it will be equally important that there is a clear sense of team. There is also a need for the SYRAA staff to work very closely with all four local authority Children’s Social Care teams. Staff will also be part of a wider team and will need to come together for some activity and will also need the ability to meet virtually as a team. Each of the partners will continue to provide accommodation for all the staff they employ.

The features of the ways of working are set out below:

- Most staff need to be fully mobile (laptop and phone)
- Staff need to have the capability of working from home
- Business support / administration staff would be office based
- Staff would need access to the buildings in all four local authorities
- The Head of Service will need the flexibility to work across the geography
- Team meetings could take place face to face or virtually depending on the activity and the needs of the staff
- Supervision would be face to face in most cases but there should be the option for a virtual session where needed

With regards to ICT costs, the ICT work streams are working with the Social Work & Performance work streams to identify the workflow, process flow, performance measures and data outputs for the HoS to be able to access. It has been agreed by the Implementation Board that an “off the shelf” database such as CHARM’s would not be cost effective in the short term. Initially an adoption tracker linked to Liquid logic (across three LA’s) and linking in with Mosaic in Doncaster could be one option. The ICT are working for a solution for the HoS to access the information to meet their key performance indicators for the service. The IT work stream met for the first time on 23rd July 2020 to discuss a strategy for the IT to support the SYRAA. Their key priorities before the “going live “date of January 2021 are:

- Look at ways of working and responsibilities to be defined to enable LA IT teams to develop systems.
- Information Governance. In terms of system access and data storage / retention needs to be defined. This will need to be actively managed and require some support / Data Quality work.
- Data Controller/Processor relationships need to be defined.
- Data Protection Impact Assessment may be considered.
- Commercial arrangements will need to be defined for any procurement and ongoing support costs.
- Training requirements (if any) need to be determined.

3.5 HR IMPLICATIONS AND ACTIVITIES

In the original business cases, TUPE of staff was considered with all staff being employed directly by the SYRAA. However, after discussion with all partners, the approach was revised and TUPE was judged not to apply by the legal teams of the four Local Authorities and this approach was not agreed at the Implementation Board.

The process of staff becoming part of the SYRAA is relatively simple at the outset. No one is moving office and their employer remains the same. There are no changes to terms and conditions of employment because staff remain with their existing Local Authority or Trust. However, a new Head of Service post would be created in the hub and therefore reporting lines for the service managers in each of the 4 organisations will change because they will report to the new Head of Service under a matrix management arrangement.

A Memo of Understanding (intention of change) has been created which include aspects of the HR activity that is required and sets out the responsibilities for each party to ensure that legal and operational requirements are met. This Memo of Understanding (intention of change) has been provisionally agreed between all four local authorities & prior to the SYRAA launch the Legal & HR work streams will clarify working arrangements, accountabilities, responsibilities, and risk.

There will be a period of discussion with staff and trade unions with HR reps which will take place over a defined period, at each partner's location, therefore, lessening the impact on staff operational tasks. These discussions will reassure staff that there will be no immediate direct changes; reassurance will be the key to their co-operation. With a 2021 start date, consultations will need to start late October/Early Nov 2020 to coincide with the Head of Service recruitment.

The group proposed that the best course of action, as the SYRAA matures and the four local authority teams become more integrated, the operating model could be reviewed in conjunction with staff, DCS, elected members and Heads of Service. This would ensure that the SYRAA is delivering the best possible outcomes for young people and families in South Yorkshire and that the project is respecting the different terms and conditions of employment of the respective partners.

This **partnership** approach ensures minimal impact on staff and it mitigates against issues that could arise by the four local authorities' that is, having different terms and conditions of employment, and different rates of pay. However, on examining differing rates of pay across the group, there were no large inequalities in pay. For example, most Team Managers across the group are on similar pay levels, so there is low risk of an equal pay claim in most regards. However, HR suggest, good practice would be to complete a full staffing review as the SYRAA progresses.

Whilst staff are working under the SYRAA approach, the policies, procedures and terms/conditions of employment for their employing local authority will apply, e.g. if an employee wishes to apply for discretionary leave it will be under the relevant policy of the employer. It is envisaged that where appropriate, the SYRAA Head of Service would maintain an oversight of relevant employment matters that arise and of any changes to any staffing conditions.

There is no fixed, longer-term plan to formally merge staff into a single organisation to deliver the SYRAA; however, closer integration of staff into a single structure is one of several possible future approaches and that could entail TUPE or secondments. As stated, should such changes be considered, appropriate consultation would take place at the time.

Any HR risks can be mitigated by working through issues proactively. That is, when the project "goes live" by analysing staff welfare regularly through questionnaires, supervision, and quarterly analysis of leavers, noting disciplinary issues and feedback from staff, only then can a successful integration be measured and evaluated.

Engagement and communication activity are essential to keep staff informed of progress and developments and to respond quickly to questions and concerns. The HR leads will work with the communications work stream to establish a quarterly HR work stream.

3.6 DATA AND INFORMATION

Data and Information Sharing arrangements will be required for the day-to-day operation and management of the SYRAA. Management Information will be generated automatically from core systems where possible. Information is required to be presented to the SYRAA Management team, Ofsted, Local Authorities including senior management teams and elected members, the Adoption Leadership Board, the Department for Education, and other partners.

3.7 COMMUNICATIONS, MARKETING AND PR

Marketing and recruitment campaigns to attract new adopters, particularly for the harder to place priority children, are of paramount importance to the success of SYRAA. A marketing plan and social media plan has been created and will influence joint marketing in the future, at a lower cost, using social media as the key platform.

3.8 PROPOSED GOVERNANCE AND LEGAL IMPLICATIONS

Legal Brief

Senior lawyers from the in-house legal service of each of the four organisations have been engaged in a work stream to design and develop the legal framework for the delivery of the new service, having regard to the preferred delivery option i.e. that the regional agency be delivered through Doncaster Children's Services Trust in partnership with participating Councils.

Procurement/Cooperation Agreement

The carrying on of adoption services by the Trust on behalf of Barnsley, Rotherham, and Sheffield Councils (BRS) is a 'Procurement' caught by the application of the Public Contracts Regulations 2015 (the Regulations). Accordingly, the Trust would normally be required to compete for the right to be awarded the work, as part of a procurement exercise carried out by BRS under the Regulations. There is no guarantee that this would result in the preferred arrangement. The Trust currently carries out Adoption Services functions on behalf of Doncaster MBC under the Direction of the Secretary of State. It is an adoption agency and a 'public contracting authority' for the purposes of the Regulations, a view which was reached by external lawyers. Detailed consideration has been given as to whether the Trust can be directly appointed to carry out the adoption services for BRS, as opposed to having to bid as part of a procurement exercise. The conclusion of BRS legal advisors is that they can rely on an exemption set out in Regulation 12(7) of the Regulations, which codified the ECJ judgment in *Commission v Germany (Case C-480/06)* case, referred to as the 'Hamburg exemption'. External legal opinion has concluded that BRS can lawfully enter a cooperation arrangement with the Trust, on the proviso that all the requirements set out in Regulation 12(7) are met, as follows:

Regulation 12(7) states that a contract concluded exclusively between two or more contracting authorities (which includes the Trust) shall fall outside the scope of Part 2 of the Regulations (and therefore outside the requirement to advertise and procure the opportunity) where all the following conditions are fulfilled:

Condition 1: The contract establishes or implements a co-operation between the participating contracting authorities with the aim of ensuring that public services they must perform are provided with a view to achieving objectives they have in common.

Condition 2: The implementation of that co-operation is governed solely by considerations relating to the public interest.

Condition 3: The participating contracting authorities perform on the open market less than 20% of the activities concerned by the co-operation. (Regulation 12(8) provides that turnover will be calculated using the average total turnover, or an appropriate alternative activity-based measure such as costs incurred by

the relevant legal person or contracting authority with respect to services, supplies and works for the three years preceding the contract award).

Each of the Councils legal representatives agree that all three conditions are met, in so far as a partnership agreement will be entered into to ensure the improved delivery of adoption services across each authority. Where each authority has a statutory duty to provided such service, the intention is that the arrangement will improve the adoption services and save money in terms of meeting the public interest element and finally there is no intention to conduct any adoption services other than for participating authorities.

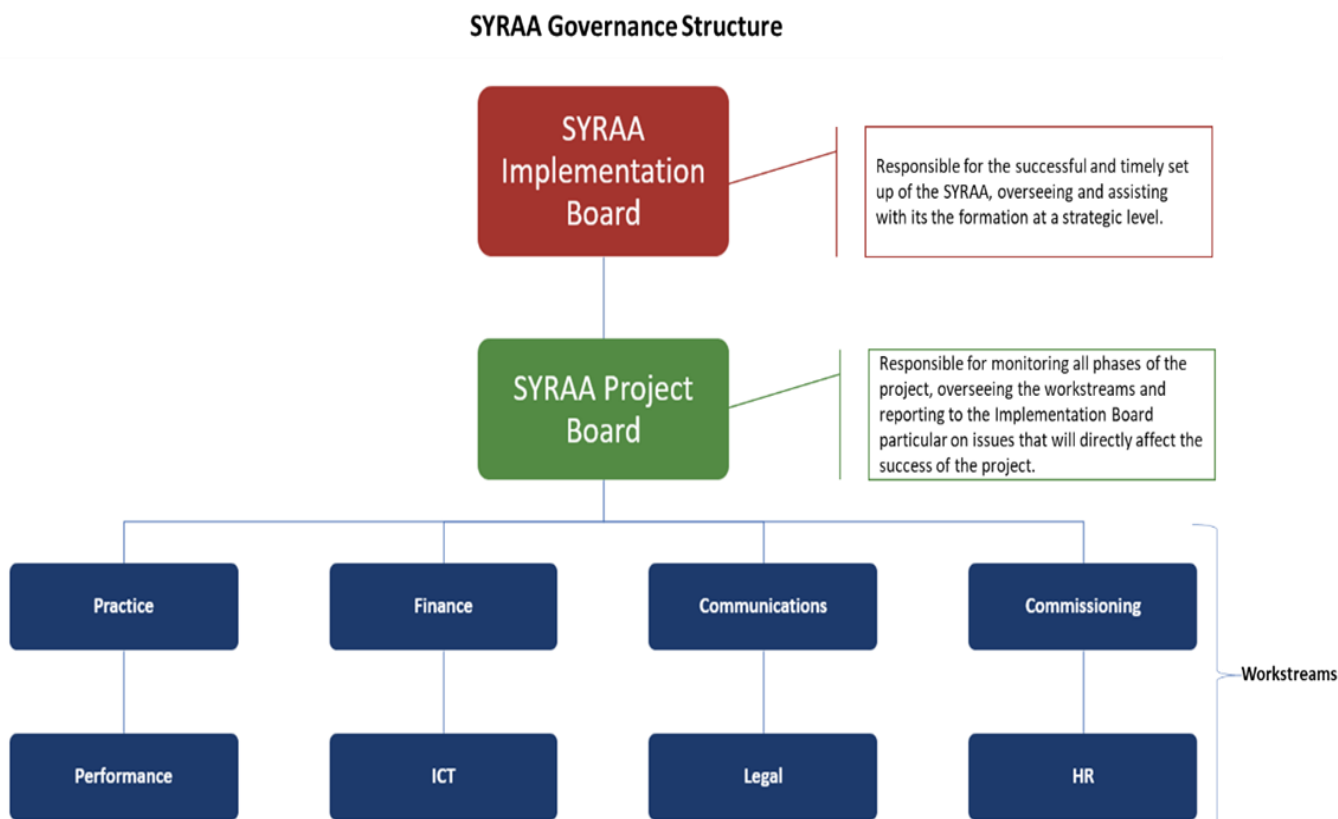
Of note, in order to ensure and demonstrate the integrity of proposed arrangement the partnership agreement will be drafted to ensure that conditions consistent with the requirements of Regulation 12(7) are properly prescribed (and duly agreed to) and that there are provisions for monitoring that they are maintained throughout the life of the agreement.

3.9 Governance

The SYRAA Implementation Board is to be established with the participating LAs, and Doncaster Children’s Services Trust (DCST) working in partnership to deliver a South Yorkshire Regional Adoption Agency, hosted by DCST. A service agreement, service specification and budget for a five-year period are to be in place for the service. The SYRAA will begin trading in January 2021. The focus of the Board will be to oversee and assist the formation of the SYRAA. The South Yorkshire RAA Implementation Board will comprise of a representative from each of the involved LA’s, DCST, Adopters and VAA alliance representation. Representatives will be at first and second tier senior management within their own organisations - DCS’s and Assistant Director. Having sufficient seniority to make decisions, implement change and commit resources within their own agencies.

More detailed work will be undertaken in respect of governance arrangements, but the all parties have agreed the principle of accountability and decision making through co-operative agreement.

The diagram below provides an overview of the proposed SYRAA Governance Structure.



4. FINANCIAL ASSESSMENT

4.1 FINANCIAL COSTS

The initial budget for delivering the adoption service in 2020/21 available to the SYRAA is forecast to be **4.949m** based on each partner's 19/20 budget for adoption services. This figure is based on the operational staff delivering the adoption service and the running costs of providing an adoption service.

4.2 FINANCIAL RISKS

Redundancy - No allowance has been made for any costs of redundancy, as no redundancies are proposed. This is believed to be a prudent assumption at this stage given vacancies within some of the area's and the overall shortage of social workers across the four organisations e.g. it is assumed no qualified social workers will be made redundant as the demand for these workers currently exceeds the supply nationally.

Underfunding - The primary risk is that the agency is underfunded and therefore unable to deliver adequately for the children of South Yorkshire. This will also influence timescales for children waiting and influence Ofsted judgements about the service provided to Children in Care.

Host Costs - There is a further risk to the host authority around the hosting overhead costs. It is also unclear at present, as to accommodation arrangements, which may lead to additional costs. Financial risks can be part mitigated by an inclusionary note in the Partnership Agreement explaining the treatment of any over (and under) spends. This reduces the risk to the host but would not affect the overall financial pressure. (See Risk Mitigation section below for more information).

4.3 FINANCIAL ASSUMPTIONS

VAT

It should be noted that the Trust's VAT status has now been resolved (2018) and there are no outstanding tax implications or cost pressures from VAT.

Inflation

There are inflationary pressures that the SYRAA will be subject to in 2020/21 such as an assumed pay award of 2% and the introduction of the Apprenticeship levy – however, these pressures would exist for LA's / Trust whether the SYRAA is implemented. Given the current impact on the UK's financial markets and inflation rates by COVID19 (June 2020) inflation rates should be an agenda item for every finance meeting until resolved.

Services not in Scope

Adoption Allowances are not in scope of the SYRAA and all costs and benefits have been excluded from the Business Case. These allowances will remain with the LA's / Trust. It is anticipated that allowances across South Yorkshire will be reviewed and recommendations made to each Local Authority to regularise allowances at the second annual review. Further Local Authority savings are anticipated because of this review.

Underspends & Overspends

It is proposed that governance structure will be established with representation from the three local authorities and Doncaster Children's Services Trust as set out in the Governance section of this Business Case and that this decision-making function will authorise the treatment of under and over spends. It is envisaged that any underspends will be redistributed to each of the SYRAA partners at appropriate time points and as agreed by SYRAA Governance Board. Overspends will need to be reviewed, for example legacy inter-agency costs should likely be borne by the relevant local authority/Trust. The Partnership Agreement will consider and incorporate these arrangements. However, with tight forecasting each quarter

and hiring a Head of Service with sound financial acumen overspends will not occur. If further money is required to meet objectives, then a short business case will be distributed to partners for agreement but ideally these objectives would be for new initiatives or for increasing staffing due to recruitment success.

Performance Framework

A performance framework will be developed to allow that Governance Board to be able to approve a budget for future years that considers this framework and the funding of any deficits. The funding for the SYRAA in future would move away from 100% historical costs to a methodology that reflects some element of service activity, e.g. having a fixed element to the funding with a variable element dependent upon the number of adoptions delivered.

Inter-agency Fees

Each LA will make a commitment to **ceasing** with inter-agency placement fees within the RAA as soon as the RAA goes live, with the RAA essentially 'owning' all approved adopters within the region from this point onwards. The RAA would then have control over how the adoptive families are used and matched across the region to best meet children's needs and any sold to councils external to the RAA would be income for the RAA, and offset any placements purchased from outside the RAA.

Adoption Support Fund

It is assumed that this fund continues and there will be no increase to the SYRAA for costs associated with adoption support. The indications from Central Government are that this fund will continue but being mindful of the move towards regionalisation.

Staff Structure

The staffing budget for 2020/21 will be based on the current staffing structure but with additional monies for the HUB posts. It is acknowledged that this might not be fully operational initially but several new posts are required for the SYRAA to be operational before January 2021 such as Head of Service, business support, for the status quo of existing structures to be maintained.

Direct Cost Efficiencies

The coming together of the four organisations and the streamlining of practices should lead to efficiencies on areas such as Panel Expenses, Subscriptions / Licences, and other overheads.

Business Support and Panel Administration costs

Business Support and Panel Administration costs are included as budgets in the first year of operation 2021/22.

Redundancies

No allowance has been made for redundancies because no redundancies are being proposed in relation to establishing the RAA. If any redundancy situation does arise within one of the four Local Authorities / Trusts involved in the RAA, those costs will be borne by the respective employing organisation. Even though no redundancies are proposed, this statement is necessary to provide clarification for financial purposes should the situation arise given that four different organisations are involved.

Cash flow Payments to the SYRAA from Local Authorities

It is proposed that each partner will pay their budget contribution one month in advance starting from the 'Go Live' date forecast of January 2021 to ease the SYRAA's cash flow. Advance payments will minimise any cash flow issues and an unnecessary administrative burden on governance. This will need to be agreed within the Partnership Agreement.

5. COMMISSIONING ARRANGEMENTS AND OTHER RELATIONSHIPS

Service Delivery of the following areas will be covered:

- Targeted recruitment activity focusing on Early Permanence and targeted assessments for priority children.
- Partner (non-agency) adoption assessments.
- Specialist adoption training.
- Specialist practical or therapeutic support services for children and families post placement and post order.
- Adoption counselling and services to adopted adults.
- Continued provision of VAA families.

As part of the implementation phase of the project, the Commissioning lead has reviewed current commissioning arrangements and will advise on future commissioning to achieve service improvements at best value. Ad hoc partnership work will also be formalised, and the most appropriate commissioning and procurement arrangements will be determined during this period.

6. IMPLEMENTATION TIMELINE

A “go live” date of January 2021 is envisaged

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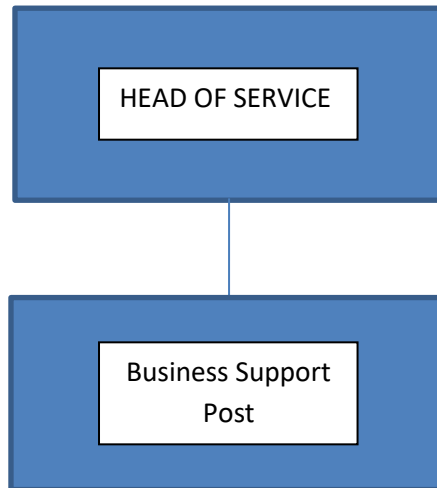
FAQ's

Appendix A

- Staff currently will not be TUPE and no one is moving office.
- The SYRAA is based on a Partnership Model
- 92 adopters is achievable and is comparable with commercial/charitable agencies
- Doncaster is an ALMO
- VAT issue was agreed in 2016
- Staff will remain on their own contracts
- New person specs will be developed for any new roles
- Only the HUB (hosted by Doncaster) has new staff
- Staff insurance will be managed by increasing premiums in the HUB
- GDPR needs explored
- Salaries inconsistencies are not a risk in the model being proposed.
- Adoption Support Fund allocation can be agreed after "going live"
- ICT support and integration are not agreed, but as with West RAA this can be agreed within project planning stage and during first year of operation.
- RAA will be Ofsted inspected, Service Manager will be Registered, with Head of Service, Responsible Individual.
- Overspends will not occur due to strict forecasting and business reviewing. If extra finance is required a full business case sign off from all parties will be required. Strict Spending Limits will be applied to Heads of Service.

Appendix B

THE HUB POSTS



Appendix C

Risk Mitigation Document

	Risk Description	Mitigation
1	<p>PACE OF CHANGE AND INNOVATION: The Local Authority Hosted model may not offer the same opportunities for pace of innovation and change if the adoption agencies are still subject to Local Authority control, because of the complexity of sign off processes in large organisations.</p>	<p>Doncaster will have appropriate functions and decisions delegated by the Local Authorities under the Inter Authority Agreement. As work is progressed to standardise best practice a focus on opportunity for innovation is paramount; similarly, when considering best delivery mechanism for services innovation is a key consideration.</p>
2	<p>EXTERNAL FUNDING: The Local Authority Hosted model may not offer the same opportunities to attract additional external funding that setting up an independent sector social enterprise would offer.</p>	<p>Risk share agreement to include a mechanism for addressing any reduction in funding streams. Through Commissioning of services from Voluntary Adoption Agencies that do access external funding the RAA can benefit from innovation and Improvement.</p>
3	<p>PERFORMANCE: Opting for a Local Authority hosted model may detract from better performers, rather than improving the poorer performers.</p>	<p>Appropriate Staff employment arrangements: Comprehensive change management will be undertaken to ensure all staff are engaged fully and committed to improving practice and outcomes for families and children.</p>
4	<p>COST: Doncaster as the Host of the SYRAA will attract additional costs e.g. corporate service functions such as IT and HR.</p> <p>COST: of a second development to the final model</p> <p>COST: Poor cash flow in the first year the low level of surplus, lack of reserves and contingency could be a potential a concern.</p>	<p>Funding Model has appropriate mechanisms so the Host does not wholly bear additional cost and appropriate mechanisms to manage financial risks agreed by all authorities.</p> <p>Provide capacity in the structure and governance to lead the work. Budget holders with governance to enable direction for resources required without further cost. Agreement at outset that any surplus achieved will be dispersed, if appropriate. Create cash flow projections, arrange draw down facilities, close monitoring.</p>
5	<p>STAFFING: All Local Authorities may see vacancies arise as staff employment arrangements are completed.</p>	<p>Leadership and commitment demonstrated in each Local Authority to the “single service” concept and</p>

		<p>strategy to staff to reduce likelihood of resignations</p> <p>Early quantification of risk through robust HR processes; scope actual staffing requirement for the Regional Adoption agency; address any gap with intensive recruitment campaign</p>
6	<p>OFSTED: Local Authorities may see the change as untimely if Ofsted inspections are due</p>	<p>Robust leadership and change management to establish a clear time table, raise staff awareness of what will change and when and the expectation of them in the interim</p> <p>The DfE Regional Adoption Agency group and Ofsted are in discussion on the new reporting regime requirements and are using early Regional Adoption Agencies as a learning opportunity; both are aware of the risk any change programme poses to staff</p>
7	<p>TARGETS: Local Authorities may see targets as too ambitious</p> <p>TARGETS: Not being able to recruit enough adopters, leading to more interagency placements and financially viability issues.</p>	<p>Leadership and commitment demonstrated in each Local Authority by the SYRAA Head of Service to the “single service” concept and strategy to inspire staff to meet new targets.</p> <p>Time and Motion study prepared by external assessor to look at internal responses to enquires and assessments.</p> <p>Consideration to outside assessors used by SYRAA to complete adoption assessments.</p> <p>The SYRAA will co-ordinate and target recruitment activity and scope for enhanced recruitment has been built into the model.</p>
8	<p>FRAGMENTATION: there is a risk of this in South Yorkshire Region, if the spokes work too independently of each other. This could confuse potential adopters, children, and stakeholders.</p>	<p>There will be a single Head of Service, single phone number, email and web page or landing page.</p>
9	<p>INNEFFECTIVE COMMS: Separation initially of services could cause delay. IT systems are also different.</p>	<p>Effective local information sharing and close working relationships between children’s and adoption social workers will mitigate against this risk.</p>

APPENDIX D

HoS Matrix Management

Area	Ideas
Strategic Direction / Oversight / Implementation	<p>HoS accountable to Governance Board (GB)</p> <p>HoS Presents ideas to GB</p> <p>HoS Delivers agreed strategy on behalf of the GB</p>
Line Management of HoS 1:1 and Professional Development	<p>Provided by the Head of Service for the employing organisation</p>
Line Management of Adoption Managers	<p>Direct line management is provided by employing organisation – includes all employment issues</p> <p>SYRAA line management (function) is provided by SYRAA HoS</p> <p>SYRAA HoS involved in recruitment to vacant posts</p> <p>SYRAA HoS alongside LA line manager to undertake joint appraisals and joint 1:1 meeting</p>
Line Management of Hub Staff	<p>Provided by SYRAA HoS</p>
Line Management of all other staff teams	<p>Provided by Adoption Managers in the LA</p> <p>SYRAA HoS is responsible for the overall Organisational Development / Team ethos of the organisation</p>

HoS Matrix Management (cont)

Area	Ideas
Workload / Pressures	SYRAA HoS responsible for managing the workload and pressures across the whole.
Resources	<p>Any changes to resources – budget / staffing – will be the responsibility of the SYRAA HoS but managed through SLT. For example, vacancies will be discussed, and approach agreed by SLT.</p> <p>Significant changes to resources will be agreed by GB.</p>
Quality Assurance and Practice	<p>SYRAA HoS will be responsible for Quality Assurance and practice oversight across the whole SYRAA. They will ensure consistency of practice and common standards.</p> <p>Adoption Managers are part of SYRAA SLT with shared responsibility for implementing agreed RAA practice in their teams.</p>
Budget	The budget will be the responsibility of the SYRAA HoS. SYRAA HoS will be responsible to the Governance Board for any variations.
Performance	<p>SYRAA HoS is responsible for ensuring that performance targets set by the GB are met.</p> <p>Collective responsibility through SYRAA SLT</p>
ADM decisions	<p>All ADM decisions will be made by the ADM in the local authority:</p> <ul style="list-style-type: none"> • Should be placed for Adoption • Adopter approvals • Match approvals
Disputes	<p>SYRAA HoS will have full leadership responsibility for the function of the SYRAA. However, the implementation of the service is the joint responsibility of the SYRAA SLT.</p> <p>Any unresolved issues will be dealt with by Governance Board.</p>

APPENDIX E

SOUTH YORKSHIRE REGIONAL ADOPTION AGENCY (SYRAA)

Consolidated Savings Examples

Background

This updated table below outlines the combined Local Authority potential savings. The narrative throughout this document will explain the workings behind these savings.

Costs	Combined Savings
Panel	57K Based on Panel reduction by 23 & paperless
Subscriptions	32K Subs to external Link maker and BAAF
Marketing	25K saving by use of social media
Misc.	22K average spend reduction
Total	144k

Proposed panel consolidation saving

In the new SYRAA model, a regional list of panel dates will be available for each agency's reference. It is the intention that the adoption panels will be centrally co-ordinated by the panel Business Support Unit in due course from Doncaster, but panels remain local and that business support staff will undertake the minute taking across the offices. The electronic papers can be shared prior to panel 10 days in advance.

There are currently four independent panel chairs working across the region, one in each agency each charging £500 per day. The role of Agency Advisor varies and in some Local Authorities is an additional responsibility of a Team Manager rather than a specific post but ideally, should be independent of the Local Authority for Ofsted purposes.

Scheduling of panels varies across partners from one panel a month to two in some areas. It is anticipated that the number of panels will reduce from 71 last year to 48 – i.e. one per week (one per month in each area). Although in 2018, there were 98, panels held. In time, the SYRAA will manage and administer all panels. The efficiencies of this action are considerable.

From 2019 panel information and Local Authorities ledgers, adoption panel costs are currently based on 71 panels being held across the four authorities (this excludes extraordinary panels). The consolidated cost of this averages out at 120K (2.5K per panel), linked to panel chair costs, which average £500 per panel and other members costing £80 per day. If these panels are extended in their scope, tasks are booked promptly and are paperless, costs can reduce significantly. For example, panel

business could increase to a maximum of six cases per panel allowing for 288 cases in total to be heard over the year. This will mean a reduction of 23 panels and a potential increase of 71 cases. In addition, if panels are held centrally in the future by the SYRAA parity can be achieved with panel member's costs, by establishing a one-off cost for preparation work, panel attendance, parking, and travel. Currently the panel chair costs are not comparable with charitable adoption agencies or commercial business with each local authority paying £50 to £100 more on panel chairs.

From information, the writer received from all adoption workers, currently panel briefings take 2 hours, which can be reduced to one hour if members are instructed to have examined the papers thoroughly beforehand. Furthermore, the questions to the applicants are taking 2 hours per approval; this can be reduced to 45 to 1 hour, based on current panel practice. The panel still must have a quality assurance function but should ratify assessments do not reassess applicants (Assessment and approval of foster carers: Amendments to the Children Act 1989 Guidance and Regulations Volume 4: Fostering Services July 2013).

Rotherham and Barnsley are quite like Doncaster in what they pay for panel members and chairs.

The obvious differences between Doncaster and Sheffield are-

- 1) They give separate amounts for reading and sitting on panel, whereas Doncaster provide a set fee.
- 2) Sheffield have two panels per month, where Doncaster have one.
- 3) Sheffield have an Independent Vice Chair who they pay, whereas Doncaster have an internal Vice Chair.
- 4) Doncaster have free parking at the venue for panel, reducing costs further.

Anticipated Efficiencies on Panels

The current spends on panels including printing from expenditure sheets is around £120K. Therefore, a reduction in panels would equate to a 67K saving per annum to 57.5K per annum. Further work is required in relation to clarifying the business support element of the service – initial discussions with Human Resources have indicated there are 15 business support staff across the Local Authorities. A reduction in two-business support equates to a saving of £50K with on costs. Rationalisation and the centralisation of panels will contribute to the standardisation and improved effectiveness. A quality assurance framework will capture best practice examples, learning points and areas for improvement.

It is anticipated that agency advisors and panel administrators will be located centrally but that panels will remain based locally. The provision of one panel each week will allow for cases to be allocated in a timely manner. The business of these panels will relate to the approval of adopters and recommendations about matching. Agency Decision Maker for the RAA will make decisions in relation to the approval of adopters. Any child related decisions would remain the responsibility of the Agency Decision Makers in the local authority/trust.

Consolidated Subscriptions

The writer contacted and met all parties involved in providing subscriptions for a variety of services to each of the local authorities. These included CorumBAAF, PAC, and Link Maker.

British Adoption and Fostering (CorumBAAF) individual Local Authority expenditure will reduce from 5K each to a consolidated group cost of 10K saving 10K. According to the Heads and Leads Group in One Adoption, consideration could be given to whether this expenditure is cost effective. Indeed, in most independent fostering agencies they have cancelled their agreements with CorumBAAF, saving 20K.

With Link maker individual Local Authority expenditure would reduce from 7K to a consolidated group cost 25K, only saving 1K per partner. A better deal will need to be negotiated before April 2020. Unfortunately, as Link maker is a sole provider of this type of matching service for adoption, Local Authorities do not have other cost saving options. The writer is still in discussion with Linda Hill from Link maker who is reluctant to reduce their costs further.

Mike Hancock, Head of Adult Services at PAC stated in an email in October 2019 that PAC-UK has a region wide contract for 3 years with a 2-year potential add on across Yorkshire and Humber. This began in Feb 19. Prior to this, PAC had individual contracts with all the south LAs.

The individual contract amounts have been brought forward into the new contracts:

Barnsley £15,214

Doncaster £26,600

Rotherham £33,460

Sheffield £20,000

Total: £95,274

The contract has two main parts:

Central services: Each LA makes a £6208 contribution from the figures above. This is for Adopteens service, Advice line, Adoption Development Coordinators (PAC-UK subcontracts this to Adoption UK), Management.

Within the framework agreement, PAC provides adult services up to the rest of the contract amount. Statutory support for birth parents, statutory access to records for adopted adults, intermediary services for adopted adults and some birth relatives. The writer has withdrawn this cost from consolidated costs in V14 of the business case, due to the framework agreement. However, in two years, this contract should be negotiated with PAC outlining how this expenditure has influenced quality and met key performance indicators. When the writer discussed KPI's with PAC, they seemed unable to outline how the money is spent monthly, who benefits and how. It would be useful to hold quarterly meetings with PAC and the SYRAA Head of Service to outline spending linked to KPI's. Finally, a break clause would be useful in this contract at year one.

Anticipated Efficiencies on Subscriptions.

The current spend on subscriptions is 161k and is budgeted for 2020/21 to be 180K. Given the PAC subscription, the biggest outlay cannot be negotiated for another two years there are still some savings to be made elsewhere. Only 32K savings can be made on subscriptions compared to 2018/19 budgets and V14 of the business case.

Consolidated Marketing

Currently the consolidated spend on marketing is 60K across all four Local Authorities. According to market trends in fostering and adoption and the National Association of Fostering Providers (NAFP) it costs roughly around 10-12K to recruit adopters/foster carers (if outside assessors are used), 7.5 if not. With targeted digital marketing, this 7.5K cost could be reduced even further, often halved, with speedier responses which, the SYRAA can provide.

Enquiries from adopters across the Yorkshire and Humber region have seen an increase during 2018/19 with 1350 received. There had been a significant reduction since 2013/14 (2233) to 2017/18 (1050). During 2018/19 the South has seen an overall reduction in the number of enquiries (a 20% decrease from the previous year), the North and Humber have seen a significant upturn (49%), the West has also seen an upturn (54%), it should be noted that the West previously saw a significant decrease in enquiry numbers. The table below shows the number of enquiries for each authority and the South totals:

	2016-17	2017-18	2018-19
Barnsley	78	46	31
Doncaster	66	95	93
Rotherham	141	146	127
Sheffield	181	148	95
South Totals	466	435	310

Rotherham and Sheffield have budgeted more for marketing than Barnsley and Doncaster and this reflects the needs within their areas. ALB data states on page 7 of the Business Case that during 2018/19 the South has seen an overall reduction in the number of enquiries (a 20% decrease from the previous year) to 310, with Sheffield having the biggest decrease, followed by Rotherham. However, adoption applications increased to 93, with approvals at 89. One hundred and thirty adopter approvals are required according to the business case, an increase of 41 on last year; therefore, the budget needs to reflect this.

Within South Yorkshire, there has been an increase in the number of approvals from the previous year (89 from 74). All four agencies in South Yorkshire saw an increase in the number of approvals. This increase is the first across South Yorkshire since 2016-17.

The table below shows the number of approvals per quarter for each of the authorities within the region

	Q1 17-18	Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19
Barnsley	4	6	4	5	4	5	6	1
Doncaster	3	7	5	4	2	10	3	6
Rotherham	1	3	5	5	5	7	5	5
Sheffield	3	7	5	7	2	5	13	10
South sub-region	11	23	19	21	13	27	27	22

Anticipated Efficiencies on Marketing

As well as reducing the cost of using recruitment agencies and local media advertising by over 50% (Fostering Network 2018) Social Media significantly reduces the number of person-hours needed to identify suitable applicants. According to the Fostering Network, social media delivered an average timesaving of four hours per applicant for the line managers (£30 per hour) involved and over seven hours per applicant for in-house recruitment teams (£28 per hour). This could equate to a saving of around 25K in wages for the SYRAA based on the number of new assessments required per year and the marketing strategy (see attached). This would only succeed, if there were a consistent, full time, and experienced in house recruitment or marketing team focussing on using Facebook (34%) and Twitter (22%) as the crux of their Social Media presence. Additional savings could be made through time prioritisation. For example, reducing inappropriate initial home visits based on geographical need linked to individual adoption cases over 3 years old.

Anticipated efficiencies on Medicals & DBS DBS/Medicals

For the new SYRAA to succeed 130 adopters need recruited which equates to 260 couples, give, or take 10 for single applications. The spend for this includes DBS (excluding friends & family) and medicals. This could be up to 40K in expenditure given the average cost of external GP reports are £150. Individual family doctors' prices cannot be challenged, but the use of independent doctors who verify adopter's GP medical reports could be consolidated, using one private provider on a contracted fixed price using an outsourced provider.



Document Revised by AGF Kennedy 2020 V15 refresh AUG 2020



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Equality Impact Assessment

Stage 1 Details of the proposal

Name of service	Barnsley Adoption Service
Directorate	People
Name of officer responsible for EIA	Deborah Mercer
Name of senior sponsor	Melanie John-Ross
Description / purpose of proposal	The Barnsley Adoption Service is to become a part of the One Adoption South Regional Adoption Agency from January 2021
Date EIA started	January 2021
Assessment Review date	January 2022

Stage 2 - About the proposal

What is being proposed?	The Barnsley Adoption Service will join with the Adoption Services in Sheffield, Rotherham and Doncaster to jointly recruit, assess and approve potential adopters and match and place children needing adoptive placements. The joint arrangements will begin from January 2021
Why is the proposal required?	Although the practice and processes for recruiting adopters and placing children will remain essentially the same the new Regional Adoption Agency will be operating on a larger scale across a larger and more diverse geographical area.

What will this proposal mean for customers?

This will mean that the adoption service will be more consistent across the four local authorities and will have increased capacity to engage with customers across a broader area and recruit more adopters to meet the need. For children it will mean greater access to a more diverse pool of adopters.

Stage 3 - Preliminary screening process

Use the Preliminary screening questions to decide whether a full EIA is required

- Yes - EIA required (go to next section)
 No – EIA not required (provide rationale below including name of E&I Officer consulted with)

Stage 4 - Scoping exercise - What do we know?

Data: Generic demographics

What generic data do you know?

Each local authority has access to its own demographic data. Adoption is an area which is well-mapped in terms of OFSTED returns and returns to the Adoption and Special Guardianship Leadership Board. All data has been pooled across the Local Authorities to support the design of the new service.

Data: Service data / feedback

What equalities knowledge do you already know about the service/location/policy/contract?

Adoption is open to everyone regardless of background or personal circumstances. However it is an area that many people believe they are automatically barred from. All Adoption Agencies are aware of the need to open up the service and ensure that everyone feels able to apply which means considering where adverts are placed, how the message is delivered, where introduction meetings are held and so on.

Data: Previous / similar EIA's

Has there already been an EIA on all or part of this before, or something related? If so, what were the main issues and actions it identified?

There is an existing EIA for the Barnsley Adoption Service. This EIA extends the same principles across South Yorkshire and links with EIAs in each of the component Local Authorities.

Data: Formal consultation

What information has been gathered from formal consultation?

The planning for the RAA has now continued for a number of years. During that time there has been full consultation with staff and adopters. In respect of an Equality Impact the feedback has been that although adoption is open to everyone the public image of adopters in England is a white, middle-class, heterosexual couple. Efforts are made all the time to dispel this image and in recent years there has been an increase in adopters from more diverse backgrounds particularly an increase in single and same-sex adopters

Stage 5 - Potential impact on different groups

Considering the evidence above, state the likely impact the proposal will have on people with different protected characteristics

(state if negative impact is substantial and highlight with **red text**)

Negative (and potentially positive) impacts identified will need to form part of your action plan.

Protected characteristic	Negative '-'	Positive '+'	No impact	Don't know	Details
Sex		X			One of the explicit aims of the new adoption agency will be to ensure that all suitable candidates are able to adopt regardless of any specific protected characteristics. Equally all children who require and adoptive placement are placed regardless of any specific protected characteristics.
Age		X			One of the explicit aims of the new adoption agency will be to ensure that all suitable candidates are able to adopt regardless of any specific protected characteristics. Equally all children who require and adoptive placement are placed regardless of any specific protected characteristics.
Disabled <i>Learning disability, Physical disability, Sensory Impairment, Deaf People ,invisible illness, Mental Health etc</i>		X			One of the explicit aims of the new adoption agency will be to ensure that all suitable candidates are able to adopt regardless of any specific protected characteristics. Equally all children who require and adoptive placement are placed regardless of any specific protected characteristics.
Race		X			One of the explicit aims of the new adoption agency will be to ensure that all suitable

					<p>candidates are able to adopt regardless of any specific protected characteristics.</p> <p>Equally all children who require and adoptive placement are placed regardless of any specific protected characteristics.</p>
Religion & Belief		X			<p>One of the explicit aims of the new adoption agency will be to ensure that all suitable candidates are able to adopt regardless of any specific protected characteristics.</p> <p>Equally all children who require and adoptive placement are placed regardless of any specific protected characteristics.</p>
Sexual orientation		X			<p>One of the explicit aims of the new adoption agency will be to ensure that all suitable candidates are able to adopt regardless of any specific protected characteristics.</p> <p>Equally all children who require and adoptive placement are placed regardless of any specific protected characteristics.</p>
Gender Reassignment		X			<p>One of the explicit aims of the new adoption agency will be to ensure that all suitable candidates are able to adopt regardless of any specific protected characteristics.</p> <p>Equally all children who require and adoptive placement are placed regardless of any specific protected characteristics.</p>
Marriage / civil partnership		N/A			
Pregnancy / maternity					

Other groups you may want to consider					
	Negative	Positive	No impact	Don't know	Details
Ex services		X			One of the explicit aims of the new adoption agency will be to ensure that all suitable candidates are able to adopt regardless of any background.
Lower socio-economic		X			One of the explicit aims of the new adoption agency will be to ensure that all suitable candidates are able to adopt regardless of their socio-economic circumstances.
Other ...					

Stage 6 - BMBC Minimum access standards

If the proposal relates to the delivery of a new service, please refer to the Customer minimum access standards self-assessment (found at)

If not, move to Stage 7.

Please use the action plan to be taken to ensure the new service complies with the minimum access standards and reasonable adjustments for disabled people.

Not yet live

- The proposal will meet the minimum access standards.
 The proposal will not meet the minimum access standards. –provide rationale below.

Stage 7 – Action plan

To improve your knowledge about the equality impact . . .

Actions could include: community engagement with affected groups, analysis of performance data, service equality monitoring, stakeholder focus group etc.

Action we will take:	Lead Officer	Completion date
The new Agency will cover a far greater range of communities than the current Barnsley Adoption Service. We will bring together data from across the Local Authorities to inform recruitment and marketing of the adoption service	Stephanie Evans/Jon Banwell	January 2021
There are adopter stakeholder groups across the new geographical area. These will be used to generate ideas for engaging with diverse groups and expanding the range of adopters available	Stephanie Evans/Jon Banwell	January 2021

To improve or mitigate the equality impact . . .

Actions could include: altering the policy to protect affected group, limiting scope of proposed change, reviewing actual impact in future, phasing-in changes over period of time, monitor service provider performance indicators, etc.

Action we will take:	Lead Officer	Completion date
The equality impact should be positive and we will use our combined knowledge to improve	Stephanie Evans/Jon Banwell	April 2021

the marketing and awareness raising across South Yorkshire		

To meet the minimum access standards . . .(if relevant)

Actions could include: running focus group with disability forum, amend tender specification, amend business plan to request extra ‘accessibility’ funding, produce separate MAS action plan, etc.

Action we will take:	Completion date
Not yet live	

Stage 8 – Assessment findings

Please summarise how different protected groups are likely to be affected

Summary of equality impact	<p>Across the Regional Adoption Agency we will be aiming to increase the number of adopters from across the range of protected groups but particularly from different races and with differing religious beliefs to meet the needs of children requiring new families. We will also be seeking to increase the number of single or same sex couples wanting to adopt.</p> <p>We will seek to ensure that all children requiring an adoptive family are placed regardless of any specific protected characteristics</p>
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Summary of next steps	<p>Establish the Regional Adoption Agency and combine knowledge and experience from across the 4 local authorities to ensure that we achieve access to a wider range of adopters.</p>
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Signature (officer responsible for EIA) Date	Deborah Mercer
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**** EIA now complete ****

Stage 9 – Assessment Review

(This is the post implementation review of the EIA based on date in Stage 1 if applicable)

What information did you obtain and what does that tell us about equality of outcomes for different groups?

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BARNSLEY METROPOLITAN BOROUGH COUNCIL

Report of the Executive Director (People)
to Cabinet

(21st September 2016)

**UPDATE ON THE DEVELOPMENT OF A REGIONAL VOLUNTARY ADOPTION AGENCY
IN SOUTH YORKSHIRE**

Purpose of this Report

The purpose of the attached report is to inform Cabinet of the developments taking place, leading to the formal creation of a Regional Voluntary Adoption Agency, in South Yorkshire, by April 2017.

Recommendation

Cabinet is requested to support the recommendations contained in Pages 1 and 2 of the Implementation Board's report (*Please see Appendix 1*)

Appendices

- Appendix 1: Regionalisation of Adoption in South Yorkshire (Report of the South Yorkshire Regionalisation of Adoption Implementation Board to local authorities in South Yorkshire)
- Appendix 2: Draft Terms of Reference for the South Yorkshire Regional Adoption Agency Implementation Board

Officer Contact: Rachel Dickinson (Executive Director (People))

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MEMBERS REPORT
REGIONALISATION OF ADOPTION IN SOUTH YORKSHIRE
(RAA)

1 SUMMARY

Adoption Reform has been a key government priority since 2010, supported by Adoption Reform Grants in 2013, Adoption Support Fund in 2014, Regionalisation grants in 2015 and 2016, with additional measures contained in the Adoption and Children white paper in 2016.

The key objectives are:

- To increase the speed of decision making for children whose needs can be met through adoption
- To increase the number and speed of recruitment and of families able to meet their needs
- To improve the quality and availability of support to families after adoption.

The Government sees Regionalising Adoption as a key strategy to meet these aims and the 2016 Children and Adoption White paper requires all councils to be part of a Regional Adoption Agency (RAA) by the end of this parliament and gives the Secretary of State power to enforce this if necessary.

The 15 Yorkshire and Humber LAs, in partnership with the Voluntary adoption Agencies in the region have proposed to build on the existing regional consortium framework to establish 3 RAAs, South, West and North & Humber, supported by a regional Hub. During the development phase, October 2015 to May 2016, each RAA group undertook appraisals of different options for governance, service delivery and practice improvement. The Transition phase, June 2016 to April 2017, requires confirmation of the options appraisal outcomes and the implementation of proposals to enable the new RAAs to begin operation in April 2017.

The proposal for the South Yorkshire RAA is that The Doncaster Children's Services Trust act as the Host agency for the RAA. The rationale for this proposal is explored in detail within the body of the report.

Recommendations:

- Elected members receive the report, note the progress made to date and the work to be completed.
- Elected members support the delegation of a range of adoption functions to the new RAA
- Elected members support the proposal from the options appraisal that the Doncaster Children's Services Trust hosts the new RAA on behalf of its LA

members.

- Elected members consider a further report when the detailed implementation plans have been developed – in December 2016 to January 2017.

2 BACKGROUND

In March 2016 'Adoption: A vision for change' set out plans for adoption reform as part of the overarching vision for transforming the quality of children's social care services by 2020. The key objectives identified were

- To reverse the marked decline in the numbers of adoptions
- To address concerns that some children still wait too long for adoption
- To address concerns that too many families miss out on vital support services
- To address concerns that some children fail to get the permanence option that would be in their best interests

The issues that the government is seeking to address within adoption reform are:

- **Inefficiencies**
The current system is fragmented with around 180 agencies, both Local Authority and Voluntary Adoption Agencies (VAA), recruiting and matching adopters for 5000 children per year. The majority of agencies are operating at a very small scale and this hinders strategic planning and economies of scale.
- **Timeliness of placing children**
Whilst there has been improvement in the performance of Local Authorities in placing children swiftly with adoptive families it still takes an average of 593 days from a child entering care to being placed for adoption. This is particularly the case with harder to place groups of children, often older, within a sibling group or with a disability.
- **Adopter recruitment**
Again there has been improvement in both the number of adopters recruited and the timescales to achieve this. However, whilst the number of approved adopters nationally and in this region is now greater than the number of children waiting, many of these adopters are less willing to consider those children who are harder to place.
- **Adoption support**
Adoption support is currently fragmented and characterised by a combination of in-house and spot purchased arrangements with often significant variations between local authority areas. A third of families reach crisis point, and 3% returning to care.

Regionalising and scaling up the adoption services is a key feature of Government strategy to address these concerns and the sector (Local Authorities and Voluntary Adoption Agencies) has been asked to propose the most suitable model, scale and scope for these regional agencies according to individual regional profile and need. There are further stipulations that proposals:

- Fully involve the Voluntary Adoption and Support Agencies in the design and future

- delivery of the RAAs
- Deliver scale
- Are based on innovative practice which improves outcomes
- Engage service users

The Government has provided funding to achieve this for early adopters. Yorkshire and Humber has for some time been seen as a leader in this field and was one of 19 “early adopter” projects supported by DFE with a grant of £480,000 for the development phase. It has subsequently been designated as one of 5 “Demonstration” Projects, which have been awarded a higher level of funding for the transition phase (£650,000 confirmed and anticipate additional £490,000).

The key features of the Y&H proposal which attracted this “Demonstration” status are:

- Its potential to achieve significant scale, economies and consistency through its hub and spoke model
- Its history and constructive engagement with the Voluntary Adoption Sector.
- It actively engage with Adopters and Young People in its design
- Its innovative approach to practice focus and focus on improving outcomes for children

The success of this region’s bid for support is a significant achievement and is recognition of the collaborative culture existing between its local authorities and with the voluntary sector.

3 A YORKSHIRE AND HUMBER REGIONAL ADOPTION SERVICE

The proposal for the 15 Yorkshire and Humber Local Authorities, in collaboration with the Voluntary Agencies, Adopters and Adopted Young People, is to create a Yorks and Humber Regional Adoption Hub with 3 sub-regional, autonomous RAAs, North & Humber, West and South. The Hub will take on many of the functions previously provided by the Adoption Consortium; performance data collection and analysis to enable tracking and service planning, some adopter and staff training, and other coordinating functions which enhance consistency and economies of scale. The RAAs will take on a range of adoption functions on behalf of LAs, described in more detail below.

The key benefits of this framework will be:

- To strengthen the specific service focus on best outcomes for children requiring adoption.
- To increase the choice of families available to improve matching
- To improve the preparation of adopters to meet the needs of the children placed with them.
- To improve the range and accessibility of support to families at all stages of their adoption journey.

- To develop relationships with the Voluntary Adoption and Support Agencies which makes best use of their unique contributions to a comprehensive, broad based adoption service.
- To strengthen the involvement of adoptive parents as partners in meeting their children's needs.
- To strengthen joined up working between Local Authorities, Voluntary agencies, NHS and other providers to promote the shared responsibility for the care and outcomes of Yorks and Humber Children
- To build on the region's reputation as a practice Leader and Innovator in Adoption.
- To deliver economies of scale through shared delivery, backroom support and management.

The Regional Framework

Each new RAA will be hosted by one of the agencies in the sub regional groups and will be managed through a Project Board. Each board is chaired by a DCS, independent to the host agency, and includes representatives from the LAs in that group, from the Voluntary Alliance (an Alliance of the Voluntary Sector agencies who operate in this region and who are members of the Adoption consortium), Adopters and other stakeholder groups. These boards are developing the transition plans to create each RAA and will become the management bodies of RAAs once operational.

The Hub (previously the consortium) is currently hosted by North Lincs Council on behalf of all LAs and VAs and will be hosted by Barnardo's from Autumn 2016. Additional adoption functions will be provided by the Hub as regionalisation plans develop, where they can better improve the outcomes for children and achieve better value.

A Regional Project Board is managing the wider Y&H development and is made up of representatives of each new RAA board, the VA Alliance, Adopters, Adopted Teens and other stakeholder groups. This board is overseeing the development of the new RAAs and the Regional Hub and will become the management body of the Hub when RAAs are in place.

There are opportunities for further funding across the RAA's with a further £16m allocated by the DFE to support systemic innovation and practice redesign, to improve the skills of the workforce to support permanence decisions and provide high quality adoption support. A separate application for funding has been submitted to the DFE to begin the development of a Regional Centre of Excellence, combining Children's Social Care, Schools, Universities and Health and Third Sector services to improve the range and quality of support and resources available to families and professionals across the region. If successful, this will form a central part of the Regional Hub and further reports will be provided as it develops.

4 CHALLENGES AND PROGRESS FOR EACH RAA

4.1 LA's who are involved

It is proposed that the South Yorkshire RAA comprises of Sheffield, Rotherham, Barnsley and Doncaster Local Authorities and the Doncaster Children's Service Trust. With the option of a thin joint venture to other VAA's.

Progress and challenges:

4.2 Progress

- The South Yorkshire Regionalisation project has had full engagement from all partner agencies and has actively contributed to the Y&H wide regionalisation agenda. Core partner agencies in South Yorkshire comprise of all four Local Authorities and the DCST. Other partners include, Barnardo's After Adoption and Yorkshire Adoption agency. We have also been supported by CAFCAS and partners in the Health service.
- An option appraisal has been completed: The options appraisal recommends that the Doncaster Children's Services Trust would be the preferred delivery option. This is explored in more detail later in the report.
- A new South Yorkshire Regionalisation of Adoption Implementation Board was established on 6th June 2016 with Rachel Dickinson, Executive Director, People Barnsley MBC, appointed as the Board Chair and Project Sponsor. The board comprises DCS's or their representatives from the relevant LA's and a Director from DCST, together with their respective Heads of Service. The Board has representation from Voluntary Adoption Agencies and from two Adopters.
- A Project Implementation Team has been identified, with representatives from each of the partner agencies and the first meeting of the team was held on 15th June 2016. The team have agreed a detailed project plan with a number of key work-streams. Two intensive work sessions have been booked within the next 2 months for the whole implementation group. Firstly to finalise the information gathering element of the project and understand the structure, delivery models and financial infrastructure of all services and secondly to map the proposed service structure for the new RAA.
- Principles for service delivery are being developed and an outline process map and service delivery model is in development with the assistance of Leeds Beckett University, who have given their support pro-bono in recognition of the ground-breaking work being undertaken within South Yorkshire.
- Further funding has been agreed with the DfE (approx. £100,000) to support the first implementation phase of the project in South Yorkshire.

4.3 Challenges

- The board is a new 'entity' which will provide governance for the development and implementation of the project.
- Service and financial mapping is complex. Adoption services are delivered differently in all three areas and many services or support services are integrated into other service areas or functions. Some services are commissioned in some areas and directly delivered in others. Some financial mapping has been undertaken but difficulties have been encountered to date, however with the support of the new board it is hoped that these problems will shortly be resolved.
- Although the DfE have accepted the Y&H bid, it has not granted the full amount requested. The requested sum of £1,627,000 has been reduced to £1,140,000 and initially only partial funding will be provided for the first five months. Y&H award for this period is £490k.

5 OPTIONS APPRAISAL & PROPOSED MODEL

5.1 Options Appraisal

- The options within the appraisal introduce the concept of 'thin joint venture'. This describes a range of options for a commissioning relationship with other VAA's whereby they also have some role in advising and supporting the development and delivery of the RAA's. This relationship is essential to meet the requirements of the DfE and brings added value from the diverse range of services in the adoption field.
- All options assume governance of the RAA through a board comprising of senior representatives from all LA's and the Trust with representation from other VAA's, adopters and adoptees. Voting and decision making rights may be restricted to the LA's and Trust (the funding partners) in matters of financial spend and deployment of resources. All decisions will be subject of further reports for approval.
- The RAA would continue to be accountable to Corporate Parenting Boards and other Local Authority bodies.
- The RAA will aim to provide a high quality service to our adopted children with improved outcomes; taking the best models of delivery from each of the four services. The RAA will also aim to provide savings through economies of scale.

Financial modelling and deployment of resources poses a significant challenge and the detail of the proposed modelling will be subject of further approval.

5.1.1 Option 1: RAA hosted by a single LA on behalf of other LAs, with a thin Joint Venture to other VAA's

This option would provide an apparently simple solution and would ensure continuity of Local Authority Terms and Conditions and pension rights for all staff. It is a model currently being explored in a number of regional development projects. It is possible for Local Authorities to delegate service delivery to another Local Authority through a joint venture but in the current climate multiple government agendas this solution requires a singular focus from a Local Authority. The Doncaster Children's Services Trust would also be unable to join the LA led venture without approval from the Secretary of State. This option would also require close partnership with a VAA in order to meet DfE requirements for integral VAA involvement. Although this is a viable option it is the opinion of the service experts that the DCST model proposed below does bring added value.

5.1.2 Option 2: RAA is formed as a company limited by guarantee, formed of LAs, with a thin Joint Venture to VAA's.

This option would require the establishment of a new company. For such a large complex organisation this would be costly and time consuming. Specialist independent advice has been sought. Staff would not have continuity of Local Authority Terms and Conditions and pension rights unless the body obtained admission to the South Yorkshire Pensions Authority. Should the organisation be admitted, advice is that employee contributions would increase by approximately 50 to 100%. The options appraisal concluded that although this model would provide the means by which an RAA could operate; development of a new delivery vehicle was unnecessary and costly. Local Authority adoption workers have been consulted nationally and the issue for staff of losing pension rights would place the service at risk of losing a large number of experienced workers.

5.1.3 Option 3: RAA is formed by LAs and VAAs combining under an existing brand (eg Barnardo's or Coram) with co-ownership of the brand by VAAs and LA's.

This option would bring a national perspective to the Local region but would bring local services under the management of a separate national body. The current position of most the Council for Voluntary Adoption Agencies is retention of a separate identity to the new RAA's with commissioning or partnership offer to the RAA. No National body has indicated they have the capacity to undertake further regional development and it was the view of the Board that there was no benefit to be gained from incorporation of a large

national organisation; local relationships formed are strong and the knowledge base extensive. This view was supported through advice given by a senior member of Barnardo's fostering service who sits on the board. The National perspective will be incorporated through the thin joint venture to VAA's working in partnership. As with the option above, staff Terms and Conditions and pension rights would be affected and loss of pension rights would place the service at risk of losing a large number of experienced workers.

5.1.4 Option 4: RAA is formed by LAs combining under Doncaster Children's Services Trust to form a company jointly governed by LA's, and the Doncaster Children's Services Trust VAA, other VAA's would be connected to the RAA by a thin Joint Venture.

This option was agreed to provide the most effective and efficient means of developing and delivering the new RAA for the following reasons.

- DCST is able to meet all the benefits of the LA option outlined above and also brings added value as an organisation.
- DCST is an existing VAA and an independent Trust; this meets Government aspiration for VAA led solutions. Other RAA's have proposed a Local Authority lead in the absence of a local VAA with Local Authority experience. In South Yorkshire we have the ability to harness the expertise of the DCST in management of a VAA delivering a full Local Authority service.
- DCST has current experience of transferring children's statutory services from into a new organisational framework. This has entailed: development of a Company Limited by Guarantee; TUPE of the children's workforce; development of a new infrastructure and framing a company vision and identity. Learning from this venture has informed the RAA project development to date
- The work outlined above included registration of the adoption service as a VAA. This has entailed development of services capable of working to both the VAA and LA service expectations in Ofsted inspection. In inspection last year the service achieved 'Good' in both the VAA inspection and Local Authority SIF.
- DCST is able to respond flexibly and quickly to respond to need. For example DCST was asked to manage the procurement of a business partner on behalf of the Yorkshire and Humber region as the Trust was able to respond immediately and provide a light touch solution.

- As a VAA: DCST is able to apply for funding unavailable to Local Authorities and participate in CVAA led development.
- DCST has Secretary of State Dispensation for LA pension rights for all employees. This ensures that all staff will be able to transfer under TUPE with all employment rights retained and with the same contribution costs as those of a Local Authority. Pension and employment rights are a major issue for staff and this benefit cannot be underestimated.
- The proposed model includes development of a governing body independent of the Trust with equal representation from all Local Authorities and the Trust. The RAA would be required to report to the Board and to meet agreed KPI's. Financial, resource and staffing issues would be subject to board approval. In this way the model replicates the organisational independence aspired to in option 2.
- As DCST is an independent limited company and reports directly to the Secretary of State, it is unable to transfer its resources and assets to another VAA or LA without the agreement of the Secretary of State.

The outcome of the options analysis was that Option 4 was the unanimous preferred option.

6 RISK MANAGEMENT ISSUES

- All Local Authorities are tasked to develop regional adoption agencies by 2017 or may be compelled to do so. As part of the Yorkshire and Humber consortium we have successfully achieved 'demonstration project' status. Officers in all four Local Authority areas are committed to development of an RAA by April 2017. All authorities are confident this will improve services to our adopted children. Failure to continue with this programme risks removal of DfE funding and direct government instruction.
- Development of the RAA involves complex decisions in respect of financial contribution, HR and governance arrangements. All developments and decisions will be detailed in further reports.

7 MANAGEMENT BOARD STRUCTURE AND MEMBERSHIP INCLUDING VA ALLIANCE AND ADOPTERS

The Implementation Board is chaired by the DCS of Barnsley, who is the South Yorkshire

project sponsor.

Membership of the Board comprises of:

- DCS's of all South Yorkshire Authorities and the Chief Executive of Doncaster Children's Services Trust or their representatives with delegated authority to make decisions;
- Head's of Service of all LA and Trust Adoption services;
- VAA Representatives
- Adopter Representatives

The project management team report to the Board.

The proposed RAA governance arrangements will be subject to a further detailed report which will be presented to the all LA's and the Trust for decision. It is envisaged that the Governance of the new RAA will comprise of a similar board structure. Decisions, especially financial decisions will be made by core funding partners.

The board would continue to be accountable to all LA Corporate Parenting Boards.

8 FUNCTIONS TO BE DELEGATED TO THE RAA BY LA's

All services currently provided by LA Adoption teams would be delivered by the RAA. This includes:

- Recruitment, assessment and approval of Adopters
- Family finding for children who have a placement order
- Adopter training
- Adoption support
- Partner adoption assessments

In addition, children's social work teams currently benefit from direct support and training from adoption teams. This support will continue.

The LA or Trust Children's Social Work service will continue to have responsibility for:

- Children's care planning decisions
- Matching decisions
- Life story work and later in life letters

Further detailed work on the scope of the service will be undertaken.

9 GOVERNANCE, ACCOUNTABILITIES AND DECISION MAKING

This report proposes that the RAA will provide the Host agency for the new RAA. There are a number of means by which the new body may be constituted and these are currently subject to legal advice. Key principles of the constitution include:

- A detailed Service Level Agreement or constitution
- TUPE of relevant staff
- Agreed budget and risk sharing agreements
- Key performance targets and monitoring agreements
- Accountability of the organisation to the Board and to all LA's and the Trust.

10 FINANCIAL MODEL

The financial model is currently under development. The service will seek to provide enhanced service provision within current funding levels.

11 STAFFING

All relevant staff will be subject to TUPE. All LA's and the Trust have admitted body status into the South Yorkshire Pensions Authority which maintains consistency for staff. HR leads from all organisations have begun to scope arrangements and are confident that this process can be effectively managed.

All staff have been briefed about the national agenda and proposed local solutions. Feedback from staff is generally positive about the proposals.

Full and formal consultation will take place when formal agreement is given by all relevant bodies.

12 TIME LINE FOR APPROVAL

Please see appendix A attached.

The proposed timeline for development of the South Yorkshire RAA has been put back to October 2017 in order to allow the project team to undertake Due Diligence and seek all approvals.

The development has been funded by the DfE as a national demonstration project and has benefited from not only enhanced funding but from direct support from the DfE and commissioned coaches.

This timeline is not subject to further extension and the service must commence no later than October 2017.

Draft (2)

Terms of Reference for the South Yorkshire Regional Adoption Agency (South Yorkshire RAA) Implementation Board

Purpose and Vision

This Terms of Reference for the South Yorkshire RAA sets out the expectations, roles and responsibilities of the Board providing clarity in respect to decision making regarding the implantation of the South Yorkshire RAA. The Board will enable effective overview of the project placing effective working partnerships between the VAA's, Adopters and the partner LA's and DCST at the heart of the project.

In 2015 the government published "Regionalising Adoption", a White Paper with the stated intention of improving the provision of adoption services through the establishment of regional adoption agencies.

The Board will oversee the implementation up of the new South Yorkshire RAA. It is the aspiration of the Board that the new RAA will deliver the following:

- Place more children in a more timely way.
- Recruit more of the right families for the children waiting, preparing them consistently and well.
- Improve the range, accessibility and quality of post adoption support.
- Improve the outcomes for children and families.

Constitution

The South Yorkshire RAA Implementation Board is established by the participating LAs and Doncaster Children's Services Trust (DCST) working in partnership to deliver a South Yorkshire Regional Adoption Agency hosted by DCST. A service agreement, service specification and budget for a five year period are to be put in place for the service. The South Yorkshire RAA will begin trading in May 2017. The focus of the Board will be to oversee and assist the formation of the South Yorkshire RAA.

Membership

The South Yorkshire RAA Implementation Board will comprise of a representative from each of the involved LA's, DCST, Adopters and VAA alliance representation

Representatives will be at first, second and third tier senior management: DCS's, Assistant Director and HOS level, having sufficient seniority to make decisions, implement change and commit resources within their own agencies.

A board member may send an alternative representative to deputise but the names of deputies must be agreed at the first meeting of the Board in order to maintain consistency.

Board meetings will be minuted and meeting dates will be agreed on the first formal meeting of the Board for the year ahead.

Board members agree to:

- Commit to regular attendance at board meetings
- Communicate and promote the work of the South Yorkshire RAA within their Trust, LA and agency
- Openly discuss any potential conflicts and seek to find best solutions
- Cascade information about the South Yorkshire RAA within their agency
- Work in partnership as equals where differing opinions are respected and heard
- To act collectively in championing the needs of all children and perspective families with an adoption plan across the participating LA's
- Adoptive parents will communicate and promote the work of the South Yorkshire RAA with other adoptive parents and families including Adopter Forums

Purpose, Meetings and Accountability:

The South Yorkshire RAA Implementation Board will:

- Be responsible for the implementation of the South Yorkshire RAA
- Meet on a 2 monthly basis or as required
- Agree, monitor and oversee the implementation of the South Yorkshire RAA
- Set key performance indicators and standards for the project and monitor these, initiating corrective action where necessary
- Set and agree reporting mechanisms for the project
- Ensure the development and delivery of a shared vision and strategy for the South Yorkshire RAA
- Review and agree the strategy/business plan/Statement of Purpose for the service and ensure that it has executive approval as required
- Review the service agreement as required
- Review the service specification as required
- Act as the escalation point for strategic/operational management issues and seek to identify solutions.
- Agree and approve development of service provision within the South Yorkshire RAA
- Support and encourage new ways of working between South Yorkshire RAA and staff within their agencies to promote the child and perspective families journey to adoption
- Identify opportunities for the service to develop including new partner agencies

- Support and drive transformation of adoption services across all four agencies and support the South Yorkshire RAA
- Consider and review changes and developments as requested
- Review the proposed budget for the South Yorkshire RAA
- Approve gateways and milestones in respect to the project
- Ensure Elected Members and the Council Leader within each LA and Board Members of DCST are kept informed as to the progress of the implementation of the South Yorkshire RAA
- Topics of agendas will be agreed by the Board Chair and agendas will be circulated one week prior to meetings

Project Manager and Implementation Team

- It is the responsibility of the Project Manager and the Implementation Team to provide accurate reports/presentations to the South Yorkshire RAA Board.
- It is the responsibility of the Project Manager and the Implementation Team to manage the separate aspects of the project as directed by the Board.
- It is the responsibility of the Project Manager to present exception reports/presentations as and when required.

Monitoring:

- Progress report/presentations will be provided to the Board at each Board meeting
- Progress report/presentations highlighting each relevant work stream will be shared with the Board
- Exception reports will be delivered by the Project Manager as and when required

Agreed By:

..... Date..... Local authority A
 Date..... Local authority B
 Date..... Local authority C
 Date..... VAA representative
 Date..... VAA representative
 Date..... Adoptee representative
 Date..... Adoptee representative

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 PLACE**

**Sustainable Energy Action Plan (SEAP)
Zero Carbon Engagement, Governance and Delivery Proposals**

1. PURPOSE OF REPORT:

- 1.1 This report seeks approval of the Council's Sustainable Energy Action Plan (SEAP) and sets out the approach to developing measures to deliver the council's net Zero Carbon objectives. In order to deliver these objectives it will be necessary to develop a suitable engagement framework, establish a 'road map' setting out how we get from where we are to where we need to be, the proposed governance arrangements, the thematic aims we will need to develop, and the performance framework we will need to put in place.
- 1.2 The COVID-19 pandemic has had tragic consequences for many of Barnsley's residents and this has challenged people's values. It is important that we engage now with our residents regarding how we reduce carbon in order to produce a better more sustainable and inclusive future. It will be necessary to identify the links to Barnsley 2030, Inclusive Economy and the Recovery and renewal Strategy, and link into the Sheffield City Region Mayoral Economic Plan.
- 1.3 The recommendations set out in Section 2 seek approval of the SEAP and to the specific measures that need to be put in place.

2. RECOMMENDATIONS:

It is recommended that Cabinet:

- 2.1 Approve the council's Sustainable Energy Action Plan.
- 2.2 Support the plan to procure and appoint one or more organisations to support Barnsley Council officers with strategic expertise to develop a specialist engagement framework and a 'road map' to show how we achieve net zero carbon and to develop a framework to measure performance.
- 2.3 Agree to the proposed governance structure which includes the establishment of an externally focussed partnership, and an internally focused group which will both report into the emerging Barnsley 2030 Board arrangements.
- 2.4 Agree that the council demonstrates civic leadership in order to increase carbon awareness by ensuring governance arrangements adequately identify and assess carbon impacts of our future activities.

- 2.5 Agree that the zero carbon targets set by Cabinet in September 2019 be redefined as net zero targets aligning us with government ambitions.

3. INTRODUCTION:

- 3.1 In September 2019, the council declared a Climate Emergency and set a target for the council to be zero carbon in its operations by 2040 and for the borough to be zero carbon by 2045. This was a response to growing concern about an imminent climate crisis, as set out in the IPCC Report that said the global rise in temperature needed to be contained to 1.5c above preindustrial levels, and government setting a target of zero carbon by 2050.
- 3.2 Since the council's Climate Emergency declaration the COVID-19 pandemic has interrupted the original implementation plan making it difficult to move forward. With a clear Recovery and Renewal strategy in place at both a council and City Region level, and services returning to new normalities, we can begin to recover this area alongside the current work to deliver our Barnsley 2030 plans and our work on the Inclusive Economy Strategy.
- 3.4 A reflection of the current position across key sectors:
- 3.5 **Transportation:** A third of all the borough's carbon emissions are the result of transportation. Lockdown has made people operate in different ways; the number of vehicles on the roads has reduced significantly and the number of people cycling, or walking has increased. This has resulted in lower carbon emissions and has also shown that by reducing vehicle journeys it is possible to reduce pollution increase physical activity and create a more welcoming urban environment.
- 3.6 Clearly the gains that have been made are to a large degree the result of lockdown and the prohibition on all but essential travel, however it would be wrong to accept that we should return to the pre-pandemic situation. The government has made limited funding available during the pandemic to support active travel and this suggests a change of priority that the council can benefit from in the future.
- 3.7 **Residential:** A further third of all emissions are the result of heating and lighting from residential properties. If government are to meet their 2050 net zero carbon target, they know that measures need to be introduced to retrofit existing housing stock. It is likely that significant funding will be made available to support a national programme of domestic refit and Barnsley already has a strong track record of realising opportunities in this area through the Better Homes Barnsley programme.

Recent announcements suggest that this funding will be made available through the North East Yorkshire and the Humber Energy Hub in the form of Housing Upgrade Grant (HUG). This new funding will offer significant opportunities to Barnsley by providing skilled secure jobs in construction and manufacturing. It has been clearly established that by improving housing conditions, a range of positive benefits can be achieved in relation to health, educational achievement, employment and general wellbeing. Without good quality housing we risk undermining the work being undertaken across the council to improve the life chances of all our citizens.

3.8 **Industrial:** Industry is responsible for a further third of the borough's emissions. There will be a role for the council, to assist businesses in developing more sustainable operating models, by for example the provision of new low carbon district heating and cooling infrastructure, and advice in relation to improved efficiency of buildings and operating processes. This support can be provided by working with national and regional government and through the council's existing business support mechanisms. The effect of COVID-19 is currently unknown and further work will look at this sector, albeit many cities across the UK are reviewing the need for large industrial assets, particularly in the service sector.

4. PROPOSALS:

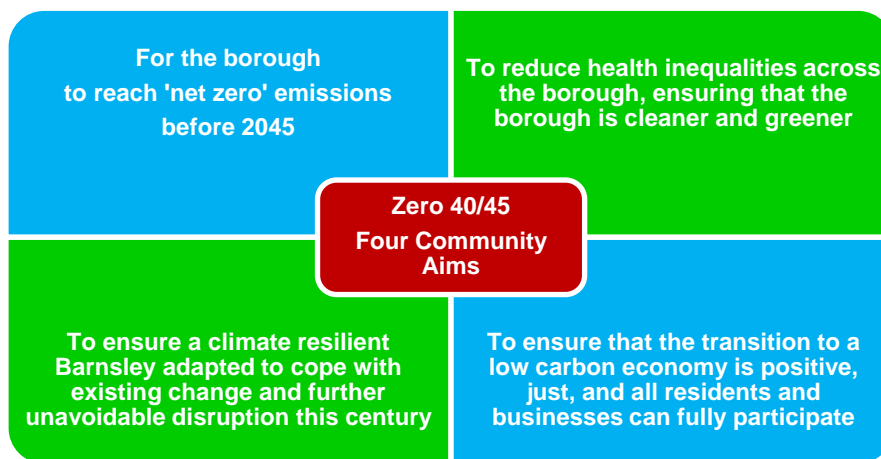
4.1 Sustainable Energy Action Plan

4.1.1 The aim is to develop a reduction pathway which aims to deliver significant reduction in carbon emissions through to 2030. This will give the council the best opportunity to bring forward being zero carbon to 2035. It sets for the period 2020-2025 a reduction of 60 per cent in emissions from the 2019 baseline. (Full draft plan Appendix A)

4.1.2 The SEAP proposes that zero carbon becomes a Foundation for Change for the Council and makes links to the [UN's 17 sustainable development goals](#), pictured below.



These UN Goals will inform the delivery of **four** Zero Carbon **Community Aims**; these are detailed over the page and aim to deliver a healthier and greener borough.



4.1.2 Community Goals will be delivered by focusing on delivering projects based on the following **Five Themes**

1. **Energy Efficiency:** To reduce the overall demand for energy in Barnsley across residential, commercial and industrial sectors and improve public health outcomes.
2. **Renewable energy:** To generate and/or source local energy needs from zero carbon and renewable sources by around 2045.
3. **Sustainable Transport:** A complete transition to fossil fuel free local travel by around 2030.
4. **Resource Efficiency:** Use resources; materials, land and food in a sustainable way.
5. **Decentralised Heating:** In order to provide local resilience and empower communities too heat and light homes through local zero or low carbon generation rather than by centralised natural gas supply.

4.2 Engagement Framework

- 4.2.1 It is important that the council engages with all communities across the borough in order that citizens can take an active part in deciding their future. We have looked to learn from the success in using external support to develop the Barnsley 2030 plan and at other cities that have positively engaged around carbon with their residents and businesses. Therefore, the intention is to utilise available funding for this third party engagement support.
- 4.2.2 Because of the complex nature of achieving carbon reductions the intention is to appoint a suitably experienced organisation or organisations to develop an engagement plan and a carbon reduction 'road map'.
- 4.2.3 Four different groups can be identified when designing a consultation approach for carbon reduction; broadly these are the general public, council staff, senior managers and politicians and communities. Within these broad groupings specific programmes will be developed for young people via the Youth Council, colleges of further education and Area Councils. Different approaches will be required for each group; and consultation will involve the use of workshops (especially via the Area Councils

and their membership), carbon literacy training and use of the council's POD training application.

- 4.2.4 To oversee the programmes a restructure of the existing energy team will be required. It is anticipated that this will require additional project management resources. This will be contained within the existing service budget.

4.3 Governance and Delivery

- 4.3.1 We will look to build on the proposed governance arrangements for Barnsley 2030. The intention will be to establish two separate bodies to oversee the delivery of the SEAP. Carbon reduction is explicit in everything we do, so the overriding aim will be to use all existing boards wherever possible to bring focus to achieving our goals.
- 4.3.2 We propose a newly formed Positive Climate Partnership for the Zero 45 programme, and that we restore the existing Carbon Management Group for the Zero 40 programme. Other boards including the existing Health and Wellbeing Board will report on various carbon related health issues.
- 4.3.3 The Positive Climate Partnership will champion and co-ordinate local action on climate change. It will be supported by, but independent of, the council. The council will seek partnership from a range of community voluntary statutory and business groups.

It is anticipated that the emerging Barnsley 2030 Board in terms of Zero Carbon will:

- Act as the main board overseeing the delivery of zero carbon.
- Oversee a number of subgroups that will address the various carbon reduction, health and inclusive economy themes set out in the SEAP.

(The draft terms of reference for each group can be found at the end of Appendix 1 Draft SEAP)

- 4.3.4 Zero 40 and the emissions reduction pathway will adopt a 'One Council' approach, though ownership of the council's emissions will sit with individual directorates commensurate with the control they have over relevant revenue and capital budgets. Overall control and direction sit with the carbon management group. Each Directorate will receive individual greenhouse gas reports linked to the overall reduction target for the council. It will be the responsibility of the directorates to determine how to achieve the necessary savings using existing budgets and promoting behavioural change. Where this is not possible the directorate will look to secure additional funding either internally or from external sources. Where possible carbon emission targets will be achieved by integration into existing schemes rather than by new programmes, it is felt that this will deliver greater value to the council.
- 4.3.5 Each carbon 'owner' will be required to assess the carbon impact of future projects to ensure that the premise of 'Do No Harm' is embedded as part of the council's business as usual approach. The council's governance structures will be updated to enable this assessment to take place.

4.3.6 In order to drive performance it will be necessary to develop and agree a suite of Corporate and Operational KPIs to monitor and measure success. Discussions have already been initiated with Business Intelligence to set and agree these KPIs

4.4 Demonstrating Civic Leadership

4.4.1 In order to demonstrate civic leadership it is proposed that carbon impacts and mitigations are identified and assessed in all cabinet reports. There is a need to improve carbon literacy and for carbon to become embedded in all considerations and decisions the council makes. Discussions have already commenced with corporate governance to establish how this can be achieved.

4.4.2 To develop carbon literacy skills an assessment of what our current state across the organisation will be undertaken as part of the engagement work. It is anticipated that there will be a 'tool kit' developed thereafter.

4.5 Net Zero Targets

4.5.1 The zero-carbon target contained in the council's Climate Emergency declaration was based on the existing Council Energy Strategy 2015-2025 that set a target for the council achieving zero carbon by 2045. We are aligning our vision and plans with government strategy which centres on the adoption of a net zero carbon position for our 2040/2045 targets. This means that carbon will be reduced as far as possible with any remaining carbon being offset.

5. CONSIDERATION OF ALTERNATIVE APPROACHES:

5.1 It is essential that the council put in place engagement and governance structures to deliver the carbon reductions that were set by the council when a Climate Emergency was declared in September 2019. If no action were taken, then the council would fail to deliver on its commitments and risk adverse impacts in relation to the climate and wider employment and health outcomes.

6. IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS:

6.1 No direct impact in terms of the measures proposed, however if action is not taken there will be impacts in relation health wellbeing and prosperity of local people.

7. FINANCIAL IMPLICATIONS:

7.1 Consultations have taken place with representatives of the Service Director – Finance (S151 Officer).

7.2 The costs of developing an engagement framework and a 'road map' to show how we achieve net zero carbon and to develop a framework to measure performance are estimated to total in region of £85,000.

7.3 In addition it is proposed to seek to create recruit two new additional Project Officers to the Sustainability and Climate Change Team to support the implementation of the Sustainable Energy Action Plan and work with services to help embed carbon reduction in the culture of the council. It is estimated that these two posts will cost in

the region of £100,000 (subject to job evaluation).

- 7.4 The above costs will be funded from the Zero 40 Feasibility resources set aside as part of the 2020/21 budget setting process.
- 7.5 In addition to the above, there may be further costs that need to be considered in order to introduce measures to reduce carbon emissions. These costs will need to be considered in due course as schemes or projects come forward for consideration against other council priorities.
- 7.6 The financial implications are contained with Appendix A to this report.

8. EMPLOYEE IMPLICATIONS:

- 8.1 There are no direct employee implications from the proposals.

9. LEGAL IMPLICATIONS:

- 9.1 There are no legal implications from the proposals.

10. CUSTOMER AND DIGITAL IMPLICATIONS:

- 10.1 There are no direct customer and digital implications as a result of this report.

11. COMMUNICATION IMPLICATIONS:

- 11.1 A programme of extensive consultation will be put in place through the engagement proposals set out in the report.

12. APPENDICES

Appendix A: Financial Implications

Appendix 1: Barnsley Metropolitan Council Sustainable Energy Action Plan (SEAP)

Appendix 2: Terms of Reference for Positive Climate Partnership and Climate Management Group

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Report of the Executive Director of Place

FINANCIAL IMPLICATIONS

Barnsley SEAP

i) <u>Capital Expenditure</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	TOTAL
		£	£	
				0
	0	0	0	0
To be financed from:				0
	0	0	0	0
ii) <u>Revenue Effects</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>FYE</u>
	£	£	£	£
<u>Expenditure</u>				
Engagement consultation and road map	85,000			
Staffing costs (2 Project officers)	50,000	100,000	100,000	100,000
Total Expenditure	135,000	100,000	100,000	100,000
To be financed from:				
Zero 40 Feasibility Fund	-135,000	-100,000	-100,000	-100,000
	0	0	0	0

<u>Impact on Medium Term Financial Strategy</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>
	£	£	£
MTFS	0.000	0.031	3.879
Effect of this report	0	0	0
Revised Medium Term Financial Strategy	0.000	0.031	3.879

Agreed by:  .28/07/2020..... On behalf of the Service Director and Section 151 Officer - Finance

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Draft Barnsley Zero Carbon Sustainable Energy Action Plan (SEAP)

2020-2025



BARNSLEY
Metropolitan Borough Council

This Sustainable Energy Action Plan is divided into the following sections:

- 1. Introduction**
- 2. Current position in the borough**
- 3. Where we want to be in the borough: Zero 45**
- 4. Current position in the council**
- 5. Where we want to be in the council: Zero 40**
- 6. Engagement and governance**
- 7. How will we do it: the key principles**

- 7.1** Aims, themes and goals
- 7.2** Four community carbon aims
- 7.3** Five emerging delivery themes
- 7.4** Seventeen UN sustainable development goals
- 7.5** Ambitions in numbers

Appendices

- Appendix 1: Definitions
- Appendix 2: The borough's emissions in detail
- Appendix 3: Governance structure

1. Why do we need a Sustainable Energy Action Plan (SEAP)?

Since the United Nations Intergovernmental Panel on Climate Change (IPCC) reported in October 2018, a Climate Emergency movement has emerged. The report warned of the rapid and far reaching consequences of the earth's warming of over 1.5°C. It concluded that limiting global warming to 1.5°C and so limiting the most extreme impacts of climate change would require rapid, far-reaching and unprecedented changes in all aspects of society.

In response, Barnsley Council set out in its climate emergency declaration in September 2019 an ambitious and realistic vision for the borough to become net **Zero Carbon** by 2045 (Zero45) and as an organisation to lead by example to become net zero carbon by 2040 (Zero40).

This is the first draft of a series of five-year Sustainable Energy Action Plans (SEAPs) that aim to deliver a Zero Carbon programme across the borough and within our own organisation. Each plan will successively take us towards our targets.

The purpose of this SEAP 2020-2025 is to set out how we'll deliver on the commitment made by Cabinet in September 2019. It will help us to plan wider positive engagement around climate change, as well as providing the governance structure and carbon reduction targets.

This SEAP recommends an ambitious first borough-wide ambition for **2025** to reduce its emissions by **65%** (2017 baseline) and that as part of this, we have an ambition to reduce our own emissions by **60%** (2019 baseline). This will provide us with the best opportunity to be zero-carbon by 2035.

Achieving net zero carbon is possible over time and our approach will be predicated on a hierarchy of reducing energy demand; engaging in positive behavioural change; using developed technology; using renewable energy; and offsetting emissions via programmes such as tree planting and nature-based carbon capture. This methodology is in line with the UK government's approach and their national target of being net zero by 2050.

This SEAP is based on the IPCC recommendations and indicates where we need to be, the direction of travel to get there, and some early steps so we can move quickly.

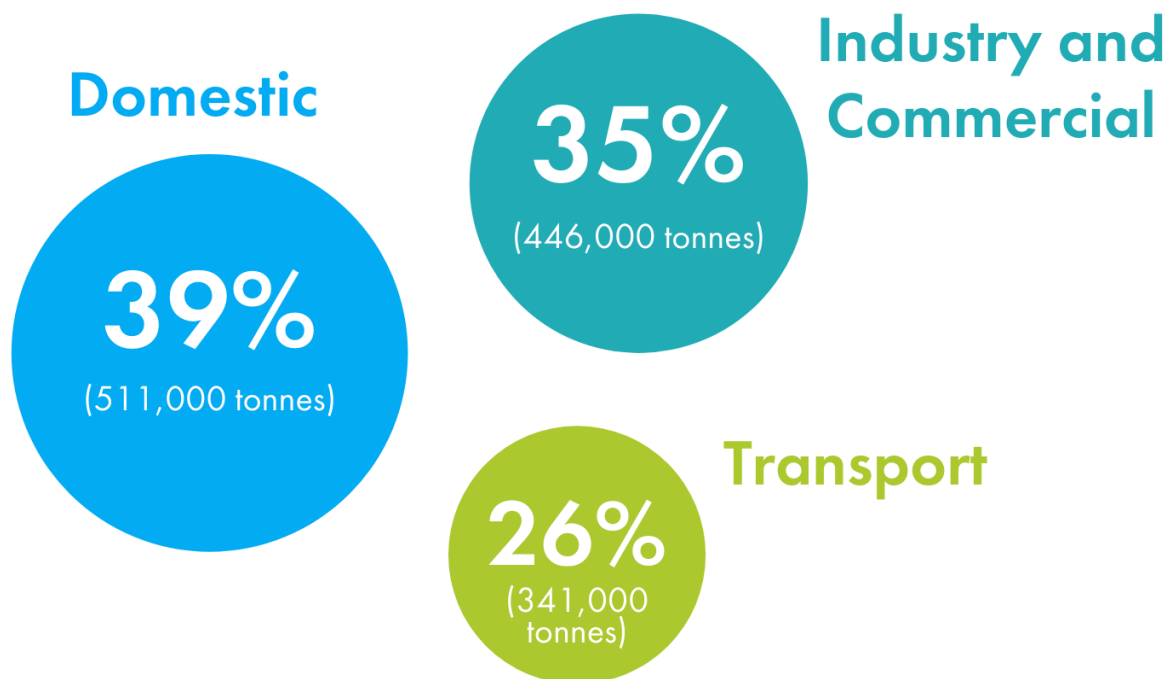
2. Current position in the borough

Most of the borough's emissions are from three broad areas:

- residential housing
- commercial/industrial activities
- transport

In 2017, the Barnsley emitted **1,310,880 tonnes** of carbon in what is termed scope 1 and scope 2 emissions combined. Scope 1 relates to the direct burning of fossil fuels, and scope 2 refers to the indirect burning of fossil fuels such as through the use of traditionally-generated electricity.

Emissions arise from the borough's commercial, residential, institutional and industrial buildings; from agriculture activities generating food; from transportation via rail, road; and through the use and treatment of water and wastes.



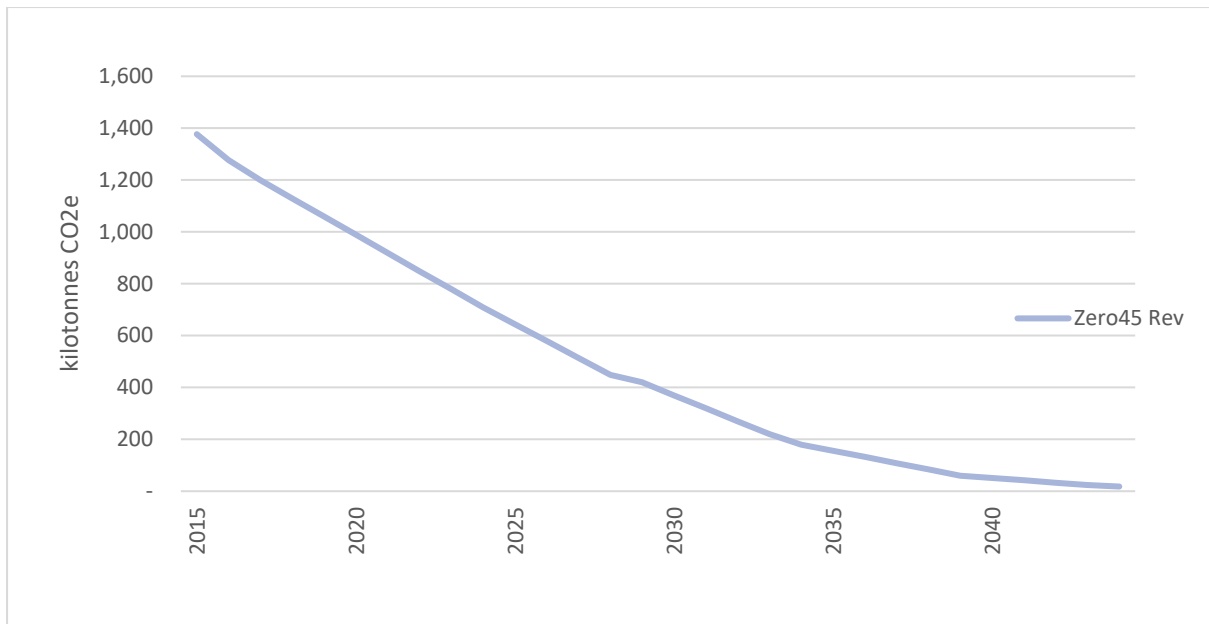
3. Where we want to be in the borough: Zero 45

Barnsley's local carbon reduction goals are based on the borough meeting its 'fair share' of the UN's global carbon target and allocation of carbon budgets.

In order to meet the borough's carbon budget, it's proposed that most carbon savings are made in the first years up until 2030. This means reducing the borough's emissions from a 2017 base line as follows:



Our ambition is that by 2025 the borough reduces its direct and indirect emissions (scope 1 and 2) by 65% of its 2017 emissions.



This means that in Barnsley we:

- reduce greenhouse gas emissions by three-and-a-half times more each year than we have achieved so far
- reduce our demand for energy, while supporting our economy to recover from the wider impacts if the Coronavirus (COVID-19) pandemic
- develop programmes which support the switch to clean zero carbon energy sources by around 2045
- shift to fossil fuel free local travel by around 2030
- make our homes more energy efficient.

Our aims are to:

- positively engage, cutting carbon and improving people's lives
- create a fairer society
- create more and better jobs
- improve the local economy
- improve air quality
- provide more active modes of travel
- reduce our consumption and dependency on energy
- improve the quality of the homes we live in
- provide improved green spaces and ensure greater health equality.

As a leading anchor institution, we'll seek to use our powers and create policies to facilitate, encourage and support the reduction of emissions across the borough. However, the areas where the need to reduce emissions is greatest are also the areas where we have limited influence. It will be necessary for government to play a

significant part in addressing these issues either through legislation, grants or other financial incentives.

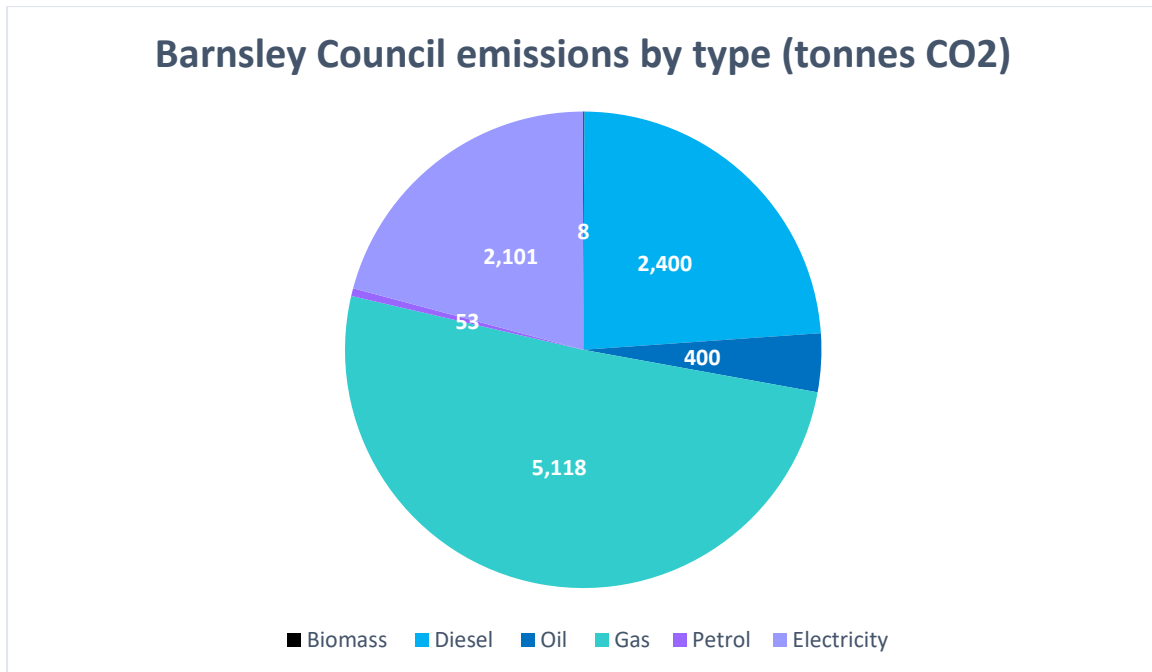
Barnsley will seek to secure local contributions from those with an interest in our borough to help meet this local goal. Local contributions are commitments towards carbon reduction that different organisations and businesses in Barnsley will pledge to achieve, for example, Zero40 is our local contribution. Some organisations already have climate-related action plans, others are committed to develop them. Many more need to be encouraged and supported to do so.

These local contributions vary and together will need to add up to the scale of ambition set out in this SEAP. Over time we will get a sense of whether this strategy is working by the number and quality of local contributions coming forward.

4. Current position in the council

During 2019, the we emitted 10,083 tonnes of carbon during our normal operations.

Most of the emissions are associated with our fleet of diesel vehicles, heating our buildings and the purchase of electricity and other fuels.



These form the principal areas of our own action plan and we'll focus on reduction activities such as improving the energy efficiency of our buildings and purchasing electric vehicles.

We also work with our partners to develop their local contributions toward the borough's targets.

For example:

- In partnership with Barnsley Premier Leisure, we're replacing the coal fired boilers at the Metrodome Leisure Complex which is helping reduce carbon emissions by more than 50% at the centre.
- We're working with Berneslai Homes to develop programmes to improve the energy efficiency of our homes and replace older polluting vehicles with new electric vehicles.
- We're working with Energise Barnsley to deliver solar PV programmes to council owned buildings, schools and domestic properties which will generate renewable electricity using the sun's energy.

5. Where we want to be in the council: Zero 40

We recognise the need to reduce our own emissions quickly, and the majority of our reduction to happen in the next ten years.

Our target is that by 2025, the council will have reduced its emissions by 60 per cent based on 2019 levels.

We'll aim to achieve our carbon emission targets by using a combination of existing schemes and development of new programmes.

We're committed to being a leader in sustainability by reducing our environmental impact, protecting our natural environment, empowering our staff and operating responsibly, enhancing social value and collaborating with our partners to work with our local communities.

We'll do this by embedding sustainability into our workplace practice and across our supply chain, applying our vision of 'doing no harm' and working collaboratively with our partners.

6. Engagement and governance

It's important that our residents and stakeholders are consulted as widely as possible.

We'll build on the recent Barnsley 2030 engagement which is the basis of the strategic direction for the borough over the next ten years.

We'll work closely with key stakeholders across the borough such as the area councils, councillors, youth services such as Barnsley's Youth Council, schools and colleges, community leaders and groups, voluntary sectors and our businesses.

We'll use best practice to develop our engagement proposals. We'll reflect feedback and ideas in our plans.

The emerging governance arrangements for Barnsley 2030 will set out the strategic direction for the borough, and it is anticipated that they will oversee the annual reporting process for zero carbon with both Zero40 and Zero45 programmes reporting into it.

A Positive Climate Partnership will report to the emerging Barnsley 2030 board for Zero45. It will champion and co-ordinate local action on climate change. We'll support the them, but it will be an independent partnership.

The Positive Climate Partnership will:

- monitor delivery of carbon reduction targets for Zero45
- provide a forum with an independent voice to co-ordinate and champion local action
- help to grow the wider network of interest
- gather and present data to inform action with a set of indicators to show if we are making progress
- produce annual reports on local progress.

Our existing Carbon Management Group will report on Zero40 to the emerging Barnsley 2030 board. The group will monitor our own delivery of carbon reduction targets and embed a carbon reduction culture across our organisation.

Where possible, existing boards in our governance structure will have a standing item in respect of environmental impact in their terms of reference.

As part of Sheffield City Region, Barnsley Council is also a member of the NZ:SCR partnership which will oversee the City Region's reduction to net zero and provide a link between the City Region's authorities and government's Department of Business Energy and Industrial Strategy.

We'll be responsible for monitoring and reporting progress in achieving the Zero40 and Zero45 targets set out in this SEAP. For this to be meaningful it will be necessary to develop a measuring and accreditation methodology which reports annually to the governance structures set out. We'll develop this methodology during

the first six months of this SEAP with the intention of reporting on the success of the first year of the programme at the end of 2020-2021.

7. How will we do it: the key principles

Our response to the climate emergency will be successful if we acknowledge the scale of the change required.

This will require:

- **Positive engagement and co-creation** with the residents and businesses of Barnsley
- **Developing a clear view of climate risk** to identify vulnerabilities in the face of extreme weather events.
- **Promotion of adaptation** to put in place policies, practices and infrastructure, including natural 'green and blue' infrastructure, to help limit negative impacts from climate change.
- **Creation of lifelong learning and training opportunities** for residents and business allowing them to adapt and improve the local supply chain.
- **Ensuring that a just transition takes place** with all residents able to benefit fully from the new opportunities and the costs of the transition will not fall disproportionately on those least able to pay.
- **Develop wider climate understanding** to raise awareness about the climate emergency and about the opportunities and benefits.
- **Adequate resourcing** to secure increased investment (capital and human resources) to match the scale of the challenge.
- **Create stronger partnerships and networks** to ensure climate action is given the priority it needs and is developed in a collaborative and co-ordinated way.
- **Understand our residents' ambitions** via regular and ongoing engagement and consultation.
- **A recognition that health and economy outcomes are linked to the climate agenda.**

7.1 Aims, themes and goals

This SEAP identifies four Zero Carbon Community Aims. These will be delivered via five themes and it will align with the 17 United Nations' Development Goals. This is set out below in the following section.

7.2 Four Community Carbon Aims

The SEAP's Delivery Plan has the aim of delivering four Zero Carbon community aims set out below:



These are aims which if achieved will help to deliver a greener, more inclusive and healthier borough.

7.3 Five Emerging Delivery Themes

We'll look to achieve our four Zero Carbon Community Aims by focusing on delivering projects focused on the five following themes:



Energy efficiency:

Reducing the demand for energy, including retrofitting both domestic and non-domestic properties for better efficiency.



Renewable energy:

Generating or resourcing our energy from zero carbon and renewable sources, including biodiesel, solar PV and microhydro.



Sustainable transport:

A transition to fossil-fuel-free local travel, including supporting active travel and increasing electric and hybrid vehicles.



Resource efficiency:

Use resources, materials, land and food in a sustainable way, minimising waste and developing new uses for waste products.



Decentralised heating:

Using alternative sources of heating, like heat networks, rather than natural gas as our primary source of heat.

It's likely that these themes will develop and change over time following consultation.

Themes for actions

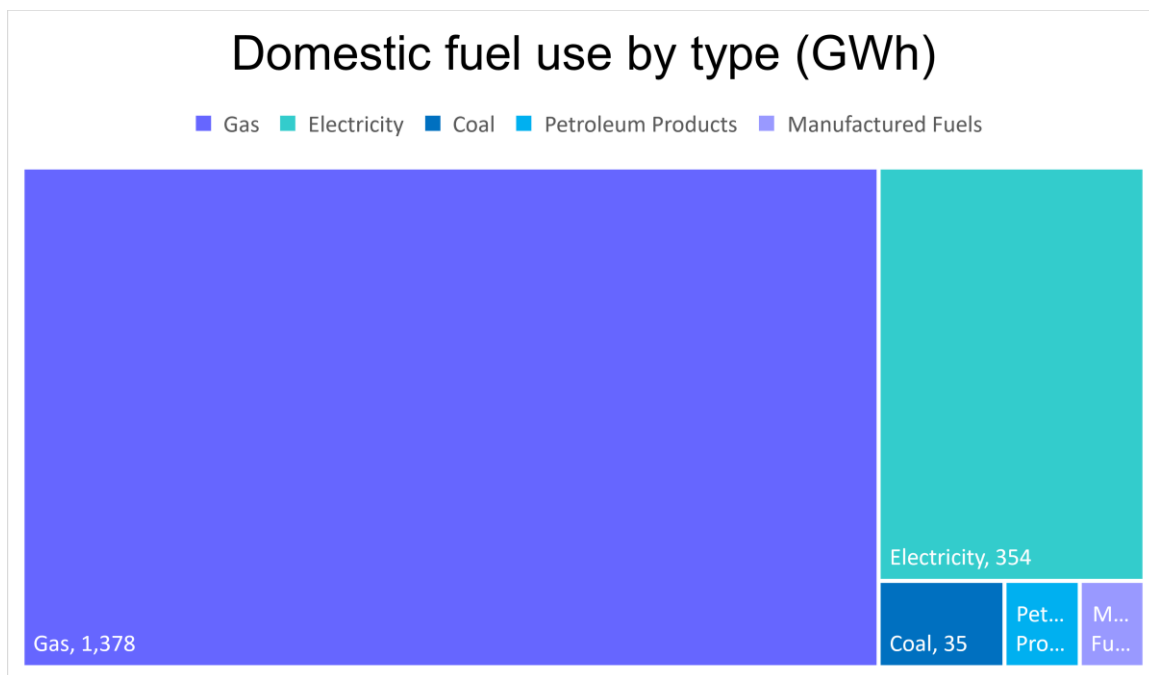
The SEAP will seek to achieve carbon reduction through addressing the five themes set out in section 5. Each thematic area will be reviewed to identify projects and programmes which can be delivered locally.

Improving Energy Efficiency

Over 40% of the UK's energy consumption is from the way our buildings are lit, heated and used. Energy use in existing residential and commercial buildings in Barnsley is a major contributor to carbon emissions and therefore represents the biggest opportunity for reduction.

This includes a range of retrofit measures for both domestic and non-domestic properties including boiler efficiencies, insulation, controls and energy management systems. Awareness and behaviour change will be an important component of this, as will working with partners and communities and those with the highest consuming buildings.

We'll look to use our levers of influence, especially regarding planning policy and the development of our own buildings.



The most difficult issue for the borough is how heat is provided and how we can move away from natural gas as visible above, gas is the most used fuel in domestic settings in Barnsley.

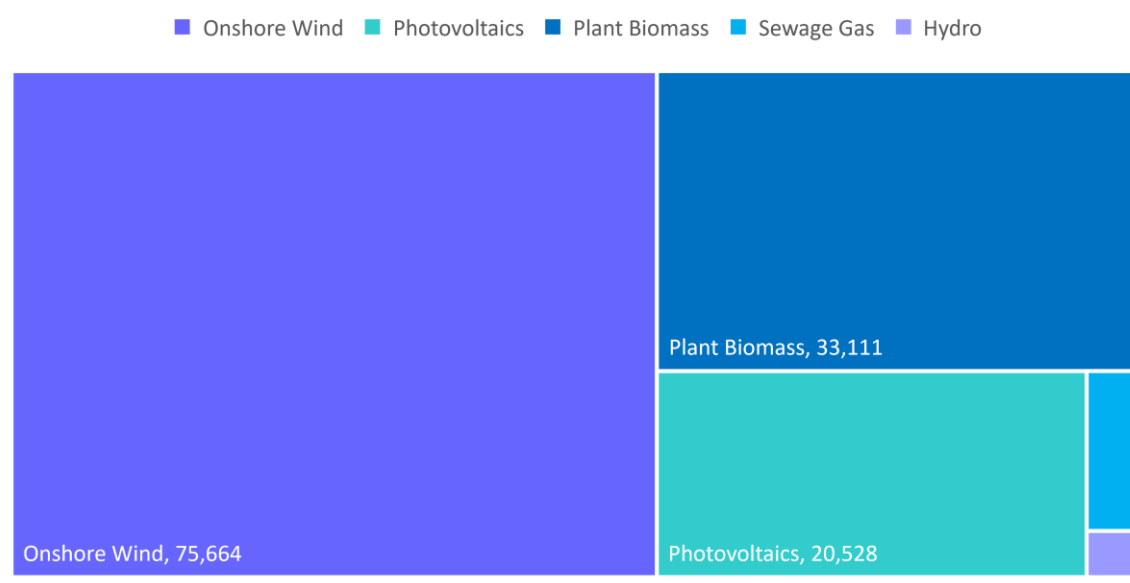
Renewable Energy

We want to increase the proportion of renewable energy that is generated within the borough and to increase the proportion of this energy that is owned within the borough - retaining a greater proportion of our energy spend will have a significant impact including on fuel poverty.

We want to expand the use of renewable technologies for both electricity and heat across the borough and integrate these into buildings, assets and infrastructure. A key objective of the SEAP is to develop a supportive regime for installing renewable technologies. Currently there is a lack of awareness of the potential opportunities across Barnsley and no strategic policy framework to assist with installations. This awareness needs to be developed further. The main aim of any review would be the identification of investable renewable projects to power Barnsley's homes, public and commercial buildings.

We want to provide guidance for community groups and householders; and assessing opportunities for a number of specific renewables projects such as biodiesel, solar PV and micro hydro.

Renewable electricity generation by source (MWh)



Sustainable Transport

Transport emissions in Barnsley still accounted for 26% of all emissions in 2017. This SEAP programme aims to support the work of our Active Travel Plan and Sustainable Travel Strategy by developing initiatives specifically aimed at reducing carbon emissions from transport such as encouraging residents to cycle more.

How often do Barnsley Residents cycle	%
At least once per month	10.9
At least once per week	8.1
At least three times per week	2.8
At least five times per week	0.7

Source: Department of Transport

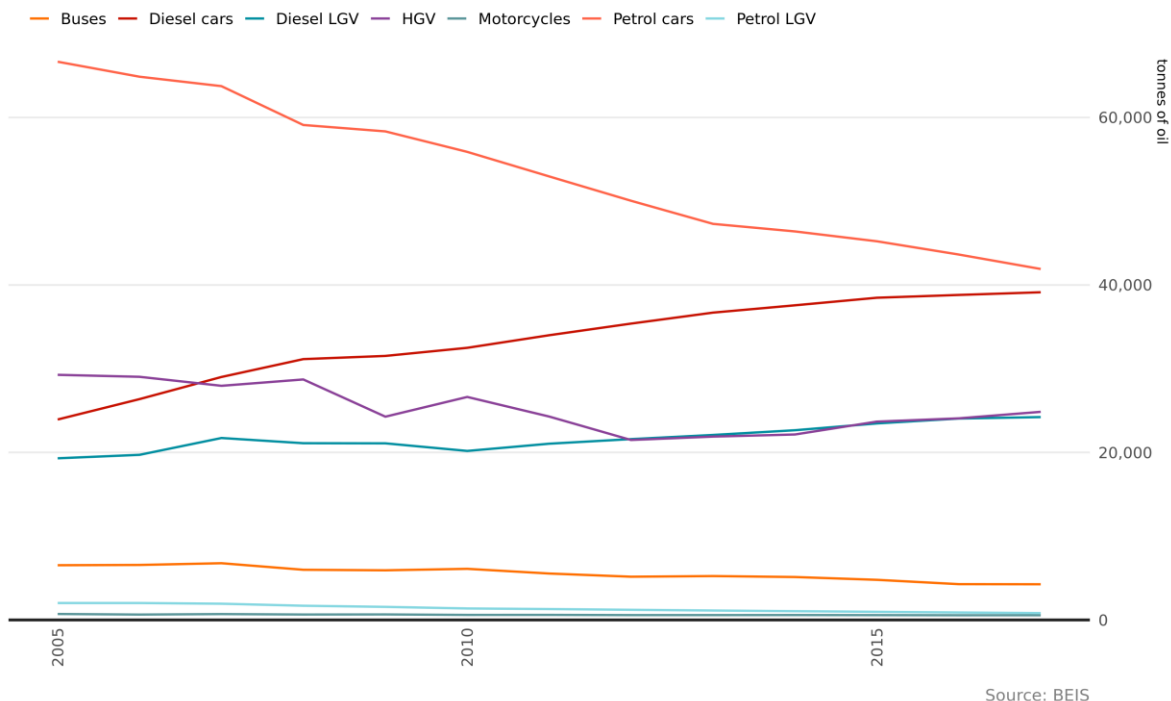
The SEAP will also work with partners on a major programme to substantially increase the number of electric and hybrid vehicles in the borough including cars, buses and vans, and ensure that there is infrastructure in place to support this. An important element of this work will be to ensure that the electricity generation for the vehicles is decarbonised. It will seek to understand the opportunities for alternative fuels such as hydrogen.

Barnsley's Transport Strategy aims to reduce the need to travel, encourage active travel and decarbonising travel. This includes a range of measures in the Active Travel Action Plan. Other initiatives include working with large employers to set

travel targets, promoting green fleet health checks, creation of a Town Car Club; supporting and engaging with local bus service providers on decarbonising public transport.

Fuel use by vehicle type

Barnsley, 2005-2017



Resource Efficiency

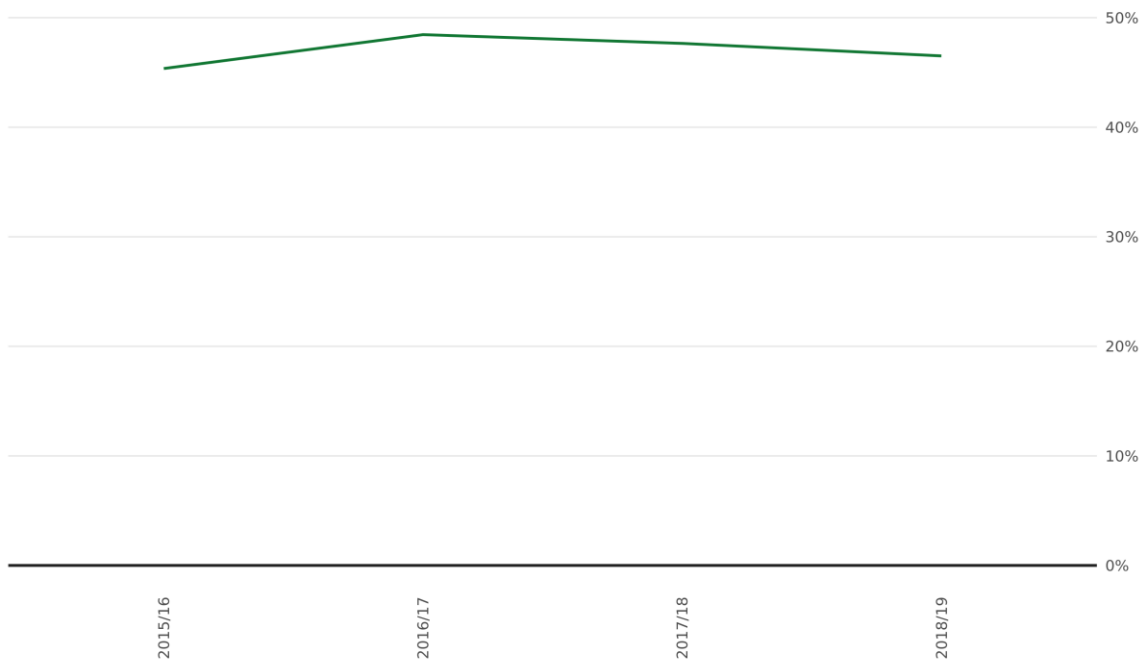
Natural capital is nature’s ability to renew and provide resources. These resources include water, land, minerals and timber and are not finite. Human activities are consuming these inefficiently, producing more waste leading to increasing carbon emissions.

This means that there is a need to find new sustainable methods of production to address wasteful consumption and develop new uses for products previously considered ‘waste’.

This programme will encourage resource efficiency across Barnsley with businesses and consumers. Actions will include working in partnership with Sheffield City Region to deliver a programme to support SMEs and evaluate opportunities for capturing waste heat and power, working with colleagues delivering the town’s food agenda, joining the Circular Economy 100 programme, promoting the Resource Efficient UK advisory and support service, engaging with organisations involved in reuse and repair activities in Barnsley.

Reuse, recycling or composting of household waste

Barnsley, 2015 - 2018



Source: DEFRA

Decentralised Heating

Heat networks form an important part of our plan to reduce carbon and cut heating bills for customers (domestic and commercial). They are one of the most cost-effective ways of reducing carbon emissions from heating, and their efficiency and carbon-saving potential increases as they grow and connect to each other. They provide a unique opportunity to exploit larger scale – and often lower cost – renewable and recovered heat sources that otherwise cannot be used. It's estimated by the Committee on Climate Change that around 18 per cent of UK heat will need to come from heat networks by 2050 if the UK is to meet its carbon targets cost effectively.

Our activities will focus on the opportunities to create new heat networks across Barnsley providing locally generated heat for residential and commercial properties. Actions will include publishing a Barnsley District Heating Strategy and heat maps, evaluating the potential from its own estate, providing guidance for developers, working with partners to assess opportunities from new developments.

7.4 Seventeen UN Sustainable Development Goals

It's our aspiration that this SEAP becomes closely aligned with the United Nation's Sustainable Development Goals (2015-2030). These global goals aim to end all forms of poverty, reduce inequalities and fight climate change while ensuring that no one is left behind.

These goals are represented below:

www.un.org/sustainabledevelopment/sustainable-development-goals/



7.5 Ambitions in numbers

The table below details the principle carbon objectives of this SEAP.

Our Ambitions	date to be achieved by	how are we going to measure it	What's our starting point	What's our target for 2025
Zero45 65% reduction in scope 1 & 2 carbon emissions	December 2025	Annual validation by third party	1,310,810 tCO2E	458, 708 tCO2E
Zero40 60% reduction in scope 1 and 2 carbon emissions	December 2025	Annual validation by third party	10,083 tCO2E	4,033 tCO2E

Appendix 1 DEFINITIONS

Net Zero: This is described as achieving a position in which the activities of an organisation or an economy (in the case of this SEAP the council and the wider borough) result in no net impact on the climate from greenhouse gas emissions. This is achieved by reducing greenhouse gas emissions and by balancing the impact of any remaining greenhouse gas emissions with an appropriate amount of carbon removal.

Greenhouse gas emissions: Carbon dioxide (CO₂) makes up the vast majority of greenhouse gas emissions, but other gases such as Methane (CH₄) and nitrous oxide (N₂O) and Ozone (O₃) are also defined as greenhouse gases as they can all contribute to the warming of the atmosphere. Greenhouse gases are typically expressed as 'carbon dioxide equivalent', or CO₂e, and this measure incorporates all greenhouse gases as defined by the Kyoto Protocol.

Net Zero Targets: This SEAP refers to two net zero targets Zero 40 for the council and Zero 45 for the wider borough. Other bodies have set net zero carbon targets which do not in all cases correspond to the council's; the government, for example, has set a net zero target for the country of 2050, the Sheffield City Region has set a target for its geography of 2038. It is not clear, at this point, whether these different targets will at some point in the future be rationalised however the council believes that the targets it has set namely Zero 40 for its own activities and Zero 45 for the wider borough are realistic and achievable. It should also be noted that the council's Energy Strategy 2015-2025 which informed the Climate Emergency Declaration speaks of a zero carbon target by 2040, at this moment absolute zero is not achievable and we are therefore focusing on a net zero target with offsetting where necessary.

Carbon Budget: this is the total amount of carbon that can be emitted, allocated to a country, region, or organisation in order to constrain the rise in global temperature to no more than 1.5°C. More information is given under Science Based Targets and Monitoring below.

Scope: in order to establish which carbon emissions are to be counted when looking at the emissions of a business or a geography (borough, region, country) a number of definitions of what is in and what is out of scope have been developed. Scope 1 emissions are those generated by activities within the organisation or geography principally from the burning of fossil fuels for heating, Scope 2 are emissions generated outside the organisation principally electricity, and Scope 3 emissions are those generated by outsourcing activities to another organisation. 'Scopes' help us to understand which activities cause greenhouse gas emissions and how emissions are allocated within a wider organisation or geographical location.

Appendix 2

Barnsley's 2017 greenhouse gas emissions by source (metric tonnes CO2e)

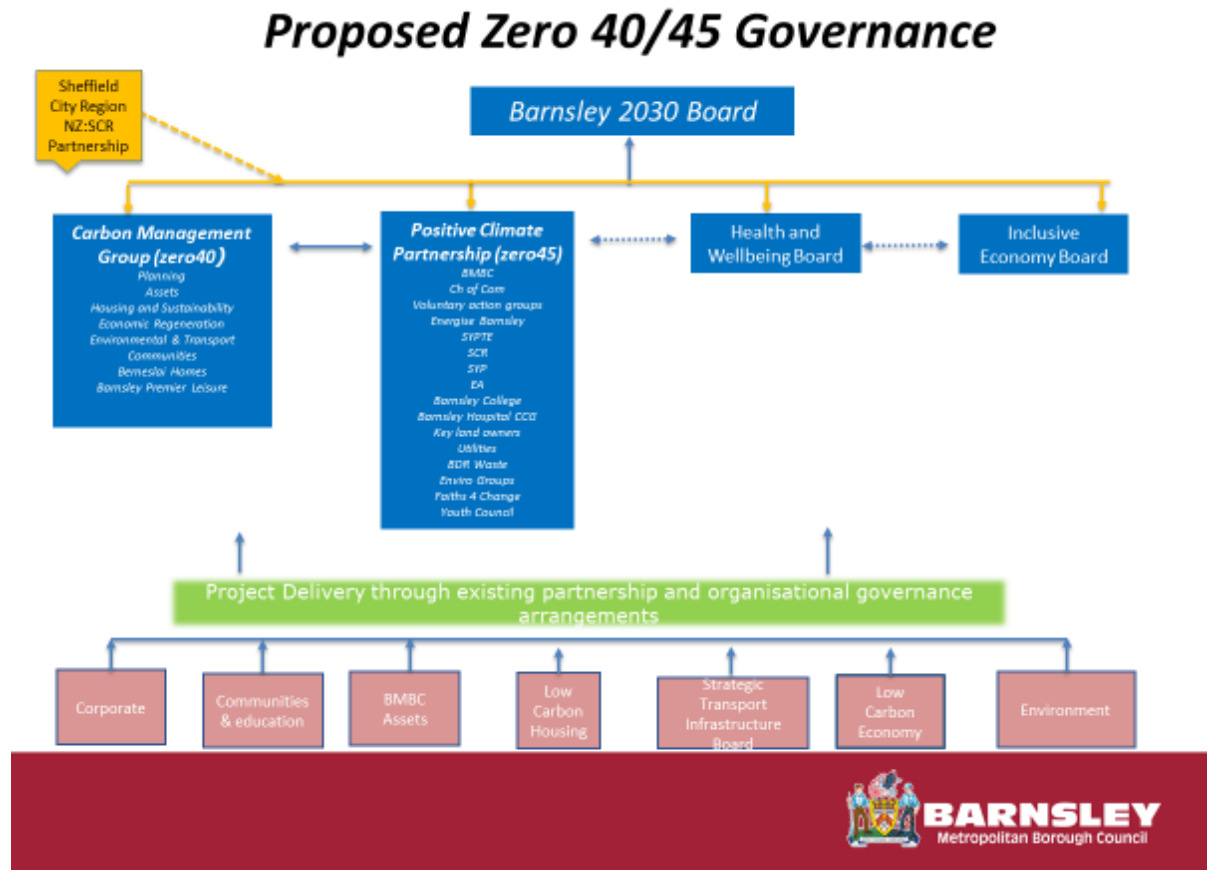
The borough's emissions	Direct emissions (Scope 1)	Indirect emissions (Scope 2)	Total Tonnes of Carbon emitted
Residential buildings	262,241	125,315	387,556
Commercial buildings	62,188	21,361	83,549
Institutional buildings	101,212	107,946	209,158
Industrial buildings	95,214	62,574	157,788
Agriculture	4,291	2	4,293
Rail	4,601		4601
Road	400,087		400,087
Waterways	12		12
Solid waste disposal	48,641		48,641
Wastewater	15,195		15,195
Total	993,682	317,198	1,310,880

Fig 1 Tyndale Centre Scatter analysis University of Manchester: 2020

Barnsley Council emissions by type	Direct emissions (Scope 1)	Indirect emissions (Scope 2)	Total Tonnes of Carbon emitted
Biomass	8		8
Diesel	2,400		2,400
Oil	400		400
Gas	2,057	3,061	5,118
Petrol	53		53
Electricity		2,101	2,101
Total	4, 921	5,162	10,083

Fig 2 Barnsley Councils emissions by fuel

Appendix 3: Governance structure



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Positive Climate Partnership

Terms of Reference

July 2020

Vision

The **Positive Climate Partnership** has set the following vision for Barnsley Council:

Our vision is that by 2025 the borough will be on the path to transforming its energy use. Energy demand and consumption will be reduced, renewable energy generation will increase and by encouraging local ownership and generation the resulting structural changes will lead to a more local energy market. That the economy will have recovered from the Covid -19 impact with a focus on low carbon jobs.

Purpose and Functions

The Positive Climate Partnership will champion and co-ordinate local action on climate change. It will be supported by, but independent of, the council.

The Positive Climate Partnership is a group comprised of stakeholders, who can create partnerships which will influence the borough's pathway to net zero. It will oversee the borough's reduction through to 2030.

The partnership will:

- Report to the Barnsley 2030 on matters relating to Zero 45 (the borough's emissions)
- Monitor delivery of carbon reduction targets for Zero 45
- Provide a forum with an independent voice to co-ordinate and champion local action to tackle the climate crisis
- Help to grow the wider network of interest
- Gather and present data to inform action with a set of indicators to show if we are making progress
- Produce annual reports on local progress that consider actions taken in partnership and any gap between actual and necessary reductions in emissions
- Arrange review panels on climate strategy topics where progress is limited. These panels will review the evidence and make further recommendations for action.

Membership

The membership of the Positive Climate Partnership is set out below:

- Barnsley Council:-
 - Sustainability and Climate Change
 - Stronger Safer Communities

- Communications and Marketing
- Planning
- Business Support
- Any other service areas/directorates as necessary
- Barnsley and Rotherham Chamber of Commerce
- Voluntary Action Barnsley
- Energise Barnsley
- South Yorkshire Passenger Transport Executive
- Sheffield City Region
- South Yorkshire Police
- Environment Authority
- Key Land owners across the borough
- Yorkshire Water & other utilities
- Berneslai Homes
- Barnsley College
- Barnsley Hospital NHS Trust
- CCG
- Barnsley Doncaster and Rotherham Waste Partnership
- Barnsley Environment Network
- Faiths 4 Change
- Youth Council
- Other housing providers
- Other members TBC

Except where membership of the partnership is by position, member organisations should appoint named representatives. All members should nominate a named deputy to attend only in their absence. The full membership, including deputies, is set out at Appendix 1.

Officer Support

Officer support for the meetings will be provided as follows:-

- BMBC Sustainability and Climate Change Officer Project Manager and Officer.

Additional officers from the council and partner agencies will attend meetings on an ad hoc basis to present specific reports.

Roles and Responsibilities

Individual members undertake to:

- Champion and advocate the work of the partnership in their wider networks, locally and nationally, and in the community;
- Reflect the views of their organisation, being sufficiently briefed, able to contribute to discussions, make decisions and enact those decisions within their respective organisation;

- Identify local issues, needs, priorities and assets to inform the development of strategic intelligence and strategic planning;
- Consult about the work of the partnership to ensure a strong resident and community voice;
- Embrace a strong performance management ethos in delivering the key outcomes and priorities set out in the Sustainable Energy Action Plan;
- Act on what the partnership has agreed and be held to account for delivery within their respective organisation;
- Influence any consequent changes to policy development/ service delivery in their own organisation;
- Commit to a whole systems approach of working, including the alignment and pooling of resources where appropriate;
- Ensure that there are communication mechanisms in place within their organisation to enable information about the work and priorities of the partnership to be disseminated and to ensure decisions are fed back accordingly.

The chair will undertake to:

- Promote and encourage discussion and ensure that discussions and resulting decisions reached are recorded;
- Ensure that meetings are conducted ethically, orderly, fair and are thorough, efficient and appropriate to the vision and priorities of the group;
- Represent the views of the group locally, regionally and nationally, where appropriate.

Accountability/Governance

The partnership reports into the Barnsley 2030 Board but also has an important working relationship with the Carbon Management Group which oversees the delivery of Zero 40 within the council.

The partnership reports will include how carbon has reduced across the borough and progress made in developing and delivering transformational projects. It will also report on any related carbon issues from existing boards such as the Health and Wellbeing Board.

The group may establish time limited task and finish groups as it sees fit, to deliver the vision and priorities of the partnership. The structure is set out at Appendix two.

The chair of the group is the Council's Climate Change spokesperson. The quorum of the meeting will be one quarter of the membership.

Meetings will be held on a six monthly basis. Draft agenda to be agreed with the chair and reports requested 20-25 working days before the meeting with

papers being circulated 5 working days before the meeting date. In exceptional circumstances papers can be tabled on the day of the meeting.

The use of complex terminology will be minimised in the preparation of all working documents. Approved minutes will be circulated within 20 working days after the group meeting.

Members can request the inclusion of items of significance for the agenda by contacting the chair no later than 10 working days before the meeting. The chair reserves the right to determine when the item is presented to the board. In exceptional circumstances matters may be brought to the attention of the chair at the start of the meeting. Members can request items for future meetings at any time and the chair will give instruction for these to be added to the forward plan at their discretion.

Review

The terms of reference will be reviewed as and when required.

Approved by CMG Board:

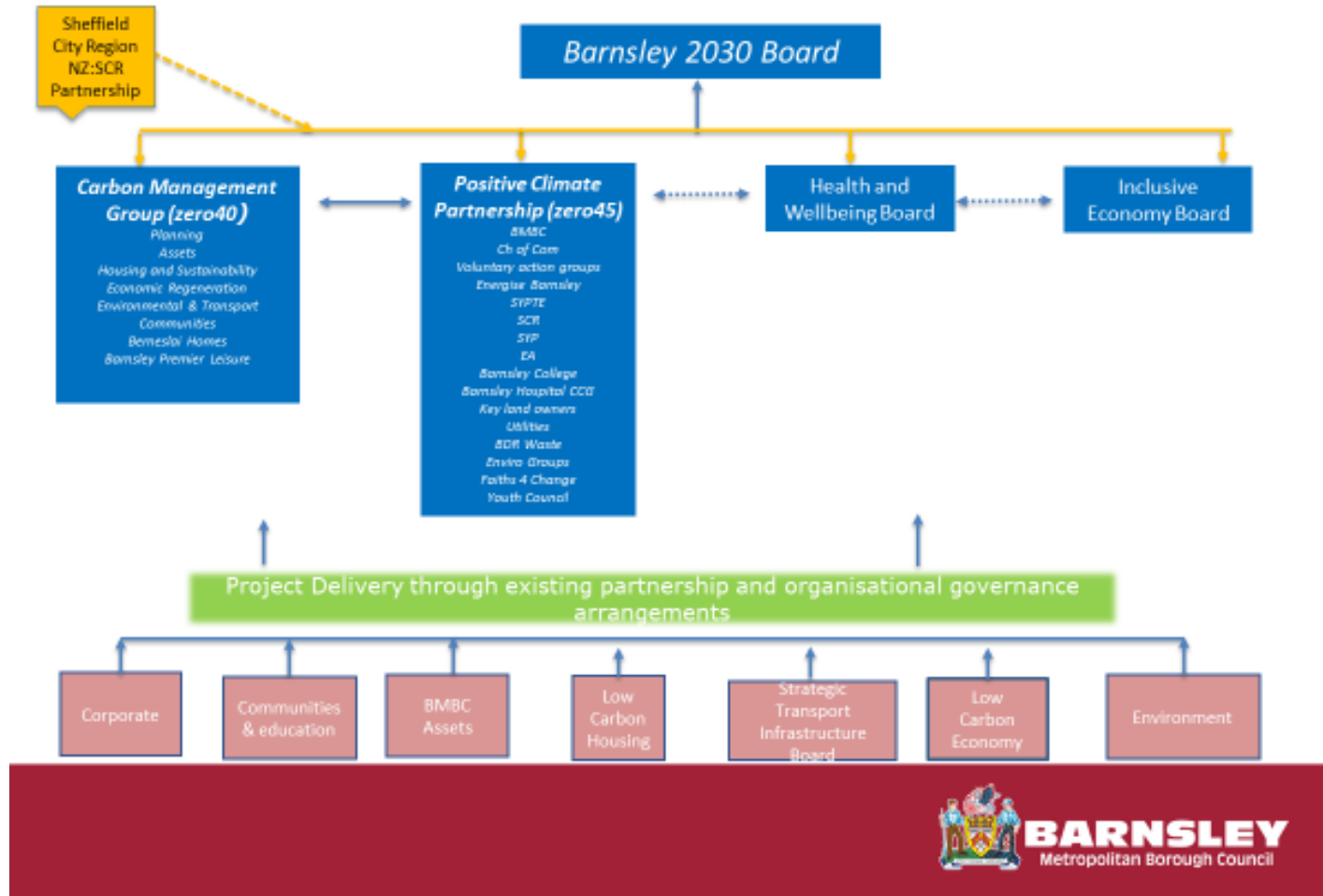
Review Date:

Version Control

Ref	Date	Description	Author
1	July 2020	Draft TOR prepared for Paul Castle to review	David Malsom

Appendix 1: Zero 40/45 governance and delivery

Proposed Zero 40/45 Governance



Appendix 2: Membership details (to be agreed with representatives prior to the first meeting):

	Service Area	Representative	Position	Email	Deputy	Email
	Chair	TBC	TBC			
	Barnsley Council Housing, Sustainability and Climate Change	Richard Burnham David Malsom	Head of Housing, Sustainability and Climate Change Group Leader, Sustainability and Climate Change	richardburnham@barnsley.gov.uk davidmalsom@barnsley.gov.uk		
	Barnsley Council Stronger Communities	Rachel Payling	Head of Stronger Communities	RachelPayling@barnsley.gov.uk		
	Barnsley Council Communications and Marketing	Mike Cotton	Marketing Manager	michaelcotton@barnsley.gov.uk		
	Barnsley and Rotherham Chamber of Commerce	TBC	TBC			
	Voluntary Action Barnsley	TBC	TBC			
	Energise Barnsley	TBC	TBC			
	South Yorkshire Passenger Transport Executive	TBC	TBC			
	Sheffield City Region	TBC	TBC			
	South Yorkshire Police	TBC	TBC			
	Environment Authority	TBC	TBC			
	Berneslai Homes	TBC	TBC			
	Barnsley College	TBC	TBC			
	Barnsley Hospital NHS Trust	TBC	TBC			
	CCG	TBC	TBC			
	Barnsley Doncaster and Rotherham Waste Partnership	TBC	TBC			
	Barnsley	TBC	TBC			

	Environment Network					
	Faiths 4 Change	TBC	TBC			
	Other housing providers	TBC	TBC			
	Youth Council	TBC	TBC			
	Minutes	Katie Rockett	Sustainability and Climate Change	katierockett@barnsley.gov.uk		

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Carbon Management Group

Terms of Reference

July 2020

Vision

The **Carbon Management Group** has set the following vision for Barnsley Council:

Our vision is that by 2025 the borough will be on the path to transforming its energy use. Energy demand and consumption will be reduced, renewable energy generation will increase and by encouraging local ownership and generation the resulting structural changes will lead to a more local energy market. That the economy will have recovered from the Covid -19 impact with a focus on low carbon jobs.

Purpose and Functions

The Carbon Management Group will champion and co-ordinate action on climate change within Barnsley Council.

The group will:

- Oversee/monitor the delivery of sustainability and low carbon projects in line with key objectives (the agreed five identified themes) emerging from the Sustainable Energy Action Plan (SEAP);
- Report to the Barnsley 2030 Board on matters relating to Zero 40 (the council's emissions);
- Monitor delivery of carbon reduction targets for Zero 40;
- Oversee delivery of specific carbon reduction programmes; key individual projects; and a number of subgroups that will address the various carbon reduction, health and inclusive economy themes set out in the SEAP;
- Seek to embed carbon reduction in the culture of the council;
- Link in with the Positive Climate Partnership to ensure Barnsley remains on target to become net zero carbon by 2045;
- Ensure that the actions of the group improve the health and wellbeing of Barnsley residents and address inequalities that are identified within the borough.

Membership

The membership of the Carbon Management Group is set out below:

Heads of Service of

- Planning
- Assets
- Housing and Sustainability
- Economic Regeneration

- Environmental & Transport
- Communities
- Berneslai Homes
- Barnsley Premier Leisure

Officer Support

Officer support for the meetings will be provided as follows: -

- BMBC Sustainability and Climate Change Project Manager and Energy Project Officer.

Additional officers from the council and partner agencies will attend meetings on an ad hoc basis to present specific reports.

Roles and Responsibilities

Individual members undertake to:-

- Champion and advocate the work of the group in their networks within the council;
- Reflect the views of their service area, being sufficiently briefed, able to contribute to discussions, make decisions and enact those decisions within their respective service area;
- Identify local issues, needs, priorities and assets to inform the development of strategic intelligence and strategic planning;
- Consult about the work of the group to ensure a strong resident and community voice;
- Embrace a strong performance management ethos in delivering the key outcomes and priorities set out in the Sustainable Energy Action Plan;
- Act on what the group has agreed and be held to account for delivery within their respective service area;
- Influence any consequent changes to policy development/ service delivery in their own service area;
- Commit to a whole systems approach of working, including the alignment and pooling of resources where appropriate;
- Ensure that there are communication mechanisms in place within their service area to enable information about the work and priorities of the group to be disseminated and to ensure decisions are fed back accordingly.

The chair will undertake to:-

- Promote and encourage discussion and ensure that discussions and resulting decisions reached are recorded;
- Ensure that meetings are conducted ethically, orderly, fair and are thorough, efficient and appropriate to the vision and priorities of the group;

- Represent the views of the group locally, regionally and nationally, where appropriate.

Accountability/Governance

The group reports into the Barnsley 2030 Board, as a committee of the council, but has an important working relationship with the Positive Climate Partnership which oversees the delivery of Zero 45 within the borough.

The group reports will include how carbon has reduced across the council's activities and progress made in developing and delivering transformational projects. It will also report on any related carbon issues from existing boards such as the Health and Wellbeing Board.

The group oversees several subgroups that will address the various carbon reduction, health and inclusive economy themes set out in the SEAP.

The group may establish time limited task and finish groups as it sees fit, to deliver the vision and priorities of the group. The structure is set out at Appendix two.

The chair of the group is the Cabinet Spokesperson Environment and Waste. The quorum of the meeting will be one quarter of the membership.

Meetings will be held on a six monthly basis. Draft agenda to be agreed with the chair and reports requested 20-25 working days before the meeting with papers being circulated 5 working days before the meeting date. In exceptional circumstances papers can be tabled on the day of the meeting.

The use of complex terminology will be minimised in the preparation of all working documents. Approved minutes will be circulated within 20 working days after the group meeting.

Members can request the inclusion of items of significance for the agenda by contacting the chair no later than 10 working days before the meeting. The chair reserves the right to determine when the item is presented to the board. In exceptional circumstances matters may be brought to the attention of the chair at the start of the meeting. Members can request items for future meetings at any time and the chair will give instruction for these to be added to the forward plan at their discretion.

Review

The terms of reference will be reviewed on as and when required.

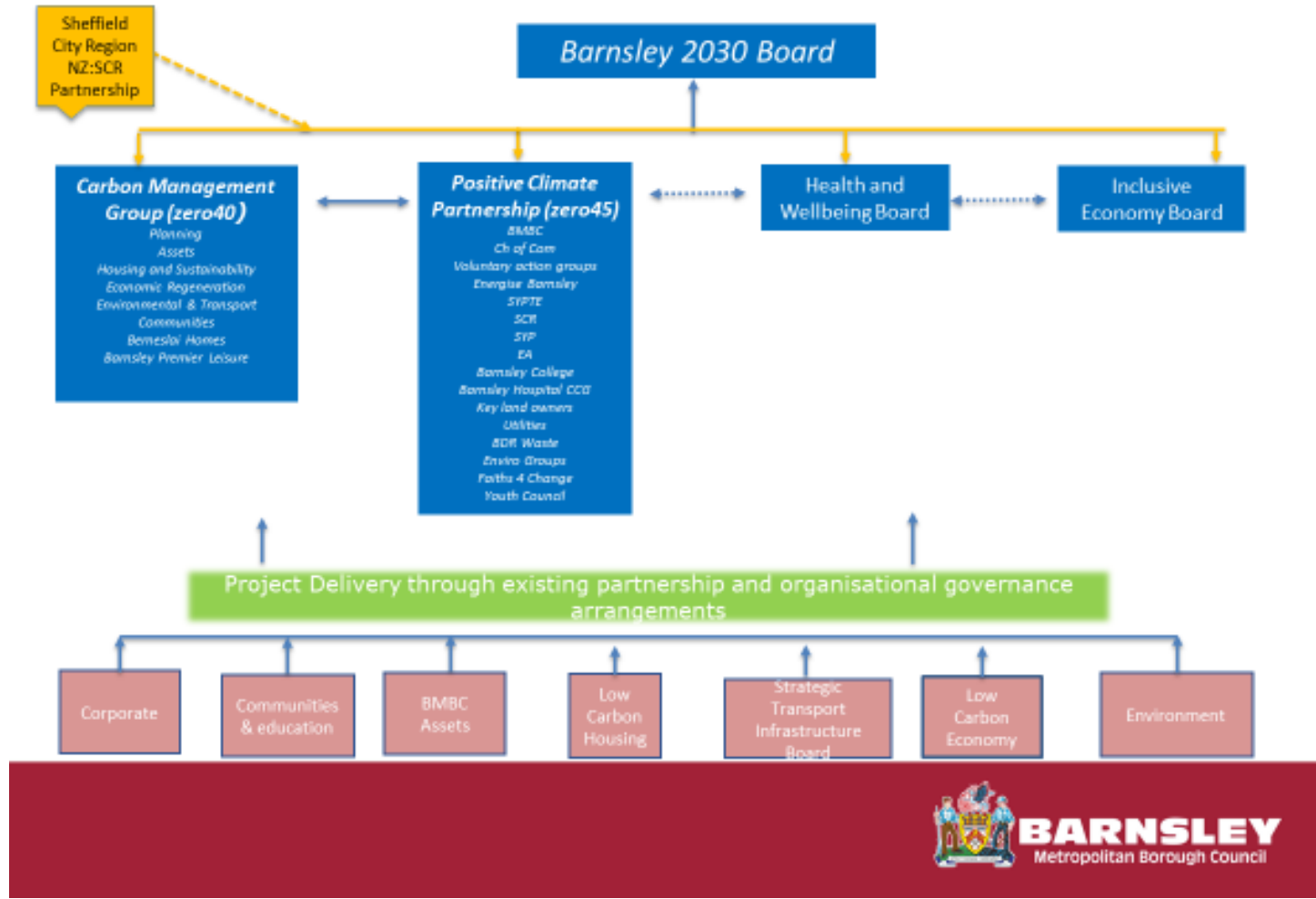
***Approved by CMG Board:
Review Date:***

Version Control

Ref	Date	Description	Author
1	July 2020	Draft TOR prepared for Paul Castle to review	David Malsom

Appendix 2: Safer Barnsley Partnership Structure

Proposed Zero 40/45 Governance



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Appendix 2: Membership details (to be agreed with representatives prior to the first meeting):

	Service Area	Representative	Position	Email	Deputy	Email
1	Chair	Chris Lamb	Cabinet Spokesperson Environment and Waste	cllrchrislamb@barnsley.gov.uk		
2	Sustainability and Climate Change	Richard Burnham	Head of Housing, Sustainability and Climate Change	richardburnham@barnsley.gov.uk		
3	Sustainability and Climate Change	David Malsom	Group Leader, Sustainability and Climate Change	davidmalsom@barnsley.gov.uk		
4	Berneslai Homes	Lee Winterbottom	Managing Director Construction Services	LeeWinterbottom@berneslaihomes.co.uk		
5	Berneslai Homes	John Dowle	Commercial Heating Manager	johndowle@berneslaihomes.co.uk		
6	Employment and Skills	Tom Smith	Head of Employment and Skills	TomSmith@barnsley.gov.uk		
	Economic Regeneration	Paul Clifford	Head of Economic Regeneration	PaulClifford@barnsley.gov.uk		
	Economic Regeneration	Andrew Osborn	Regeneration Projects Group Leader	AndrewOsborn@barnsley.gov.uk		
	Culture and Visitor Economy	Sue Thiedeman	Head of Culture and Visitor Economy	SueThiedeman@barnsley.gov.uk		
10	Transport	Ann Beddoes	Transportation Manager	AnnBeddoes@barnsley.gov.uk		
11	Transport	Tracey Brewer	Head of Transport	TraceyBrewer@barnsley.gov.uk		
12	Stronger Communities	Rachel Payling	Head of Service Stronger Communities	RachelPayling@barnsley.gov.uk		
13	Public health	TBC	TBC			
14	Planning	Joe Jenkinson	Head of Planning	JoeJenkinson@barnsley.gov.uk		
15	Assets	Paul Allison Tanya Hunter	Asset Manager Estate Manager	PaulAllison@barnsley.gov.uk TanyaHunter@barnsley.gov.uk		

16	Waste	TBC	TBC			
17	Finance	TBC	TBC			
18	Highways and Engineering	Stuart Campbell	Technical Manager	StuartCambell@barnsley.gov.uk		
19	TBC	Jacob Finney	Project Manager	JacobFinney@barnsley.gov.uk		
20	Facilities Management	Rachel Tyas	Group Leader, Facilities Management	RachelTyas@barnsley.gov.uk		
21	Norse	TBC	TBC			
22	Commissioning	Jayne Hellowell	Head of Commissioning, Healthier Communities	JayneHellowell@barnsley.gov.uk		
23	Independent Living at Home	Liz Taylor	Head of Service, Independent Living at Home and Community Reablement	LizTaylor@Barnsley.gov.uk		
24	Adult Social Care	Ask Wendy Lowder - suggest Julie Chapman?	TBC			
25	Children's services	Ask Mel John-Ross - suggest Nina Speight	TBC			
26	Civil contingencies	Mick Birro / Simon Dobby	TBC			
27	Ecology?	TBC	TBC			
28	IT	Rob Walker	ICT Enterprise Architect	robwalker@barnsley.gov.uk		
29	IT	Glynn Shore	ICT Technical Solutions Lead	GlynnShore@barnsley.gov.uk		
30	Crematorium Active Travel	Anthony Devenport	Head of Best	AnthonyDevonport@barnsley.gov.uk		
31	Corporate procurement	TBC	TBC			
32	Contract management	TBC	TBC			
33	Business Intelligence	Riley Marsden	Business Intelligence and Improvement Tech Lead	RileyMarsden2@barnsley.gov.uk		
34	HR	TBC	TBC			
35	Communications	Mike Cotton	Communications Manager	michaelcotton@barnsley.gov.uk		

				sley.gov.uk		
36	Barnsley Premier Leisure	TBC	TBC			
37	Minutes	Katie Rockett	Project Officer	katierockett@barnsley.gov.uk		

H&E board members:

- **Matthew Gladstone – Director of PLACE (CHAIR)**
- David Shepherd - Service Director Regeneration and Culture
- Richard Burnham – BMBC Head of Housing and Energy
- Sarah Cartwright – BMBC Group Lead Housing Growth
- Steve Davis – Director ARCON (Berneslai Homes)
- John Lythe or Ron Brannon – Regeneration Team ARCON (Berneslai Homes)
- Tim Hartley or Paul Allison – BMBC Asset Management
- Karen Temple – Director NPS
- Phil Hollingsworth – BMBC Service Director Stronger, Safer, Healthier Communities
- Jayne Hellowell – BMBC Head of Service Commissioning and Healthier Communities
- Paul Brannan – BMBC Head of Service Safer Communities
- Joe Jenkinson = BMBC Head of Planning
- Paul Clifford – BMBC Economic Regeneration
- David Malsom/Amy Forster – BMBC Housing and Energy
- Julie Tolhurst or Diane Lee – Public Health
- Sarah Sinclair – People Directorate (Children, Young People & Families)

BARNSELY METROPOLITAN BOROUGH COUNCIL

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

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

Tree Risk Management Framework 2020-25

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval to adopt a risk-based approach to the inspection and maintenance of council-owned trees across the borough.

2. RECOMMENDATIONS

- 2.1 **It is recommended that Cabinet members:-**
- 2.2 **Note and approve the Tree Risk Management Framework 2020-25;**
- 2.3 **Agree to the adoption of a proactive risk-based tree management approach for the tree population residing on council land; and**
- 2.4 **Agree to receive a future report on the first full year of operation of the proactive risk management approach.**

3. INTRODUCTION

- 3.1 Barnsley has approximately 1.2 million trees of various types, ages and sizes in the borough. The tree population is not only confined to rural areas as there are wonderful examples of trees in our urban centres and along our arterial routes into and out of the town. There are also thousands of trees in open residential areas and within the boundaries of private land of various uses, not to mention our many parks, open green spaces and historic sites.
- 3.2 The council are responsible for some 215,000 trees which reside on public land. Tree canopy coverage in the borough equates to around 16% of all the land in Barnsley and in some electoral wards, this extends to nearly a third. There are four trees to every one resident in Barnsley meaning there is a significant population to manage. Experience to-date suggests that the overwhelming majority of the local tree population are strong, healthy and have been at the heart of our communities for decades.
- 3.3 Trees are a significant and essential part of Barnsley's natural landscape and form an integral part of local amenities including our parks, woodlands, countryside and highways network. A healthy and sustainable tree population plays a crucial part in

helping us to create an attractive and vibrant landscape where people want to live, work and visit.

- 3.4 In late 2019, building on the Future Council Improvement Programme, Wakefield Council were commissioned to undertake a peer review of the Arbor Service. The review recommended that the service move away from a reactive approach to a proactive risk-based tree inspection and maintenance regime.

4. PROPOSAL AND JUSTIFICATION

- 4.1 It is proposed that the council implements a proactive inspection and maintenance approach in relation to the tree population residing on council-owned land (excluding that leased to third parties). As part of the model, it is accepted that reactive requests for tree inspections and maintenance will be received from various parties, however, these will be addressed within the scope of the Tree Risk Management Framework and parameters outlined therein. The primary purpose of this approach is to ensure that our processes of tree inspection and maintenance are proportionate to the potential risk, in order to ensure our communities, gain maximum benefits and that risks of harm and damage are effectively minimised.

- 4.2 The inspection programme for council-owned trees will be informed using various intelligence sources including the use of national tree mapping data, local asset management data and service-based intelligence. In order to support a risk-based approach to inspection of trees on council-owned land, it is proposed that three zone risk categories of high, medium and low be adopted.

- 4.3 The criteria to define the risk-based zones will be:

- **Highway characteristics** – prioritised according to traffic volume, speed and emergency accessibility;
- **Occupancy** – public areas and buildings prioritised due to occupancy. High priorities will include council owned land around schools, shopping precincts, emergency and medical facilities where large diameter trees and those with key risk characteristics are present; and,
- **Tree population characteristics** – prioritised according to age and species. Discrete populations of trees that are mature to over mature or are known to be inherently prone to failure through their past management and species characteristics.

- 4.4 Proactive tree inspections will not be carried out by the council on trees residing on private land. It is recognised that trees on private land can present a risk to the public. Under the Local Government Miscellaneous Provisions Act 1976, if a tree is considered to pose a danger, this may be dealt with accordingly at the discretion of the local authority pursuant of Section 23 of the Act.

- 4.5 The implementation of the tree risk management framework will ensure the limited council tree team resource is focussed on health and safety issues which will mean that in line with current practice, non-health and safety related matters will not be dealt with including:

- **Sun light** – trees will not be pruned or felled to allow greater access for light;

- **Tree debris** – Falling fruit, leaves and seeds are not considered a sufficient reason to prune or fell trees;
- **TV reception** – pruning or felling trees will not be undertaken to improve reception for televisions;
- **Large trees** – The fact that a tree is large and/or potentially swaying is not sufficient in itself to justify removal and pruning although any health and safety matters will always be addressed in line with the framework.

4.6 It is not possible at this stage, to quantify the anticipated increase in terms of demand placed on the small and limited resource of the council's Tree Maintenance Team. Based on the experience of Wakefield Council, it is clear however that a proactive risk-based approach is likely to generate a significant increase in demand. This will be monitored and measured over the first full year of operation to understand the consequential impact.

4.7 It is proposed that a further report be brought back to cabinet to account for the first full year of operation, identifying the impact in terms of demand, the resources required to continue to maintain mainstream activity and the financial impact in terms of income and operating costs of the service.

5. CONSIDERATION OF ALTERNATIVE APPROACHES

5.1 The only alternative option would be to continue to maintain the current reactive service delivery offer. This presents significant risk to both the public and the council and is not a viable or sustainable option.

6. IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS

6.1 Adopting a proactive risk-based approach to tree inspection and maintenance will minimise the risks posed by trees to local people and communities as far as reasonably practicable and support a thriving, healthy tree population for future generations to enjoy. The natural environment is an important factor to the wellbeing of local people and communities.

7. FINANCIAL IMPLICATIONS

7.1 Consultations on the financial implications have taken place with representatives of the Service Director – Finance (S151 Officer).

7.2 The tree service costs £195k per annum. This includes the £70k 'One-Off' investment approved by Cabinet (Rev GF 069) to employ 2 additional Arborist posts.

7.3 Any additional costs associated with continuing the 2 new posts, pending the annual review report will be contained within the Neighbourhood Services budget using vacancy management.

7.4 The charging policy for arbor related inspection and maintenance works is largely unstructured and lacks consistency. The charging policy will be reviewed at the 6 month point of mobilisation of the Tree Risk Management Framework. This will allow the service to review and confirm the charging parameters, scope and

application applied to all public land owners, resulting in a consistent and standardised process.

7.5 The financial implications of this report are summarised in the attached Appendix A.

8. EMPLOYEE IMPLICATIONS

8.1 There are no immediate implications to the staffing compliment at this stage. However, once the demand modelling has been undertaken and the first full year of operation analysed, there may be a requirement to review the Tree Team capacity.

9. LEGAL IMPLICATIONS

9.1 The council, in common with other land owners has a legal 'duty of care' as outlined in the Occupiers Liability Act 1984 to take reasonable steps to ensure users and neighbours of its land are safe.

9.2 The council must also comply with the Health and Safety at Work Act 1974 by ensuring that so far is reasonably practicable employees and members of the public are not placed at risk. This means that practical and reasonable precautions must be taken to reduce the risk to our employees and members of the public from our property including our tree population.

10. CUSTOMER AND DIGITAL IMPLICATIONS

10.1 The service has purchased data from a digital tree asset mapping solution which enables the GIS mapping and identification of tree populations across the borough.

10.2 Aligned to the Digital First Strategy, as the service continues to evolve and mature, inspection and maintenance works will be recorded digitally on-site and monitored and managed via the in-cab and automated workflow system.

10.3 The tree council web pages will be updated to include details of the tree risk management framework and the approach in relation to risk-based inspection and maintenance. The pages will also include further advice for customers in relation to tree owner responsibilities and how to protect and effectively maintain trees.

11. COMMUNICATIONS IMPLICATIONS

11.1 A communications plan will be devised to support the mobilisation of the Tree Risk Management Framework. This will be integrated into the services' proactive campaigns throughout the course of the year.

12. CONSULTATIONS

12.1 A number of internal stakeholders have been consulted, including Finance, Health and Safety, Asset Management, Culture, Highways, Planning, Biodiversity Officer, Parks, Cemeteries and Crematoria, Parks, Communications and Berneslai Homes.

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

13.1 The proactive risk-based approach to tree inspection and maintenance aligns strategically to outcome 11 within the corporate plan by protecting the borough for future generations and supports the council's net carbon zero plan to reduce the carbon footprint by maintaining a healthy tree population.

14. PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION

14.1 There are no equality, diversity or social inclusion implications.

15. TACKLING THE IMPACT OF POVERTY

15.1 Not applicable.

16. TACKLING HEALTH INEQUALITIES

16.1 Nurturing a positive, natural environment where trees continue to grow and thrive will provide the right ingredients to encourage people to be physically active and enjoy a better quality of life.

17. REDUCTION OF CRIME AND DISORDER

17.1 Not applicable.

18. RISK MANAGEMENT ISSUES

18.1 Adopting a risk-based approach to tree inspection and maintenance will ensure that the council complies with its statutory duties whilst minimising the risks to local people and property through the identification and remedying of high-risk trees defects early across the borough.

18.2 It is proposed that the council will adopt the principles of Quantified Tree Risk Assessment (QTRA) for managing the risk from trees on its sites. This approach assesses the target land where a tree could potentially fall and the associated impact.

18.3 The QTRA system assesses risk in terms of the following parameters:

- **Targets** – Firstly people or property and their location in relation to the tree.
- **Impact Potential** – Where necessary the tree or part thereof considered most likely to fail is then considered in terms of its size and potential to cause harm.
- **Probability of Failure** – The assessment of the likelihood of the trees or branch failing based on technical knowledge and experience of the inspector.

18.4 The adoption of the risk-based approach is heavily reliant on the provision of accurate asset management data in an accessible digital geographical information system (GIS) form. Commitment will be required from all stakeholders to ensure base data is accurate, up-to-date and accessible to compliment the national tree

data purchased by the service. This will enable the identification of risk zones to inform the proactive tree inspection programme.

19. HEALTH, SAFETY AND EMERGENCY RESILIENCE ISSUES

19.1 As detailed above, the move to a proactive risk-based approach will minimise the risks to local people, property, communities and the council.

20. COMPATIBILITY WITH THE EUROPEAN CONVENTION ON HUMAN RIGHTS

20.1 The move to a risk-based approach to tree inspection and maintenance is fully compatible with the European convention on human rights.

21. CONSERVATION OF BIODIVERSITY

21.1 The risk-based approach to tree inspection and maintenance will support biodiversity across the borough, by protecting and promoting the healthy growth of the tree population. The Tree Risk Management Framework will consider biodiversity in both the approach to inspection and maintenance regimes and will work collaboratively in order to preserve and protect local environments.

22. GLOSSARY

22.1 Not applicable

23. LIST OF APPENDICES

Appendix 1: Tree Risk Management Framework 2020-25

Appendix A: Financial Implications

24. BACKGROUND PAPERS

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

Report author: Paul Castle, Service Director Environment and Transportation



Tree Risk Management Framework 2020 - 2025



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1. FOREWORD

Barnsley has a strong and rich culture and heritage. The borough has a unique blend of urban centres and rural countryside, spread across some of the most picturesque landscape the region, and indeed the country has to offer.

The council, its partners and local residents are approaching an exciting time over the next five to ten years and our countryside will play a significant role in our economic development and prosperity, and the wellbeing of our residents and communities.

Barnsley has around 1.2 million trees. Trees are a fundamental part of our natural landscape and form an integral part of our local amenities including: parks, woodlands, countryside and the highways network. They help to offset carbon generated from our daily activity and support rich and diverse ecosystems of flora and fauna across the borough. A healthy and sustainable tree population plays a crucial part in helping us to create an attractive and vibrant landscape where people want to live, work and visit.

The council's risk-based approach to managing its trees will encompass all aspects of tree growth. It is widely accepted that trees can and do fail, but it is important to balance the benefits of having trees with the precautions needed to keep the risks they pose within acceptable limits.

This Risk Management Framework describes how we will manage, inspect and maintain our tree population to ensure this valuable resource can be enjoyed by future generations.

We are therefore pleased to announce this framework and look forward to working together to ensure our tree population continues to thrive, remains healthy and safe for all to enjoy.



Paul Castle
Service Director
Environment & Transport



Councillor Chris Lamb
Lead Cabinet Member
Environment & Transport

1. EXECUTIVE SUMMARY

The borough has an estimated 1.2m trees over 2 metres in height with the council being responsible for some 215,000 which reside on public land. The council owns many trees and recognises and values the benefits that they bring to our town. Trees do pose a risk to safety but generally the risk they pose is very low and this risk needs to be considered in balance with the benefits that they provide.

The council will undertake routine inspections of their trees on a risk-based approach. Trees that are in the busiest locations (e.g. those next to roads, busy parks and play areas) will be inspected more regularly than those in less used places. Trees on council land will be inspected according to their priority in relation to public safety.

This framework supports a proactive risk-based approach to the management of the council's trees and safety management will be prioritised within the available resources of the Tree Team in order to ensure we continue to provide a clean, green and safe place to live, work and visit.

2. INTRODUCTION

2.1 Purpose of the Framework

Trees are a significant and essential part of Barnsley's natural landscape and form an integral part of local amenities including our parks, woodlands, countryside and highways network. A healthy and sustainable tree population plays a crucial part in helping us to create an attractive and vibrant landscape where people want to live, work and visit.

The council's risk-based approach to managing its trees will encompass all aspects of tree growth. It is widely accepted that trees can and do fail, but it is important to balance the benefits of having trees with the precautions needed to keep the risks they pose to people and property within acceptable limits. The Health and Safety Executive concludes that the risk of being struck and killed by a falling tree is 'extremely low' (HSE, 2019).

This Risk Management Framework outlines how we will manage, inspect and maintain our tree population on public land or affecting public land. The primary purpose of our approach is to ensure that our processes of tree inspection and maintenance are proportionate to the potential risk, in order to ensure our communities, gain maximum benefits from the local tree population and that risks of harm and damage are effectively minimised.

2.2 Vision & Priorities

Our vision for the tree population in Barnsley is:

'To have a sustainable, growing and healthy tree population for the benefit of our residents and communities'

A number of priorities have been identified over the next five years to deliver against our vision. Our focus over 2020/21 will be to:

- Establish the baseline position across the borough to identify high-risk zones and systematically target inspections and proportionate risk-based maintenance;
- Appoint a qualified Tree Inspector to undertake both proactive and reactive risk-based inspections;
- All relevant staff to undertake Quantified Tree Risk Assessment (QTRA) training;
- Establish appropriate systems and processes using digital technology to document tree inspections and risk-based maintenance; and
- Appoint additional qualified Arborists to respond to the demand generated as a result of the risk-based programme.

2.3 Our Local Tree Population

Barnsley has approximately 1.2 million trees of various types, ages and sizes in the borough. The tree population is not only confined to rural areas as there are wonderful examples of trees in our urban centres and along our arterial routes into and out of the town. There are also thousands of trees in open residential areas and within the boundaries of private land of various uses, not to mention our many parks, open green spaces and historic sites.

Tree canopy coverage in the borough covers 16% of all the land in Barnsley and in some electoral wards this extends to nearly a 1/3rd. There are four trees to every one resident in Barnsley meaning a significant population to manage. Our experience to-date identifies that the overwhelming majority of the local tree population are strong, healthy and have been at the heart of our communities for decades.

3. POLICY CONTEXT

3.1 Our Legal Responsibilities

The council, in common with other land owners has a legal 'duty of care' as outlined in the Occupiers Liability Act 1984 to take reasonable steps to ensure users and neighbours of its land are safe.

The council must also comply with the Health and Safety at Work Act 1974 by ensuring that so far as is reasonably practicable employees and members of the public are not placed at risk. This means that practical and reasonable precautions must be taken to reduce the risk to our employees and members of the public from our property including our tree population.

3.2 National Context

Nationally the management of trees is governed by legislation designed to assign duty of care to the owner or keepers of trees and to prevent risks based on the guidance and instructions of the HSE, and other bodies such as the Forestry Commission and Department for Environment, Food and Rural Affairs (DEFRA). Best practice guidance recommends a tree risk management strategy governed by a balanced, risk-based and proportionate approach to assessment and tree maintenance.

The 'Common Sense Risk Management of Trees' authored by the National Tree Safety Group (NTSG) advocates that landowners should safely maintain the tree population whilst protecting its existence for future generations.

The HSE sector information document 'Managing the risk from falling trees' requires that a reasonably practicable approach is taken which is proportionate to the risk. It also highlights that the inspection of individual trees can be disproportionate to the risk they pose.

The key guidance from these documents underpins this Tree Risk Management Framework.

3.3 Supporting our Local Priorities

3.3.1 Corporate Plan (2017 -2020)

Our Corporate Plan (2017 – 2020) sets out the priorities for change, improvement and growth to achieve our vision of 'Working together for a brighter future, a better Barnsley'. The Tree Risk Management Framework supports our Strong and Resilient Communities priority through its contributions to protecting our borough for future generations.

3.3.2 Zero Carbon

The council declared a climate emergency in September 2019 due to the increasing effects of climate change on our environment. Trees play a pivotal role in helping to recapture CO2 in the atmosphere and providing a natural defence to flooding. In line with our vision to become net carbon zero by 2040 and the wider borough to become net carbon zero by 2045, the protection of existing trees and planting of new trees in the town is vitally important to achieving long-term goals.

3.3.3 Health and Wellbeing Strategy

Trees provide clear and lasting positive effects to overall wellbeing, supporting our corporate and partnership strategies through shaping our natural environment and helping to provide picturesque surrounding for local residents, communities and visitors to enjoy.

3.3.4 Green Space Strategy

The Green Space Strategy for the borough sets out our overall strategy for green space and the quality standards the borough. Green Spaces are green open areas which are valuable for amenity, recreation, wildlife or biodiversity and include types such as village greens, local open spaces, country parks, formal gardens, cemeteries, allotments, woodlands, recreation grounds, sports pitches and parks. The Tree Risk Management Framework will compliment this strategy through ensuring a robust and proportionate approach to tree inspection and maintenance ensuring our green spaces remain an enjoyable amenity for our local residents, visitors and communities to enjoy.

3.3.5 Local Plan

The Adopted Local Plan sets out how the Council will manage physical development of the borough on behalf of residents and businesses. This includes providing sufficient land in the right places to attract more businesses into the borough and to allow existing businesses to grow. The aim of this is to create more and better jobs to improve earnings and increase opportunities for local residents. It also aims to provide improved housing to meet existing need and the needs of future generations whilst at the same time protecting what is special about the borough. The Tree Risk Management Framework will compliment the Local Plan by supporting biodiversity and geological preservation wherever possible in line with biodiversity duty to 'have regards to biodiversity when making their decisions' (Natural Environment & Rural Communities Act 2006).

3.3.6 Barnsley Tree Project

The council is currently developing a tree planting initiative which will see considerably more trees planted over the next few years. Our vision is by working together with partner organisations and groups to plant a minimum of 10,000 trees across the borough.

In order to realise the potential and ambition of woodland creation and tree planting in Barnsley the project will:

- Co-ordinate mapping and tree data information across the Borough.
- Accelerate woodland creation and tree planting in Barnsley in response to the climate emergency.
- Identify and bring forward new woodland creation and tree planting opportunities through the use of co-ordinated mapping and identification of appropriate sites.
- Develop and deliver a public engagement plan to increase the profile of tree planting and woodland creation in Barnsley and seek ways to increase capacity for public involvement across partners.

The Tree Risk Management Framework will compliment this project by supporting woodland creation, protecting existing woodland by a regime of inspection and early identification of disease and hazards which will lead to lower tree loss across the Borough.

3.3.7 Biodiversity Action Plan (BAP)

The Barnsley Biodiversity Action Plan (BAP) is produced by Barnsley Biodiversity Trust. The BAP lists the key species and habitats targeted for specific conservation action in the borough. The list draws from nationally-approved BAP targets but also includes certain species and habitats which the Trusts' partners feel to be locally important. The Tree Risk Management Framework will take into account biodiversity in both the approach to inspection and maintenance regimes. The Tree Teams will proactively liaise with the Biodiversity Officer in order to preserve and protect local environments wherever this can be safely achieved.

4. APPROACH TO RISK MANAGEMENT

4.1 National Guidance on Tree Risk Management

The council's Tree Risk Management Framework follows the guidance of the National Tree Strategy Group (NTSG) as set out in the 'Common Sense Risk Management of Trees' guidance document published in 2011.

The NTSG's guidance states that tree owners should take a balanced and proportionate approach to tree management covering three essential aspects:

- **Zoning:** appreciating tree stock in relation to people or property;
- **Tree inspection:** assessing obvious tree defects; and, assigning a level of risk to the public that these defects could pose; and,
- **Managing risk at an acceptable level:** identifying, prioritising and undertaking safety work according to level of risk.

The NTSG's guidance also requires that areas of land are defined according to levels of use, prioritising the most used areas. High use zones are areas used by many people every day, such as busy roads, other well-used routes, parks and children's playgrounds. Trees in areas of high public use require a more frequent inspection regime whereas those in areas with low public use require less frequent inspection.

4.2 Guiding Principles to Managing Risk

The council's approach to managing risk is defined as reducing the risk to the public to a level as low as reasonably practicable (ALARP). In order to ensure this methodology effectively governs the risk posed by trees in the borough, we will take the following steps:

- **Identify** – trees which have obvious defects and those which have the potential to pose risk to people and property on a stratified basis;
- **Prioritise** - set clear parameters in relation to which trees pose the most risk, to the most people, using a number of key indicators such as: locations relative to people and property, severity of defects which could cause it to fall and the effect of a fall on people and any council or privately-owned land;
- **Inspect** – Undertake a programme of tree inspections based on the risk prioritisation category; and,
- **Maintain** – Undertake safety work which can range from minor pruning to full tree removal in line within remedial timescales informed by the severity of the risk (see section 6).

5. TREE INSPECTION

5.1 Inspection Zones and Timescales

Zoning is a practice whereby areas will be defined according to levels of use and risk posed to people and property. This approach prioritises the areas deemed higher-risk and supports the cost-effective deployment of both tree inspection and maintenance teams focusing limited resources where most needed.

The inspection programme for council-owned trees is informed by various factors and will include the use of national tree mapping data alongside local assessment management data and service-based intelligence. In order to enable a risk-based approach to inspection of trees on council-owned land, three zone categories of high, medium and low will be adopted.

The criteria to define the risk-based zones, shown in Table 1 below are as follows:

- **Highway characteristics** – prioritised according to traffic volume, speed and emergency accessibility;
- **Occupancy** – public areas and buildings prioritised due to occupancy. High priorities will include council owned land around schools, shopping precincts, emergency and medical facilities where large diameter trees and those with key risk characteristics are present; and,
- **Tree population characteristics** – prioritised according to age and species. Discrete populations of trees that are mature to over mature or are known to be inherently prone to failure through their past management and species characteristics.

Table 1: Inspection Risk Zones and Example Hazard Zones

Risk Category	Example of Hazard Zone	Inspection Frequency
High	<ul style="list-style-type: none"> • Areas close to A roads which act as primary arterial roads into the borough and busy B roads. • Areas around key buildings i.e. hospitals, fire, ambulance and police stations. • Areas containing large and mature trees and close to private dwellings, schools and high use car parks. • Areas close to or within high use parks, playgrounds, footpath, active travel routes and recreational facilities. • Shopping precincts. 	18 Months
Medium	<ul style="list-style-type: none"> • Areas close to B & C roads. • Areas close to or within moderate use parks, playgrounds, footpaths, active travel routes and recreational facilities. • Moderate/low usage car parks • Main footpaths within woodlands. 	3 Years
Low	<ul style="list-style-type: none"> • Area with low volumes of traffic i.e. country lanes • Areas with low-likelihood of public access • Areas with high targets which contain small tree species. 	5 Years

Inspection frequencies will be kept under periodic review to test appropriateness and proportionality in line with local data and national best practice.

5.2 Inspection Approach

All formal inspections of trees detailed in the zones above will be carried out by suitably trained and qualified Tree Inspectors.

The council has adopted the principles of Quantified Tree Risk Assessment (QTRA) for managing the risk from trees on its sites. This approach assesses the target land where a tree could potentially fall and the associated impact. For example, a tree falling onto a main road could cause significant disruption when compared with a tree which falls in the middle of a rarely used open green space.

The QTRA system assesses risk in terms of:

Targets – Firstly people or property and their location in relation to the tree.

Impact Potential – Where necessary the tree or part thereof considered most likely to fail is then considered in terms of its size and potential to cause harm.

Probability of Failure – The assessment of the likelihood of the trees or branch failing based on technical knowledge and experience of the inspector.

Once the QTRA has attributed a level of risk to its surroundings, the tree inspection will follow the Visual Tree Assessment (VTA) approach and will be carried out by a range of methods including: drive by, walking, climbing and use of specialist monitoring equipment.

The tree inspection will usually include the following elements:

- Initially a visual inspection of the tree will be carried out for symptoms, defects and overall health. If there are no signs of any problems the assessment will be documented and concluded.
- If a defect is suspected on the basis of the symptoms, the presence or absence of that defect must be confirmed by thorough examination. Where the cause of a defect is suspected to be deliberate poisoning, the scene will be preserved and evidence will be gathered to pursue the prosecution of perpetrators in accordance with the Criminal Damage Act 1971.
- If the defect is confirmed, it will be quantified and the strength of the remaining part of the tree evaluated.

By following these steps, tree inspections are evidenced by a systematic, transparent and proportionate methodology. This will ensure that the council follows a consistent and robust approach to tree management across the borough.

6. INTERVENTION

6.1 Proportionate Response

Where an unacceptable risk is identified for a tree, or group of trees under council responsibility, the following actions will be organised by the inspector depending on the circumstances:

- **Immediate risk** - The public will be isolated from imminent hazards and remedial work carried out as an emergency;
- **High risk** - will be highlighted for remedial action at the earliest opportunity, with the order of work being carried out generally in descending order of risk, unless practical matters such as traffic control permissions mean this is not possible.
- **Lower-risk** - will be dealt with within the planned management programme for the site or road. A schedule of remedial work will be devised.

The following table shows the intervention timescales for mitigating unacceptable levels of risk. Wherever practicable, all tree work will be carried out in line with the arboriculture industries best practice methodology: British Standard 3998: 2010 – Tree work recommendations.

Table 2: Prioritisation and Funding of Remedial Works

Remedial Works Category	Category Detail	Target Response Timescale
Emergency	Response to trees that are perceived as imminently dangerous through reports received or site inspections. Works within standard working hours.	Onsite within 2 hours of receiving notification (or site made safe and cordoned off until resources available)
Urgent	Response to trees that are perceived as dangerous but where work needs to be undertaken at a safe time within standard working hours.	Works completed within 10 days (or site made safe and cordoned off until resources available)

Planned	Works to trees which have been identified through inspections and require further planning and organisation subject to resource availability. within standard working hours and budget availability.	Works to be prioritised and completed any time up to 1 year as determined by resource and budget availability.
Desirable	Improvement works to enhance street scene or public space undertaken within standard working hours.	Works to be completed within 5 years and/or when funds become available.
Private Emergency	Emergency response to deal with imminently dangerous private trees or those on leased council land blocking or threatening the public highway or a public/private asset.	Onsite within 2 hours of receiving notification (or site made safe and cordoned off until resources available)
Private Urgent	Response to private trees or those on leased council land that are perceived as dangerous but where work needs to be undertaken at a safe time.	Works completed within 10 days (or site made safe and cordoned off until resources available)
Private Desirable	Improvement works or projects for council partners.	In line with available resources.

6.2 Charging Policy

All remedial works following inspection will be recharged to the land owner whether that be private, a council department or partner organisation. The charging policy will be subject to review within 12 months of the mobilisation of the Tree Risk Management Framework.

6.3 Trees in Private Ownership

Trees on private land can also present a risk to the public. Under the Local Government Miscellaneous Provisions Act 1976, if a tree is considered to pose a danger, this may be dealt with accordingly at the discretion of the local authority pursuant of Section 23 of the Act.

No formal programmed inspection will be undertaken by the council on trees within private ownership. Only trees with obvious signs of poor health that can be seen from outside the property will be noted. A clear audit trail will be kept of all hazardous trees and any actions that have been taken to reduce the risk.

6.3 Major Incidents

When an incidence of adverse weather arises, the council will amend the emergency response to the following:

Remedial Works Category	Category Detail	Target Response Timescale
Adverse Weather Event	Where multiple tree issues arise due to an adverse weather event, we will utilise all available resources (specialist and non-specialist) to attend sites and assess each situation. Specialist personnel will determine the risk level of each issue.	All sites will be prioritised by severity of risk. High risk issues will be attended to by Arbor specialists as a priority, lower risk issues will be cordoned off until the Tree Teams can attend site.

7. MONITORING & REVIEW

The framework will be kept under constant review to ensure it remains fit for purpose and reflective of the national policy agenda and local strategic direction of the council and its partners.

The framework will be formally reviewed annually with the full and active engagement of key stakeholders and on a risk-basis following any adverse events.

A performance management framework will be developed and embedded to ensure the council is able to demonstrate its impact and the outcomes achieved for and on behalf of our local residents, visitors and communities.

Report of the Executive Director of Place

FINANCIAL IMPLICATIONS

Tree Risk Management Framework 2020 -25

i) Capital Expenditure	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	TOTAL
	£	£	£	£
				0
	0	0	0	0
To be financed from:				0
	0	0	0	0
ii) Revenue Effects	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>FYE</u>
	£	£	£	£
<u>Expenditure</u>				
Employees	194,853	195,177		
	194,853	195,177	0	0
Total Expenditure	194,853	195,177	0	0
To be financed from:				
Existing Base Budget	159,853	160,177		
'One Off' Investment (Rev GF 069)	35,000	35,000		
	194,853	195,177	0	0

Impact on Medium Term Financial Strategy	2020/21	2021/22	2022/23
	£	£	£
MTFS	0.000	0.031	3.879
Effect of this report	0	0	0
Revised Medium Term Financial Strategy	0.000	0.031	3.879

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

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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 PLACE

Principal Towns Investment Programme

1. Purpose of Report

- 1.1 To update Cabinet on delivery of Phase 1 of the Principal Towns programme and outline proposals relating to a proposed Phase 2 to be taken forward as a key enabling workstream within the context of the emerging Barnsley 2030 plan.

2. Recommendations

2.1 This report makes the following recommendations:

2.2 That Cabinet approve the release of capital resource to establish the Principal Towns phase 2 programme as outlined below:

- Establishment of a feasibility fund supporting the development of place shaping proposals for the Principal Towns of Cudworth, Royston, Hoyland, Penistone and Wombwell
- Note that all feasibility proposals be submitted to the Principal Towns Board for consideration and referred to the Capital Oversight Board for final approval.
- Additional resource allocated to the shop front improvement scheme to assist with the post Covid19 recovery of the high streets within Principal Towns and local high streets
- Development of regeneration proposals within Local Centres as outlined in this report
- Note that all regeneration proposals developed will be aligned to existing local area priorities, fully support the emerging Barnsley 2030 plan and inclusive economic aspirations ensuring that residents, communities and businesses directly benefit from the growth activity delivered.
- That the current Principal Towns team roles are extended to 31st March 2023 to deliver the programme

3. Introduction

- 3.1 The Principal Towns Investment Programme was established in recognition of the key role of high streets and urban centres across Barnsley. The programme was specifically established to develop initiatives at local level in line with the priority of each area. Principal Towns investment has been focused on ensuring the future

vibrancy and sustainable of high streets and centres across the borough and the places that they support.

3.2 This report aims to share the key messages in respect of the delivery of Phase 1 of the programme and outlines proposals for Phase 2 of the programme.

4. **Background**

4.1 Phase 1 of the Principal Towns Programme was established in recognition of the need to develop vibrant and sustainable urban centres across the borough reflective of local priorities and need. The Phase 1 programme was therefore shaped following extensive consultation with Elected Members, local businesses, Ward Alliances, local groups and the wider community resulting in the creation of evidence based and outcome focused business cases. Developed business cases have then been transitioned into projects delivering real and tangible change with each area.

4.2 Early in the process it was identified that the Principal Towns of Cudworth, Royston, Hoyland, Wombwell and Penistone required a place based masterplanning approach in order to establish a long term growth vision for the areas. Goldthorpe was excluded from this process as the area already had a clear development plan in place. The process of developing masterplans remained community led supported by extensive consultation with local stakeholders and resulted in the production of:

- Masterplans that articulated the strategic vision for each place
- Short term prioritised investments (0-2 years) applicable for delivery in Phase 1 of the programme
- Longer term prioritised investments (2 years+).

4.3 Initial consultation across Principal Towns and Local Centres identified a common need to improve retail frontages. Consequently the decision was taken to establish a programme wide shop front improvement scheme supported by a dedicated £800,000 budget. The shop front scheme has been highly successful and has reached a position where the existing budget is currently oversubscribed.

4.4 More widely, the consultation process identified 61 individual projects specifically tailored to local need across the six Principal Towns and eleven Local Centres.

4.5 Phase 1 of the scheme is still currently in delivery but has seen a number of successes many of which are aligned/support local priorities. A summary of high level outcomes achieved to date include:

- Development of 5 Master plans highlighting short and long term priorities
- 26 projects completed at a value of £800,336
- 35 schemes currently in delivery at a value of £2,764,336
- Creation of 2 active business forums within Principal Towns helping to drive forward high streets in those areas
- 4 new community groups created
- 14 existing community groups supported
- Over 2,000 volunteer hours delivered equating to a monetary value of £27,000

- £551,000 match funding secured which equates to 11% of the overall programme value
- 67% of all spend has directly supported local businesses

4.6 The Covid19 pandemic has and will continue to have far reaching impacts on all local high streets within Barnsley. The recent Covid19 retail, leisure and hospitality impact assessment commissioned by the Council has recognised the investment in the Principal Towns programme as an area of best practice helping to position high streets strongly within the borough from a recovery perspective. This position is further evidenced by the resurgence of local high streets post Covid19 highlighting the value of Local Centres. Consequently, it is critical that the momentum achieved by the Principal Towns programme is sustained moving forward and a further phase of the programme will help to achieve this aspiration providing a firm basis supporting a long term post Covid19 recovery as well as continuing to deliver local priorities.

5. **Proposal and Justification**

5.1 There is a clear opportunity to build on the success of Phase 1 and this report sets out the proposed approach for Phase 2 of the programme based on three key areas of activity:

- Principal Town Feasibility Funding/Place Shaping
- Local Centre Project Development
- Expansion of the Shop Front Improvement Scheme

5.2 Although it is envisaged that Phase 2 will see some delivery on the ground the main focus of activity will be to establish a feasibility fund utilised to create deliverable, evidence based and costed proposals for the areas within scope of the programme. Prioritised projects must also be aligned to local priorities and provide a clear contribution to the attainment of emerging 2030 outcomes. The creation of fully developed plans and projects will position local areas strongly to secure future funding to bring forward delivery on the ground.

5.3 **Principal Towns Feasibility/Place Shaping** – This phase of the programme will build on the masterplans created in Phase 1 and seek to identify transformational place shaping projects within the five Principal Town areas of Cudworth, Hoyland, Penistone, Royston and Wombwell.

Projects are expected to deliver the interventions that best sustain a thriving and vibrant high street. These may be different in each of the principal towns however all initiatives will be fully aligned to the emerging 2030 strategy and are likely to include a mix of the following:

- Strategic acquisition and repurposing of buildings/land
- One Public Estate opportunities
- Consolidation of high streets and associated repurposing
- Identification of alternative uses/diversification

Phase 2 will establish feasibility funding providing resource and capacity to develop evidenced based business cases which will enable local areas to secure funding to facilitate future delivery. Officers will meet with elected members within each Principal Town in order to explore ideas and agree priorities.

Goldthorpe has been identified as being eligible to secure government Towns Funding and a Town Investment Plan is currently being developed for the area. It is therefore proposed that Goldthorpe will not be within scope of Phase 2 of the Principal Towns Programme.

- 5.4 **Local Centre Project Definition** - It is proposed that a similar but 'lighter touch' process will be undertaken within Local Centres in respect of identifying place based transformation projects where a clear need exists. The Local Centres identified in Phase 1, (Athersley, Bolton on Dearne, Darton, Darfield, Dodworth, Grimethorpe, Hoyland Common, Lundwood, Mapplewell, Stairfoot, Thurnscoe), of the project were identified in line with establishing planning definitions.

Bolton On Dearne and Thurnscoe currently fall within the identified Goldthorpe Towns Funding boundary and will therefore be factored into the emerging Town Investment Plan.

Based on activity delivery through phase 1 of the programme it is felt that there will be a reduced level of demand within the remaining areas. This therefore provides additional capacity to widen out the delivery of Phase 2 giving consideration to additional areas.

A gap analysis has been undertaken on the focus and scope of Phase 1 of the programme which has identified an opportunity to widen out Phase 2 to include the additional wards of Worsbrough, Central, Old Town and Kingstone. As the premise of the programme is to specifically focus on the regeneration of high streets and local centres it is further proposed that further consultation is undertaken within these areas in order to identify and agree the exact areas of focus.

- 5.6 **Shops Fronts** – The establishment and implementation of the Shop Front improvement scheme has been highly successful and has delivered the following outputs:

- 199 shops complete or in agreement
- £325,312 match funding secured
- 41 individual local business utilised to deliver works
- 74% of local spend

The scheme has been recognised as an area of best practice in the recently commissioned Covid19 retail, leisure and hospitality sector impact assessment. Similarly, demand for the scheme has remind high during Covid19 lockdown period which provides a clear indication that the initiative is playing a key role in sector recovery.

The existing £850,000 is currently oversubscribed and 25 pipeline requests have been received at a total value of £108,000. Based on the current level of demand, outputs achieved to date, proposed expansion of local centres and critical link to Covid19 recovery it is therefore proposed that the existing programme is expanded

with a further £200,000 being allocated to the scheme. It is projected that this additional allocation will deliver the following outputs:

- 50 number of shops supported
- £50,000 match funding secured
- Continue to support local business in the commissioning of this work.

It is recognised that the retail environment is subject to change following on from the COVID pandemic and this combined with future place shaping activity within the Principal Towns is likely to change the dynamic of the local high street in the future. The Shop Fronts scheme will need to be congruent of this risk within the context of supporting future businesses.

5.7 Developing the Programme – Figure 1 provides an overview of the process that will be undertaken in respect of the Principal Town Feasibility Funding/Place Shaping and Local Centre Project Definition activities.

It is critical that initiatives that are developed are:

- Deliverable
- Evidence based
- Aligned to local priorities
- Provide a direct contribution to emerging 2030 outcomes



Figure 1 – Phase 2 Project Development & Timeline

It is therefore proposed that projects will be identified through a consultation/engagement phase which we seek to use a range of sources including existing local area plans, local member/community engagement, existing masterplanning work and relevant evidence bases such as the recent retail impact assessment. It is envisaged that key milestones for Phase 2 are as follows:

- Consultation/engagement - December 2021

- Business case development - November 2022
- All approvals in place/Implementation - March 2023

5.6 **Delivering the Programme** - A Principal Towns Commissioning Board was established for phase 1 consisting of officers from Place, Communities, Highways, Health, Employment and Skills, Finance and externally from Barnsley Chamber. Elected Member portfolio holders for Place and Communities also form part of the Commissioning Board. The board has provided an effective governance structure in respect of the programme and therefore it is proposed that this will be retained providing strategic oversight of Phase 2.

It is further proposed that the existing programme delivery team is retained for the duration of Phase 2 providing the resource capability to achieve the identified outcomes. Resource costs associated with programme delivery will be absorbed within the Phase 2 allocated budget.

6. **Consideration of Alternative Approaches**

- 6.1 Option 1: Do Nothing – A failure to progress Principal Towns 2 would mean that there would be no further development of the initiatives highlighted in the masterplans to support economic regeneration which will be more imperative post Covid.
- 6.2 Option 2: Delegated Budgets – An option does exist to allocate a budget to each individual Area Council instead of progressing with a holistic programme. This would mean the proposed total capital allocation is split rather than centrally allocated. This is unlikely to result in meaningful and economically beneficial projects coming forward.

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

- 7.1 The proposals in this report are consistent with Council’s Corporate Plan as it directly contributes towards the Council ambitions of:
- Create more and better jobs and good business growth
 - Increase skills to get more people working
 - Develop vibrant town centres
 - Strengthen our visitor economy
 - People are healthier, happier, independent and active
 - People volunteering and contributing towards stronger communities

8. **Implications for Local People/Service Users**

- 8.1 As outlined earlier there are significant positive implications for residents of the impacted Principal Towns.

9. **Financial Implications**

- 9.1 Consultation on the financial implications of this report has taken place with representatives of the Service Director for Finance (The S151 Officer).

- 9.2 Cabinet has previously set aside £1.500M (Cab.5.2.2020/6 refers) for Phase 2 of the Principal Towns Programme and this report outlines the approach for the second phase of the scheme.
- 9.3 Specifically, this proposal consists of an initial drawdown of the funding as shown in the table below:

Theme	£M
Continuation of Shop Fronts Scheme	0.200
Programme / Project Support	0.291
Total	0.491

- 9.3 It is proposed to draw down resources totalling £0.200M relating to the extension of the shop fronts scheme, which was originally commissioned through phase 1 of Principal Towns.
- 9.4 A further £0.291M is proposed to fund the programme support in respect of the delivery of phase 2 of principal towns to completion by 31st March 2023.
- 9.5 The remaining resources of £1.009M are planned to be used to expand the existing scheme in terms of transformational projects to the local centres including Worsbough, Old Town & Kingstone as well as developing detailed Feasibility/Place Shaping proposals for the 5 main principal towns, akin to the Goldthorpe Master Plan.
- 9.6 It is proposed that drawn down and formal approval of these remaining resources in respect of the individual projects will follow the existing governance arrangements and approval framework, established as part of the Phase 1 of Principal Towns. Further scrutiny and final approval will be delivered via the Capital Oversight Board, with subsequent reports to follow in due course, where necessary.
- 9.7 The financial implications are detailed in the Appendix A to this report.

10 **Employee Implications**

- 10.1 The existing Principal Towns Team consisting of two Project Managers, Business Support Officer be retained until 31st March 2023 and Highways Designer be retained until 31st March 2022.

11 **Communications Implications**

- 11.1 The Principal Towns 2 Programme will be promoted effectively to the interest groups associated with the Principal Towns to engage them with in the programme. Developments will be promoted to the general public to ensure the improvements are understood and recognised. It is envisaged that as with Phase 1 of the programme, Phase 2 will be supported with a dedicated Communications Strategy.

12. **Consultations**

- 12.1 Consultation has taken place internally and externally with the wider community, projects will continue to be developed with further consultation with local businesses, community groups and the wider general public.

13 **Risk Management Issues**

- 13.1 A set of workshops are planned to promote the programme to ensure it targets the relevant groups and individuals.
- 13.2 Following approval of the scheme in principal, more detailed risk identification activities will take place, the existing project / scheme risk register which continue to contribute towards the broader governance arrangements for the programme as a whole.

14. **Health, Safety and Emergency Resilience Issues**

- 14.1 There are no immediate implications arising directly from this report.

15. **Compatibility with the European Convention on Human Rights**

- 15.1 The proposal is fully compliant with the European Convention on Human Rights.

16. **Promoting Equality, Diversity and Social Inclusion**

- 16.1 Urban centre regeneration will ensure that the needs of all groups are fully incorporated. The programme will consider equality, diversity and social inclusion impact as an individual project level.

17. **List of Appendices**

Appendix A - Financial implications

18. **Background Papers**

Phase one Scheme Update and Shop Front Grant Scheme Evaluation will be submitted with the report to follow in March 2021.

Officer Contact: Fiona O'Brien/Teresa Williams

Date: 10/08/2020


Report of the Executive Director of Place

FINANCIAL IMPLICATIONS

Phase 2 Principal Towns Investment Programme

i) <u>Capital Expenditure</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	TOTAL
	£	£	£	
Extension of Principal Towns Shop Front Scheme	200,000	0	0	200,000
Programme Support	291,000			291,000
Feasibility & Place Shaping	1,009,000			1,009,000
	1,500,000	0	0	1,500,000
To be financed from:				
Funding set aside as part of the 2020 Capital Programme	491,000	0	0	491,000
	491,000	0	0	491,000
ii) <u>Revenue Effects</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>FYE</u>
	£	£	£	£
<u>Expenditure</u>				
Total Expenditure	0	0	0	0
To be financed from:				
	0	0	0	0

<u>Impact on Medium Term Financial Strategy</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>
	£	£	£
MTFS	0.000	0.031	3.879
Effect of this report	0	0	0
Revised Medium Term Financial Strategy	0.000	0.031	3.879

Agreed by:  ... On behalf of the Service Director - Finance (Section 151 Officer)

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By virtue of paragraph(s) 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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