

Public Document Pack

MEETING:	Cabinet
DATE:	Wednesday, 2 June 2021
TIME:	10.00 am
VENUE:	The Assembly Room - The Civic

AGENDA

REGISTER TO ATTEND

Please note that in order to ensure that the meeting complies with current Covid-19 restrictions and public health advice, members of the public must pre-register if they wish to attend the meeting.

**Anyone who wishes to attend should email
governance@barnsley.gov.uk , no later than 10.00am on
Tuesday, 1 June 2021**

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

Minutes

3. Minutes of the previous meeting held on 19 May 2021 (Cab.2.6.2021/3)
(Pages 5 - 8)

Items for Noting

4. Decisions of Cabinet Spokespersons (Cab.2.6.2021/4) (Pages 9 - 10)

Petitions

5. Petitions received under Standing Order 44 (Cab.2.6.2021/5)

Items for Decision/Recommendation to Council

Children's Spokesperson

6. Commissioning of School Places at Penistone Grammar School for Pupils with Special Educational Needs (Cab.2.6.2021/6) (Pages 11 - 18)
7. Response to Scrutiny Task and Finish Group - Child Poverty (Cab.2.6.2021/7)
(Pages 19 - 32)
8. Response to Scrutiny Task and Finish Group - Children's Emotional Health and Wellbeing (Early Intervention and Prevention) (Cab.2.6.2021/8) (Pages 33 - 44)

Core Services Spokesperson

9. Risk Management Policy Statement and Framework (Cab.2.6.2021/9)
(Pages 45 - 58)
10. Review of the Authority's Strategic Risks (Cab.2.6.2021/10) (Pages 59 - 66)
11. Corporate Plan Performance Report - Quarter 4 January to March 2021
(Cab.2.6.2021/11) (Pages 67 - 90)

Environment and Transportation Spokesperson

12. Annual Replacement Programme 2021 to 2024 - Domestic and Commercial Bins
(Cab.2.6.2021/12) (Pages 91 - 96)

Regeneration and Culture Spokesperson

13. Carlton Masterplan Framework (Round 1 Consultation) (Cab.2.6.2021/13)
(Pages 97 - 116)
14. 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

15. Creative People and Places Bid (Cab.2.6.2021/15) (Pages 117 - 126)
Reason restricted:
Paragraph (3) Information relating to the financial or business affairs of any particular person (including the authority holding that information)

To: Chair and Members of Cabinet:-

Councillors Houghton CBE (Chair), Andrews BEM, T. Cave, Cheetham, Gardiner, Howard, Lamb and Platts

Cabinet Support Members:

Councillors Cherryholme, Eastwood, Franklin, Frost, McCarthy 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
(Monitoring Officer)
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

Monday, 24 May 2021

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MEETING:	Cabinet
DATE:	Wednesday, 19 May 2021
TIME:	10.00 am
VENUE:	The Assembly Room - The Civic

MINUTES

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

Members in Attendance: Councillors T. Cave, Cherryholme, Frost, McCarthy, Shepherd and Tattersall

126. Declaration of pecuniary and non-pecuniary interests

There were no declarations of pecuniary or non-pecuniary interests.

127. Leader - Call-in of Cabinet decisions

The Leader reported that no decisions from the previous meeting held on 21 April 2021 had been called in.

128. Minutes of the previous meeting held on 21 April 2021 (Cab.19.5.2021/3)

The minutes of the meeting held on 21 April 2021 were taken as read and signed by the Chair as a correct record.

129. Decisions of Cabinet Spokespersons (Cab.19.5.2021/4)

The Record of Decisions taken by Cabinet Spokespersons under delegated powers during the weeks ending 16 and 30 April 2021 were noted.

130. Action Taken under Paragraph B6 of the Responsibility for Executive Functions - Officer Delegations Contained in the Council Constitution (Cab.19.5.2021/5)

RESOLVED that the action taken by Executive Directors under Paragraph B6 of the Responsibility for Executive Functions – Officer Delegations, as contained within the Appendix attached to the report now submitted and detailed below, be noted:-

Date of Decision – 29 April 2021

Green Homes Grant Local Authority Delivery (LAD2) Programme

- 1.1 that the LAD2 Funding allocation of £1.490M over the period of 2021- 2022 be accepted;
- 1.2 that the match funding requirement of £0.237M that was indicatively set aside in the 2021/22 HRA Budget Papers be approved;

- 1.3 that agreement be given to the funding conditions set by the Department for Business, Energy and Industrial Strategy (BEIS), as outlined in section 4; and
- 1.4 that the Service Director of Legal Services, or their appointed representative, signs the Memorandum of Understanding issued by the Tees Valley Combined Authority (TVCA) to access the funding.

Date of Decision – 10 May 2021

Execution of Horizon Community College PFI Contract Deed of Variation

To authorise the entering into of the Deed of Variation to the SPV Three Project Agreement and related project documents and the Execution of the Deed of Variation.

Date of Decision – 10 May 2021

Approval to start the procurement process prior to Cabinet approval of the 2021/22 School Condition Capital Programme

To ensure compliant procurement and ensure suitable time is made available for tender evaluation and award, and allow sufficient lead in periods for the successful contractor to order materials, allocate resources and setup the site prior to the summer holiday period, the decision has been made to allow projects, included within the School Condition Capital Programme, to be published on the Council's procurement system prior to the meeting of Cabinet on 19 May 2021.

Due to 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:-

- Paragraph 3 - Financial and Business Affairs – Information which, if disclosed to the public would, or would be likely to, prejudice the financial or business affairs of any particular person (including the Local Authority holding the information). Financial or business affairs include contemplated, as well as past or current activities.

131. Petitions received under Standing Order 44 (Cab.19.5.2021/6)

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

Children's Spokesperson

132. Preparation for Adulthood (PfA) for children and young people with special educational needs and/or disabilities (SEND) (Cab.19.5.2021/7)

RESOLVED that the adoption of the Preparation for Adulthood Strategy 2021- 2022 be approved.

Environment and Transportation Spokesperson

133. Barnsley Flood Recovery Report 2020/21 (Cab.19.5.2021/8)

RESOLVED:-

1. That the flood recovery actions that have been taken to date and are planned for the next period be noted;
2. That the Section 19 report on the effective discharge of statutory responsibilities with regard to flood risk management be approved; and
3. That the ongoing collaborative work across the South Yorkshire region to attract greater levels of investment into the region to improve long term flood resilience be noted.

Regeneration and Culture Spokesperson

134. The European Social Fund ADVANCE Project (Cab.19.5.2021/9)

RESOLVED:-

1. That the ESF grant for the ADVANCE project be agreed; and
2. That the service level agreements with Doncaster Metropolitan Borough Council, lead partner for ADVANCE to enable BMBC to deliver the project locally be agreed.

135. 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>
136	Paragraph 3

Regeneration and Culture Spokesperson

136. Schools Condition Capital Programme 2021-22 (Cab.19.5.2021/11)

RESOLVED:-

1. That the list of schemes, detailed in Appendices B and C, be approved and financed from the 2021-22 Department for Education (DFE) School Condition Allocation;
2. That the Executive Director Place, in consultation with the Cabinet Spokesperson, be authorised to vary the programme of works, and to approve additional schemes, to meet emerging priorities; and

3. That the financial implications arising from the report be included in the Capital Programme and released in accordance with the Financial Regulations Code of Practice C5.2(a).

.....
Chair

BARNSELY METROPOLITAN BOROUGH COUNCIL

CABINET SPOKESPERSONS' DECISIONS

Schedule of Decisions taken for week ending 14 May 2021

<u>Cabinet Spokesperson</u>	<u>Item</u>	<u>Decisions</u>
1. Leader	Appointment of the Cabinet for 2021/22	<p>(i) that the Cabinet Portfolios be confirmed for the 2021/22 municipal year with effect from Annual Council on 20 May 2021;</p> <p>(ii) that the following members be appointed to the Cabinet for the 2021/22 municipal year with effect from Annual Council on 20 May 2021, with responsibility for the portfolios indicated:-</p> <ul style="list-style-type: none">• Deputy Leader – Councillor Jim Andrews• Cabinet Spokesperson without Portfolio – Councillor Sharon Howard• Cabinet Spokesperson for Core Services – Councillor Alan Gardiner• Cabinet Spokesperson for Adults and Communities – Councillor Jenny Platts• Cabinet Spokesperson for Children's Services – Councillor Trevor Cave• Cabinet Spokesperson for Place (Environment and Transportation) – Councillor Chris Lamb• Cabinet Spokesperson for Place (Regeneration and Culture) – Councillor Tim Cheetham

<u>Cabinet Spokesperson</u>	<u>Item</u>	<u>Decisions</u>
1. Leader	Appointment of the Cabinet for 2021/22 (continued)	<p>(iii) that the following members be appointed as Cabinet Support Members for the 2021/22 municipal year for the portfolio as indicated:-</p> <ul style="list-style-type: none"> • Cabinet Support Member without Portfolio – Councillor Anita Cherryholme • Cabinet Support Member for Core Services – Councillor Robin Franklin • Cabinet Support Member for Adults and Communities – Councillor Brenda Eastwood • Cabinet Support Member for Children’s Services – Councillor Sarah Tattersall • Cabinet Support Member for Place (Environment and Transportation) – Councillor Pauline McCarthy • Cabinet Support Member for Place (Regeneration and Culture) – Councillor Robert Frost. <p>(iv) that Councillor Kath Mitchell be appointed Member Community Cohesion Champion for the 2021/22 municipal year.</p>
2. Leader	Appointment of the Area Council Chairs for 2021/22	<p>that the following Members be appointed as Chairs of the Area Councils as indicated for the 2021/22 municipal year with effect from Annual Council on 20 May 2021:-</p> <ul style="list-style-type: none"> • Central - Councillor Kevin Williams • Dearne - Councillor May Noble • North - Councillor Dave Leech • North East - Councillor Joe Hayward • Penistone - Councillor Robert Barnard • South - Councillor Pauline Markham

BARNSELEY METROPOLITAN BOROUGH COUNCIL

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

**REPORT OF THE EXECUTIVE DIRECTOR (CHILDREN'S SERVICES)
TO CABINET ON 2 JUNE 2021**

**COMMISSIONING OF SCHOOL PLACES AT PENISTONE GRAMMAR SCHOOL FOR
PUPILS WITH SPECIAL EDUCATIONAL NEEDS**

1.0 PURPOSE OF REPORT

- 1.1 To seek Cabinet's approval for the commissioning of up to 30 new places for pupils with special educational needs and/or disabilities (SEND) at Penistone Grammar School.

2.0 RECOMMENDATIONS

- 2.1 **Cabinet approves the commissioning of up to 30 places for pupils with SEND, including complex needs, at Penistone Grammar School as detailed particularly in Sections 4.0 and 7.0 of this report.**

3.0 INTRODUCTION

- 3.1 Last year, Cabinet agreed to adopt the revised Borough School Placement and Sufficiency Strategy for children with SEND, including those with complex needs. This includes those with co-morbidity or a combination of multiple needs such as social, emotional and mental health and autism that combine to create complexities in needs.
- 3.2 The Strategy details how the Local Authority and its statutory partners will address the fundamental challenges being faced in meeting increasing demand for school places for children and young people with SEND within the available resource envelope. In particular, the strategy is based upon the following objectives:
- To ensure children and young people with SEND have access to the right type of school placement which best meets their needs, that is within their community and is closer to home. This includes those who have been categorised as having needs relating to social, emotional and mental health; autism and/or speech, language and communication needs.
 - Embedding a partnership-based approach, to ensure the appropriate range and capacity of provision is available in local mainstream schools, academies and specialist settings to enable the needs of a greater number of children and young people to be met, as part of an inclusive culture. This builds upon our commitment expressed in November last year within the terms of reference of the Barnsley Alliance for Schools and the Education Improvement Strategy.

- To ensure value for money and the most effective use of available resources continues to underpin the refreshed strategy.
- To ensure that children, young people and families are at the heart of planning and provision.
- Statutory partners continue to work closely and ensure, where possible, to ensure children and young people with SEND do not have to travel out of the borough to have their educational needs met through early identification and support, in parallel with improvements to the quality and efficiency of education, health and care plan processes.
- To enable children and young people who require ongoing specialist support to be placed in the best possible provision and have their needs met through a stable and enriching school life.
- Improving personalisation as part of provision, including personal budgets.
- A system which promotes independence, confidence and aspirations and enables children to make a successful transition to adulthood.

4.0 PROPOSAL AND JUSTIFICATION

- 4.1 As part of the strategy's objective of ensuring children and young people with SEND have access to a placement which best meets their needs closer to home, the proposal in this report is for the Local Authority to expand provision at Penistone Grammar School. This will lead to the creation of up to 30 places for children and young people (10 per academic year for the next three years), who will be able to access the curriculum via a combination of mainstream classroom and Heart Space provision with effect from the beginning of the Autumn Term this September 2021.
- 4.2 This will provide education places for children, identified with very complex needs and who will require access to the curriculum predominantly via specialist Heart Space provision, supported by supplementary teaching and specialist learning assistance.
- 4.3 The costs of provision will amount to 10 places at a cost of £10,000 plus £7,500 of top-up funding for each pupil per annum, rising by 10 pupils per academic year to a total of 30 new pupil places after 3 years. Further detail, concerning both the capital and revenue costs for this proposal, including the procurement of ICT, refurbishment and adaptations, together with the potential savings to be accrued through this commissioning intention, is outlined in Section 7.0 of this report.
- 4.4 Based on current need and consultations for school places, the development of these places will ensure that these children and young people are not placed in independent non maintained special school settings (INMSS) or out of borough. This is because continual long-term dependence on such provision is not financially or otherwise favourable as a long-term sustainable option when viewed against steadily rising increase in needs for these cohorts of children and young people.

Placement of the identified INMSS requirements, based on the annual average INMSS cost of £58,000, would see an approximate annual increase of £580,000 on the high needs block rising to £1,74 million pounds at the 3 year point; against an in-borough placement cost total of £575,000 at the 3 year point.

- 4.5 The proposal accords with the overall purpose of the recently refreshed School Placement and Sufficiency Strategy by re-setting the balance in favour of borough based, mainstream provision which is closer to the child or young person's home and community and which prevents the alternative of significantly more costly, independent provision outside of the borough. The proposed use of the Heart Space at Penistone Grammar School for this purpose will improve parental choice and the quality of experience whilst, at the same time, promoting inclusion through education, raising aspirations and enhancing outcomes. It will also mitigate the social costs of children and young people being taken out of their local community and having broken links into adulthood as a result.
- 4.6 This approach is closely aligned with Cabinet's recent decision, made at its meeting held on 21st April, to expand in-Borough education provision for children and young people with complex needs through the creation of a Programme Board whose purpose will be to develop a transformative Council-wide and partnership-based programme to expand the number of school places for these groups of children within local mainstream and special schools.

5.0 CONSIDERATION OF ALTERNATIVE APPROACHES

- 5.1 In order to comply with its statutory responsibility of providing a sufficient number of placements for a growing percentage of children and young people with SEND whilst achieving value for money and the more effective use of available resources within an increasingly challenging financial climate, the Council has no alternative but to develop a system which is more sustainable and beneficial for the local population of families with children and young people who have complex needs. .

6.0 IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS

- 6.1 The proposal will enable more local children and young people with SEND to access the curriculum, through a largely mainstream setting. This will enrich their experience and build their resilience, societal links, independence and potential. Similar initiatives have already been approved in other local mainstream settings during 2020/21 and others are proposed during 2021/22 which will help more children with SEND in many areas of the Borough to achieve their potential.

7.0 FINANCIAL IMPLICATIONS

- 7.1 Consultations have taken place with representatives of the Service Director – Finance (S151 Officer).
- 7.2 The proposed capital works to develop the infill space within the school supersedes the previous approved proposal to develop an external outreach workspace for the SEND Heartspace provision at the school through the installation of portakabin. The previous Cabinet report [reference / date] gave approval for capital costs of £300k (of which £37k has been expended on design fees) and this to be funded from the

DfE allocated SEN special provision capital grant funding. The following detailed the revenue and capital cost implications of the proposed replacement development.

Revenue expenditure

- 7.3 The revenue cost of commissioning up to 30 places (10 per academic year) for pupils with special educational needs, at Penistone Grammar School from September 2021 is estimated at **£102k** in 2021/22, rising to **£525k** in a full year. The above cost is based on £10k funding per place and top up payments (£7.5k per pupil). It should be noted that top up funding paid in the year will be based on the actual number of pupils placed at the provision (as evidenced by the census count).
- 7.3 The above cost has been reflected and included in the Council's planned 2021/22 high needs budget - funded from the dedicated schools grant (DSG) high needs budget allocation for the Council.

Capital expenditure

- 7.4 Additional adaptations to the designated workspace in Penistone Grammar School will be required to create provision / capacity for 30 pupils (commencing with 10 pupils from Sept 2021). Design proposals for the development of the infill space area were submitted in August 2019 as part of the phased development approach for Penistone Grammar School. The additional capital works/spend includes creation of 4 additional teaching spaces creating additional study space, extension of the post 16 dining space to create office/reception, 2 breakout/meeting rooms and start-up costs including purchase of materials, laptops, etc.
- 7.5 The overall capital cost is estimated at **£748k** (based on the indicative high-level quotation) and is made up of the following:
- | | |
|---------------------------|-------|
| Architects/other fees | £27k |
| Construction costs | £484k |
| Fixtures/fittings | £20k |
| Project management | £79k |
| Professional / legal fees | £90k |
| Start-up (ICT) | £20k |
| RIBA stage 4 costs | £28k |
- 7.6 The following are specific issues to note relating to the above cost estimates and scheme:
- The £90k estimates for professional and legal costs relates to Deed of Variation and legal costs associated with the SPV (BSF/PFI contract costs). The value of works meant that a High Value Change Notice (HVCN) has been issued to the SPV. Since the works does not extend the footprint of the school, it would fall under permitted development and therefore ensure a pass through to planning.
 - the construction costs estimated are in line with the standard pricing model meterage for new and regeneration works.

- Approval to incur upfront cost of £27,593 (design costs and planning fee) has been sought in order to develop the scheme to RIBA Stage 4 for tender purposes, prior to formal approval of the scheme. It should be noted that an exceptions report would be submitted if tendered costs comes in significantly different from the above estimates.
- Latest completion timescales suggest that works is now likely to be completed by December 2021 (rather than October previously indicated) due to works starting during the summer holidays to minimise disruption within the school.

7.7 The above capital cost (£748k) will be funded from the Council's SEND special provision capital funding allocation from the DfE. The council was allocated £1.32million over 3 years, of which **£898k** is currently uncommitted (inclusive of £263k uncommitted amount for the Portakabin proposal).

8.0 EMPLOYEE IMPLICATIONS

8.1 There are no employee implications directly emerging through this report.

9.0 LEGAL IMPLICATIONS

9.1 Please see Paragraph 7.6 of this report.

10.0 CUSTOMER AND DIGITAL IMPLICATIONS

10.1 There are no implications for the current range of access channels to Council services or for the onus towards digital transactions, arising through the report.

11.0 COMMUNICATIONS IMPLICATIONS

11.1 It is anticipated that, mindful of any restrictions resulting from any extended future lockdown period, the placements will begin from September 2021 onwards. Parents and families will be kept informed of developments through our regular networks with schools.

12.0 CONSULTATIONS

12.1 Consultations on the kind of placements which parents and families would like to see for children and young people with SEND were undertaken as part of our ongoing engagement with service users in developing the School Placement and Sufficiency Strategy, fostering broader systems' improvement and promoting our statutory local SEND offer.

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

13.1 The proposal will support outcomes 6 and 7 within the corporate objective of 'People Achieving Their Potential'. The aim will be to ensure '*Every child attends a good school and is successful in learning at work*' through improved access to the Curriculum.

- 13.2 The progress of these children and young people will continue to form part of the quarterly submission of reports to Cabinet on the SEND Performance and Finance framework and the annual reporting of education outcomes in the borough.

14.0 PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION

- 14.1 The proposed commissioning of these school places at Penistone Grammar School, will exclusively help promote opportunities to improve the potential of a group of children and young people with a protected characteristic, as defined by the Equality Act (2010) and Public Sector Equality Duty.

15.0 TACKLING THE IMPACT OF POVERTY

- 15.1 The proposal will help in ensuring the impact of SEND including complex need, does not prevent or constrain a child from achieving their potential. Promoting inclusion and social mobility through the proposal, will enable children and young with SEND to go on to become more active citizens and benefit from the economic prosperity and increased social capital arising through investment in the borough's economy and improvements in the long-term health and wellbeing of local communities.

16.0 TACKLING HEALTH INEQUALITIES

- 16.1 Please see Paragraph 15.1 of this report.

17.0 REDUCTION OF CRIME AND DISORDER

- 17.1 There are no implications for tackling crime, disorder or anti-social behaviour arising through consideration of this report.

18.0 RISK MANAGEMENT ISSUES

- 18.1 The proposed commissioning of these school placements forms part of a strategy which intends to place the Council in a better position to comply with its statutory responsibility concerning the sufficiency of school places for children and young people with SEND.
- 18.2 The action plan will incorporate a risk log which should enable swift management action to be taken, where necessary, to maintain progress against priorities and objectives and to prevent any impact upon the attainment of children and young people with SEND.

19.0 HEALTH, SAFETY AND EMERGENCY RESILIENCE ISSUES

- 19.1 In assuming there are no further restrictions emerging through a further wave in the Pandemic, there should be no such implications to consider when the additional school places become available at Penistone Grammar School.

20.0 COMPATIBILITY WITH THE EUROPEAN CONVENTION ON HUMAN RIGHTS

- 20.1 The proposal in this report supports our commitment to and is fully compatible with the rights of the child under the Convention.

21.0 CONSERVATION OF BIODIVERSITY

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

22.0 GLOSSARY

22.1 None, applicable.

23.0 LIST OF APPENDICES

23.1 There are no appendices to this report.

24.0 BACKGROUND PAPERS

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

Report author: Nina Sleight (Service Director: Education, Early Start and Prevention)

Financial Implications/Consultation



Joshua Amahwe (20/04/2021)

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(To be signed by senior Financial Services officer
where there is no Appendix A)

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BARNSELEY METROPOLITAN BOROUGH COUNCIL

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

Report of the Executive Director
(Children's Services) to Cabinet
on 2 June 2021

RESPONSE TO THE OVERVIEW AND SCRUTINY COMMITTEE TASK AND FINISH GROUP'S REPORT ON CHILD POVERTY

1. Purpose of report

- 1.1 To report to Cabinet the co-ordinated response of the Executive Director (Children's Services) to the findings of the Overview & Scrutiny Committee (OSC) from the investigation undertaken on its behalf by the Child Poverty Task and Finish Group (TFG). This report follows on from the previous investigation into poverty which focused on adults; however, this investigation looks specifically at the challenges and support for children and young people living in poverty. This included considering what the key challenges are for children and young people living in poverty; what support services are available from the Council and other local agencies; and what are the future plans in terms of this agenda. The TFG met with a number of representatives from local agencies, spoke with children and young people directly and highlight a number of recommendations in support of further improvement.

2. Recommendations

- 2.1 That Cabinet considers and endorses the conclusions and recommendations set out below as a result of the TFG's review of Child Poverty.

3. Introduction/Background

- 3.1 As part of its work programme the OSC agreed to undertake a further TFG investigation into Child Poverty in Barnsley following on from previous work. The TFG acknowledge that support needs to be provided to parents and carers in order to lift children out of poverty; however, they are cognisant of there being specific impacts and implications on C&YP living in poverty and were keen to further investigate these and consider the provision of relevant support mechanisms.
- 3.2 There were already heightened concerns regarding poverty both locally and nationally prior to the Covid-19 pandemic. However, it is evident that this position has been exacerbated as a result of national lockdowns and additional pressures on household finances, job losses and reduced access to healthcare and education provision. It is also likely that this position may worsen as national government support schemes such as furlough are removed. The TFG have sought to better understand the specific challenges in terms of poverty in Barnsley on children, young people and families; to hear the views from a number of different key agencies and local residents; and consider what recommendations could be made for improvements.
- 3.3 The members of the TFG who undertook this investigation included the following:

Councillors Jo Newing (TFG Lead Member), John Clarke, Jeff Ennis, Steve Hunt, Wayne Johnson, Phil Lofts, Pauline McCarthy, May Noble, Pauline Phillips and Kevin Williams. The response to each of the TFG's recommendations concerning child poverty is outlined below

4. TFG Recommendations and Responses

4.1 Recommendation 1: All Family Centre Managers to hold engagement sessions with local Ward Members and ensure this is a mandatory part of the induction process for new managers as well as ensuring the intelligence is shared with other Family Centre staff

As highlighted above, this is to ensure that intelligence is shared regarding the work of and available facilities in family centres so Elected Members can promote these services amongst their communities. This will also provide opportunity for Family Centre managers and their staff to understand specific projects and services which have been commissioned on a local Ward or area basis which they may be able to refer children, young people and families to; thereby maximising available support opportunities.

Service Response: This recommendation is supported

All Family Centre managers were directed to contact and engage with local Ward members following attendance by the Service's senior management team at the meeting of the Overview and Scrutiny Committee. Work has been undertaken to ensure that new Family Centre managers who have joined the Service recently have been enabled to introduce themselves to local Ward Members and to begin to develop their relationship and develop strong links. This will continue to be incorporated into future staff inductions.

Community Early Help Delivery Groups for each Family Centre Reach area are being launched this Quarter, replacing the old advisory board format which some Elected Members may be familiar with. Local Ward Members are seen as key members of these delivery groups and it is hoped that they will feel enabled to engage in these forums which facilitate the sharing of information and intelligence and development of multi-agency working to ensure that the needs of families are met in the best possible ways in their local communities. This will further support local Ward Member engagement. Any Members who have not yet received an invitation should expect to do so shortly.

Additionally, team meetings take place regularly within the Family Centres' structure to ensure that information and intelligence can be shared across staff members and we are committed to continuing to do so.

4.2 Recommendation 2: Priority needs to be given to addressing digital poverty for children, young people and families. This not only includes access to devices but also to Wi-Fi and adequate data

The TFG recognise that there have been a number of schemes to address digital poverty amongst young people both locally and nationally, including provision via local schools and colleges. However, the group are cognisant of the challenges which children, young people and families living in poverty face, without being further impeded with access to education. The TFG would welcome an update on the work done on this agenda and an indication of the extent to which there are still gaps. The TFG also recommend the Council engages with its suppliers regarding what they could offer local children, young people and families and the extent to which educational activity online could be exempt from data allowances.

Service Response: This recommendation is supported

The service recommendation is that the Barnsley Schools Alliance, the Council and its strategic partners continue to work collaboratively to address the digital divide that exists in Barnsley. There needs to be a continuous focus on the following:

- Securing sufficient digital devices across the borough for children, young people and families to be able to access the Internet.
- Secure adequate levels of Internet access for children, young people and families
- To continue to provide community spaces for children, young people and families to safely access the Internet.

When the recommendation will be implemented?

The recommendations have been fully implemented and all the Department for Education (DfE) procured devices and the additional 'Laptops for Kids' devices have now been delivered. The recycling of devices is ongoing and the community spaces are now available and in use. The work around developing connectivity continues across a number of groups both inside and outside of the Council.

How the recommendation will be implemented?

Barnsley Schools Alliance has recognised the need to address digital poverty amongst children and young people and continue to work with partners to mitigate the impact wherever possible. Through the work of the Alliance, colleagues have supported the DfE programme of providing laptops and tablets to Barnsley maintained schools, multi academy trusts, the College and other educational institutions to help pupils, students and families access remote education during the Covid-19 Pandemic. Through the co-ordination of the Barnsley Alliance's management team, we are now confident all institutions have now received their full allocation of DfE devices.

Through the 'Laptops for Kids' Scheme, the Council has procured an additional 1400 devices <https://www.ltfk.co.uk/>. This will further add capacity for improving online and remote access to learning.

The Council has also invested in measures aimed at strengthening support to groups of young people who were, at that time, scheduled to take GCSE and A' Level examinations during the Summer of 2021. A crucial element of this was to enhance the Borough's remote and online learning offer through identifying assets in local communities where students could access education remotely and by distributing devices to vulnerable or excluded families so that their children could continue learning online. Improved access to facilitated study space through a combination of opening dedicated spaces within libraries, family centres, community resource centres and IKIC centres was planned.

In addition, the Council's Digital Exclusion Poverty Working Group, strategic partners and schools across Barnsley continue to work tirelessly to ensure access to the Internet for all children and young people. There are a number of initiatives available that give free or discounted Internet access to schools, children, young people and families and these opportunities are continually shared across the partnership.

4.3 Recommendation 3: The Council makes provision for a generic youth service offer across the borough

The TFG acknowledge the challenges the Council has faced in recent years and the changes made to youth service provision; however, they feel this is a critical service for local young people to access. A generic offer provides opportunity for young people to seek advice and support on a variety of issues in an environment which is not stigmatised. It is also acknowledged that young people are unlikely to proactively seek support for issues they may be experiencing but by being amongst professionals in an informal environment are more likely to disclose challenges they and their family may be facing and their support needs. This may be something that is commissioned either centrally or by individual Area Councils.

Service Response: This recommendation is supported

The Targeted Youth Support Service mirrors aspects of a traditional youth service delivery model. Any young person can access early intervention and prevention services and opportunities offered either by self-referral or through consent to an agency referral.

The service has six 'I Know I Can' or IKIC centres across Barnsley that provide evening provision along with area based detached work where there is an identified need. The current model is based on the principle of fair and equitable access regardless of location or community.

Additional bespoke programmes are offered, often in partnership with other agencies to meet a particular need or issue such as, for example, anti-social behaviour within a community or emotional health and wellbeing support. This is designed to be delivered in a group setting.

The service works closely with Family Centres and Family Support Workers to provide a co-ordinated approach to targeted early help services where a one to one worker may act as lead professional as part of an early help assessment and plan.

The Targeted Youth Support Service also delivers several statutory functions, for example, the Return Home Interview / Missing from Home Service and Independent Visitors Service for Looked After Children. These are targeted services which sit alongside the wider communities element of the Service offer.

When the recommendation will be implemented?

Area Councils and Ward Alliances have invested in specific services aimed at supporting young people in their communities as issues have arisen locally often in partnership or alongside the Targeted Youth Support Service.

Consideration may be given to the Barnsley Youth Zone proposal. If the proposal proceeds, then this would provide a central venue for borough wide access to sports, arts and leisure led positive activities and opportunities for young people on a large scale.

How the recommendation will be implemented?

Despite a significant reduction in budget over many years, Barnsley has managed to retain an infrastructure with the capacity to build on should the investment and funding become available. The Targeted Youth Support Service has historically worked in partnership with

individual Area Councils on specific projects and in an advisory capacity to support with commissioning arrangements for third party / external providers to ensure quality and coordination.

4.4 Recommendation 4: Work around poverty-proofing Children's Social Care assessments' is presented at each Area Council, so they can engage with this agenda and exchange knowledge of local resources and services to aid this work

The TFG welcomed knowledge of this work and were keen to ensure that Area Councils are engaged with poverty champions so that the Council can make best use of its resources as well as those in local communities including Third Sector organisations.

Service Response: This recommendation is supported

The Children's Social Care Poverty Proofing Task and Finish Group has been in place since June 2020 following on from completing research with the Universities of Sheffield and Huddersfield on the impact of poverty specifically in relation to child protection. Poverty Champions have been identified and the links with Area Councils will be made by the end of April 2021.

How and when the recommendation will be implemented?

The Children's Social Care Poverty Proofing Task and Finish Group will ensure that links with the poverty champions are made, this is currently on the agenda for 21st April 2021 and shortly after that contact will be made and co-ordinated with the Area Councils to share information, knowledge and to ensure the poverty champions are fully aware of local community resources

4.5 Recommendation 5: Additional investment is made available to provide externally procured outreach advice services to ensure basic local provision in every area

Given the importance of maximising family income and the impact the Pandemic has had on households who have not previously struggled financially, TFG Members requested to reiterate the recommendation from the previous investigation into poverty, regarding the need for advice services to be available in all Wards. Given the economic impact of the Pandemic on employment, the TFG anticipate an increasing demand on households accessing benefits for the first time and the need for sound financial advice and support for them.

Service Response: This recommendation is provisionally supported.

It is important that an understanding of the level of existing investment / spend across the Council is obtained in this matter. We need to baseline all existing resources aligned to this area across the Area Councils and the Third Sector / partners and use that as an evidence base to identify any potential gaps and additional investment requirement.

The Head of Stronger Communities is currently conducting a review of all welfare advice services that are offered through the Council. The scope of the review will be to look at the current provision of welfare advice services across the Borough and provide recommendations for service delivery moving forward. This review is expected to conclude in May/June this year.

In addition, our network of Family Centres is well placed within local communities across Barnsley, particularly those with the highest levels of deprivation. We would strongly

advocate that our Family Centre venues are utilised from which to deliver advice services or to help to provide a base for any such externally procured services wherever possible. This has already proved a successful approach in the partnership working between Family Centres and the Citizens Advice Bureau for example. We would welcome being included in any commissioning process to support the development of such provision.

4.6 Recommendation 6: The TFG welcome Barnsley Alliance discussing welfare support in schools as a regular agenda item to ensure consistency across the Borough

The TFG welcome this action which came up during the discussion with local school representatives and are keen to support the work of the Barnsley Alliance, in particular for schools to provide ongoing peer challenge regarding their welfare support provision. The TFG are cognisant of the key role schools play in local communities, which has been, and will continue to be important, as children and young people deal with the impacts of the Pandemic both now and in the future.

Service Response: This recommendation is supported

The Service recommendation is that Barnsley Schools Alliance works with schools and the Council to explore the two principle statements within recommendation 6. The Alliance and schools must agree on what effective welfare provision should look like in schools and how this is to be both measured and monitored. The partnership should then be able to clearly articulate what ongoing peer challenge would look like and how this would be implemented effectively across the ninety-one schools in Barnsley.

When the recommendation will be implemented?

The Barnsley Schools Alliance is currently going through a process of consultation with all schools around the key priorities moving forward into the next academic year and welfare support in schools can be a part of the consultation process. From the 13th of April a number of meetings with school leaders have been arranged to further shape the Barnsley School Alliance school improvement strategy. Moving forward, the plan is to develop a number of working groups around key themes and from these groups will hopefully come a number of recommendations. Given the socio-economic factors impacting on Barnsley schools and the impact of the Pandemic, it is anticipated that a working group around wellbeing, welfare and non-academic support will be one of the working groups to emerge from these meetings. From these meetings implementation plans will be developed over the Summer term and the delivery phase of implementation is planned for September 2021.

How the recommendation will be implemented?

As outlined above, implementation planning begins on the 13th of April with the consultation meetings that are planned to take place with schools. The initial process is where the Alliance and the Council will explore priorities amenable to change and will agree a number of key priorities. Once the exploration stage has been completed and objectives identified, the working groups will move into the preparation stage of implementation. This is where a clear implementation plan will be created and where training and capacity issues are addressed. Once the implementation plan is complete, the groups will move into the delivery phase of implementation. This is hopefully around September 2021. This is where the evidence-based strategies agreed upon are put into practice. The final stage of our implementation will be the sustainability phase, where partners will plan to sustain and possibly scale up the work across the borough. This is the implementation process we hope

to follow with all our initiatives moving forward. Each stage of the process is pivotal to securing sustained change and improvement across the system.

4.7 Recommendation 7: The OSC undertakes a future TFG investigation into gambling

Given the impact of the Pandemic, a number of agencies mentioned concerns regarding gambling in communities and the harm this causes to children, young people and families. There has been national recognition of the increase in online gambling during the pandemic and concerns regarding the impact of this on poverty.

Service Response: This recommendation is supported

There would be merit in such an investigation. We commend the Task and Finish Group's recommendation as it would be important to increase our knowledge of the issue and to help raise awareness of gambling-related harm at a local level

When the recommendation will be implemented?

Please see below.

How and when the recommendation will be implemented?

The Service Director (Public Health) will formulate a position statement on problem gambling and its links to both child poverty together with other risks to health. The position statement is likely to be published later this year.

4.8 Recommendation 8: Enforcement Officers working in private sector housing to be provided with/directed to information on specific support services available for children, young people and families living in poverty in local areas

The TFG recognise the challenges in officers being able to have a plethora of knowledge on support services for both adults and children in different areas. Therefore, they recommend that officers are able to access a list of services they could direct young people to in local communities, whether this be at local schools, youth services or Third Sector organisations' for them to seek respite and support regarding challenging circumstances they may be living in.

Service Response: This recommendation is supported

Moving forward, the Housing Team will utilise any information or guidance they are provided with to make sure that timely referrals are made for families to access appropriate support.

4.9 Recommendation 9: Work is undertaken to co-ordinate the support for children, young people and families undertaken by different agencies such as Council Services, the Good Food Barnsley Community Interest Company (CIC) support in schools, projects commissioned by Area Councils and Ward Alliances as well as initiatives by Third Sector organisations and local volunteers

The TFG praised the work of different agencies in supporting children, young people and families living in poverty. However, they are keen to make sure that this is co-ordinated in order to maximise the available resources and referrals to commissioned services, avoid duplication and learn from good practice across partners. Similarly, it is important that the voice of children, young people and families as well as youth services are heard within this

work to ensure that provision is effective and accessed by those in most need who may not necessarily be visible to statutory services.

Service Response: This recommendation is supported.

Children's Services are engaged in a number of partnerships including the Good Food Steering Group, Healthy Holidays & Food Programme Steering Group and the Financial Resilience Sub-Group. The Youth Voice and Participation Team within the Targeted Youth Support Service encourages young people to participate in the Youth Council and their work is driven through the annual consultation event led by the British Youth Council called 'Make Your Mark', through which each young person aged 11-18 years has the opportunity to participate in a ballot to decide their local priorities from a choice of local topics, involving schools, educational establishments and other community settings. The priorities of the Youth Council are shared on an annual basis through the Council's governance arrangements and with individual school establishments. These will be further cascaded through Area Council arrangements to influence their own children and young people's priority setting. There are other local youth voice networks and providers that have been commissioned to undertake specific tasks and functions by the Area Councils and through agencies such as the Barnsley Clinical Commissioning Group.

Community Early Help Delivery Groups for each Family Centre reach area are being launched this Quarter, replacing the Advisory Board format. The purpose of the delivery groups is to ensure services meet local needs and contribute to improving children and young people's outcomes. They will facilitate integrated working with relevant agencies/organisations, promote understanding and ownership of a common vision, including services required by the local community beyond the Family Centre offer using current data and community knowledge. They will provide support and challenge to the Family Centres and make sure that development plans enable all children and young people to make the best possible progress and meet local needs as well as borough wide and national targets through effective joint working and delivery of services across communities. Membership is extended to providers across the children and young people's workforce, relevant partner agencies including Adult Services, Elected Members and service users. Parents and carers and children and young people will be supported to ensure they have a voice within the delivery groups.

When will the recommendations be implemented?

An overarching Youth Voice and Participation Strategy developed and informed by a consortium of identified key stakeholders could enhance co-ordination and act as a commissioning framework to measure against. It could also provide an opportunity for larger consultation exercises to ensure that services are reaching out to all young people and encompass a broad representation of the youth population. This would also provide a conduit to identify early, those young people previously not known to services who may be in need of additional support.

The Community Early Help Delivery Groups could provide a channel through which to co-ordinate this work at a local level and both Youth Service representatives and young people could be co-opted onto this group to ensure sufficient representation of agencies representing young people and the young people themselves. The afore mentioned Youth Voice and Participation Strategy would drive the ambition behind these delivery groups for involving young people.

4.10 Recommendation 10: 0-19 Years Public Health Nursing Service staff be provided with training on the Area Council model and commissioning of localised services, as well as basic training on the benefits system to help with assisting families in navigating services

The TFG are mindful of the array of local support services available for families; however, they are aware of the challenges which families face in navigating them, particularly as the Pandemic has meant a new cohort of families need access to such services. It would also be helpful for staff to understand the service commissioning by Area Councils and what specific service provision may be available on local area footprints to both maximise referrals as well as prevent inappropriate ones.

Service Response: This recommendation is supported

The Area Teams will establish training sessions on the Area Council model and commissioning of local services with the 0-19 Years Public Health Nursing Service. The Area Teams will work with the Public Health Nursing Service to determine the dates and times of the training. Discussions will commence with the Council's Benefits, Taxation and Income Service with a view to enabling staff in the Public Health Nursing Service to acquire a basic understanding of the benefits system as part of sign posting and enabling contact to be made between families who are impacted by determinants of deprivation and the Benefits, Income and Taxation Service

4.11 Recommendation 11: Provision is made by Family Centres for the loan of basic safety equipment to families most in need

The TFG acknowledge the challenging circumstances in which a number of children, young people and families live in and the need for them to be able to access equipment such as stair gates. The group were concerned regarding the reliance on local charitable organisations including faith groups for such items and recommend there is at least some provision via Council services.

Service Response: This recommendation is provisionally supported

The need to ensure that basic safety equipment is accessible is acknowledged. However It is felt that the operation of such a scheme could have the potential for increased liability risk for the Council. It would be challenging to fully ensure that any returned equipment was safe for redistribution in the case of some safety items, for example car seats as we would be reliant on service user self-disclosure as to whether the seat had been involved in any accidents during its use. Additionally, Family Centres do not have the funds available within its service budget to procure the required equipment or pay for any associated costs required to facilitate such a scheme at this time.

Our alternative recommendation is for the Early Start and Families Strategy and Service Manager to work with colleagues through the Financial Resilience Group to look to develop access to funding for basic safety equipment through the Local Welfare Assistance Scheme. This could operate in the same way that families are directed to this scheme for items such as white goods and food parcels. This would ensure that families have access to the equipment they need with no increased liability risk to the Council.

4.12 **Recommendation 12: Forward planning to be undertaken regarding making opportunities available and recruiting young people as volunteers due to limited paid work experience opportunities**

As noted by another Member TFG undertaken on the Council's Covid Response, Recovery & Renewal work, the lack of employment and skill development opportunities for young people is of concern to Members. It is also thought that a number of Year 13 students plan to delay going to University for a year in the hope by which time the impacts of the Pandemic will have reduced. It was recommended at a recent OSC meeting that children and young people are specifically involved in the development of Culture & Visitor Economy Services; therefore, this may be a particular opportunity which could be utilised.

Service Response: This recommendation is supported

Nationally and locally young people have been disproportionately impacted by the lockdowns in response to the COVID pandemic. Evidence from the last recession suggests that a significant period of unemployment has a scarring effect on young people's long-term employment and earning prospects.

The activity outlined below sits within and enhances a wider package of measures that Barnsley Council and its partners are taking to help reduce the impact on 16-24-year olds.

- **[Advance Barnsley](#)** - launched January 2021, this website, developed with partners (JobCentre Plus, Colleges, the Chamber and service providers) brings together helpful information, advice, guidance and access to support into one place to help young people find, get, stay-in and progress in work. A supporting campaign is launching at the moment to raise awareness of the opportunities and support available.
- **Employment Support Helpdesk** - established in May 2020, as a single point of contact for all ages to speak to someone and help them get the support they need to find work, stay in work or progress.
- **Careers Advice** - we are working with the schools and colleges to look at how young people can still access meaningful work experience and interactions with the world of work. Our Business Education Alliance programme launched over the last year to help small businesses to engage and support our schools and colleges raising awareness of the kind of jobs available in Barnsley and wider areas and the skills needed to access and progress in those roles.
- **Inclusive Offer** - Commenced in January 2021 to increase the number and enhance the quality of a range of work experience related opportunities, both paid and unpaid, across the Council and Borough.
- **Employer Promise** – Partners are looking to bring forward a Youth Friendly Employer scheme as part of our existing Employer Promise to highlight opportunities for young people and recognise good practice in the borough.

When the recommendation will be implemented?

The Inclusive Economy Board has identified Youth Employment as a priority within its recovery response to reduce the impact of the shock on Barnsley businesses and residents due to the Pandemic and successive lockdowns. As part of this recovery plan in addition to the activity outlined above, options to utilise existing resources differently and bring forward new activities to address identified gaps are being considered.

In addition, the Area Teams will work with other directorates of the Council (Culture and Museums and the Employment and Skills Team) and Barnsley Community and Voluntary Service to provide opportunities for young people to volunteer in the Borough to build their skills and to get some valuable work experience.

5. Implications for local people / service users

- 5.1 The investigation undertaken by the TFG as well as the recommendations made are in support of improving outcomes for people in Barnsley, with a specific focus and concern for children, young people and families experiencing poverty. The TFG acknowledge that support needs to be provided to parents and carers in order to lift children out of poverty; however, they are cognisant of there being specific impacts and implications on children and young people living in poverty. The TFG recognise the daily challenges being faced by children young people and families especially given the impacts of the Pandemic, and acknowledge the good work already being undertaken by services to provide support.

6. Financial implications

- 6.1 The S151 officer or representative has been consulted as part of drafting this report.
- 6.2 At this stage, there are no direct specific financial implications arising from the recommendations outlined in the report. However, it is recognised that in responding to or implementing individual recommendations in the report, the financial implications would need to be fully assessed and where appropriately considered as part of the Council's service / financial planning process.

7. Employee implications

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

8. Communications implications

- 8.1 The TFG members are keen to ensure awareness of the variety of available services amongst communities as well as amongst staff delivering front-line support, so they can make referrals for children, young people and families as appropriate, as well as avoid duplication. The TFG feel it is imperative that all communities have access to local welfare support services, particularly given the impacts of the Pandemic, and that the availability of these is communicated.

9. Consultations

- 9.1 Consultations have taken place with: the Child Poverty TFG Members; other Members of the Overview and Scrutiny Committee, Cabinet Spokespeople, Council Officers from the Children's Services, Adults & Communities, and Public Health Directorates; the Professor of Social Work from the University of Sheffield and the Professor of Social Work from the University of Huddersfield; the Head Teacher and Deputy Safeguarding Lead of Horizon Community College Trust and Executive Head of Meadstead Primary School; the Community Paediatrician and Barnsley Hospital Paediatrician; the Policy and Partnerships Officer-Social Security from the Joseph Rowntree Foundation and the Council's Senior Management Team.

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

- 10.1 As outlined in the Corporate Plan, the three priorities for Barnsley are: a thriving and vibrant economy, citizens achieving their potential and strong & resilient communities. Work to tackle poverty is central to achieving all of these priorities, in particular, in ensuring the support needs of children, young people and families are met; therefore, it is essential the Council and its partner organisations work together to support these aims.

11. Promoting equality & diversity and social inclusion

- 11.1 The TFG is keen to ensure that all Council services and activities are accessible to all its communities. Throughout the TFG's involvement in this work they have specifically referred to making sure that services are accessible to all, particularly children, young people and families with specific needs, including a protected characteristic and those in our most deprived communities. As part of the investigations, specific enquires were also made regarding support and access to services for children and young people with Special Educational Needs and Disabilities as well as for children, young people and families where English is an additional language. The TFG also ensured they heard directly from children, young people and families on the Youth Council and members of the SEND Youth Forum and Care4Us Council.

12. Tackling Health Inequalities

- 12.1 There are large health inequalities between Barnsley and England, and within Barnsley itself. Poverty and associated factors are recognised as wider determinants of health inequality; therefore, working to tackle poverty contributes to tackling health inequalities. The investigation undertaken by the TFG and recommendations made are in support of improving services across the borough, with a particular focus on those for children, young people and families with recognition that additional work may be required in specific communities to help address health inequalities.

13. Risk management issues

- 13.1 It is likely the recommended activities detailed in this report will contribute further to the effective mitigation of risks associated with poverty, specifically with regards to challenges for children, young people and families in Barnsley, and it would be appropriate for any follow-up report to be cognisant of these risks.

14. Glossary

- 14.1 Not applicable.

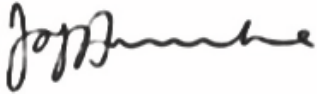
15. Background papers and useful links

- OSC TFG Report on Poverty (Cab.18.3.2020/8):
<https://barnsleymbc.moderngov.co.uk/documents/s64022/Overview%20and%20Scrutiny%20Committee%20-%20Task%20and%20Finish%20Group%20-%20Poverty.pdf>
- Response to the OSC TFG Report on Poverty (Cab.19.8.2020/8):
<https://barnsleymbc.moderngov.co.uk/documents/s69025/Overview%20and%20Scrutiny%20Committee%20Work%20Programme%20for%20202021.pdf>
- JRF Annual report 20/21 re. UK Poverty: <https://www.jrf.org.uk/report/uk-poverty-2020-21>
- Poverty in the UK Statistics House of Commons Briefing Paper June 2020:

Report Author: Melanie John-Ross: (Executive Director: Children's Services)

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Financial Implications/Consultation



Joshua Amahwe (07/05/2021)

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(To be signed by senior Financial Services officer)

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BARNSELEY METROPOLITAN BOROUGH COUNCIL

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

Report of the Executive Director
(Children's Services) to Cabinet
on 2 June 2021

RESPONSE TO THE RECOMMENDATIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE'S TASK AND FINISH GROUP REPORT ON CHILD EMOTIONAL HEALTH AND WELLBEING – EARLY INTERVENTION AND PREVENTION

1. Purpose of report

- 1.1 To report to Cabinet the co-ordinated response of the Executive Director (Children's Services) to the findings of the Overview & Scrutiny Committee (OSC) from the investigation undertaken on its behalf by the Child Emotional Health and Wellbeing – Early Intervention & Prevention (EIP) Task and Finish Group (TFG). This work follows on from last year's TFG investigation into EIP regarding Adult Mental Health and instead focuses on the support provision and interventions for children. The group met with the commissioners and providers of a number of local support services, as well as speaking with young people directly, and highlight a number of recommendations in support of further improvement.

2. Recommendations

- 2.1 **That Cabinet considers and endorses the conclusions and response made to the Task and Finish Group's recommendations as set out below, following an investigation into Child Emotional Health and Wellbeing – Early Intervention and Prevention.**

3. Introduction/Background

- 3.1 Further to last year's TFG undertaken on Adult Mental Health - EIP, as part of its work programme the OSC agreed to continue this work and undertake a TFG investigation into EIP in relation to child emotional health and wellbeing. The OSC has taken a keen interest in the provision of local Child and Adolescent Mental Health Services (CAMHS) in recent years, and given the pressures on these services, was keen to find out more about what is being done to prevent children requiring such support.
- 3.2 There have been both local and national concerns regarding the high and increasing demands on emotional health and wellbeing support services for children and young people, even prior to the global Covid-19 pandemic. However, evidence suggests that this has been further exacerbated by national lockdowns, limited access to support networks and activities, reduced access to education and uncertainties around exams. Members were therefore keen to find out more about early intervention and prevention services available in Barnsley, how these services have adapted during the pandemic, what young people think about access to them, and to consider what recommendations could be made for improvements.
- 3.3 The Members of the TFG who undertook this investigation included the following: Councillors Gill Carr (TFG Lead Member), Jeff Ennis OBE, Steve Green, Clive Pickering, Sarah Tattersall, Charles Wraith and Co-opted Member Mark Smith, Vice-Chair

Healthwatch Barnsley. As with previous years, the group specifically co-opted Mark Smith as he has helpfully assisted with previous TFG investigations into emotional health and wellbeing services and is involved in a number of forums, both locally and nationally, that provide support and challenge to the provision of emotional health and wellbeing services. This again provided additional expertise to the group as well as helped to avoid duplication of other work which has been undertaken.

4. Task and Finish Group Recommendations and Responses

4.1 Recommendation 1: A review is undertaken of funding streams and joint commissioning arrangements amongst all services including statutory ones as well as those in the Voluntary & Community Sector (VCS) to ensure income is being maximised and resources put to best use

The TFG acknowledge the complexities involved regarding funding amongst different agencies including statutory ones, as well as those in the VCS sector. However, they are keen to ensure that local services capitalise on available funding, including in the Third Sector, where they are able to access additional resources which statutory services can't. Members are also mindful that many people prefer to access non-statutory organisations for support, as they feel there is less stigma attached to these.

Service Response: This recommendation is supported.

When the recommendation will be implemented?

The Children and Young People's Emotional Health and Wellbeing (CYP EHWB) scoping report details 30 recommendations, the report will be finalised and published in May 2021 and a robust action plan will be developed by a multi-agency team within the CYP EHWB group, it is intended that there will be an initial 12 month implementation period, with clear timescales for each recommendation.

How the recommendation will be implemented?

A joint commissioning review task and finish group was concluded in November 2020 and a full report of the findings was published. A work programme, setting out key actions, lead officers and timescales was developed in January 2021 and will be led jointly by Barnsley MBC and the Barnsley Clinical Commissioning Group.

Further to this, the CYP Emotional Health and Wellbeing Scoping report will be published in May 2021, this report identifies areas of strength, duplication and gaps across the EHWB landscape for children and young people, the report includes information regarding the voluntary and community (VCS) or Third Sector and the funding streams currently being accessed. Thirty recommendations are made in the report, which will form the basis of a comprehensive action plan, which will be developed by the CYP Emotional Health and Wellbeing Group.

4.2 Recommendation 2: Work is undertaken specifically to ensure that training for staff regarding dealing with bullying is of high quality

The TFG welcome knowledge of a review being undertaken of training across services in terms of quality and consistency. As the issue of bullying has been raised by local children and young people with Elected Members, the group are particularly keen that work is done to improve how staff deal with bullying and support children and young people as a result.

Service Response: This recommendation is Supported

When the recommendation will be implemented?

The Anti-Bullying Commitment is now complete, and the revised Anti Bullying Strategy and Action Plan will be presented to the Barnsley Safeguarding Children Partnership (BSCP) in May 2021 for ratification. The Stakeholder Group will continue to meet at regular intervals to oversee the implementation of the action plan and review progress. The BSCP already delivers a quality training programme to schools entitled 'Bullying and the Effects on the Child' which is usually well attended.

The Bullying and Self Harm work group plans are to meet in April 2021 with a view to reviewing current policy and process within 3 months. The wider equality and diversity strategy is a much broader piece of work which will require involvement from a range of partner agencies and services and as such, this will be developed as part of the CYP EHWP Group workplan across the next 12 months.

How the recommendation will be implemented?

- As part of the BSCP multi-agency training programme, 'Bullying and the Effects on the Child' training is a regular offer which is usually well attended.
- The BSCP are leading on work to refresh and progress the Anti Bullying Strategy of the Partnership. This work has involved:
 - Establishing a Stakeholder Group
 - Producing an Anti-Bullying Commitment
 - Engagement with existing youth forums
- The CYP EHWP Group have identified the need to consider Bullying as part of a wider Equality and Diversity Strategy and the group will be developing this work as part of their workplan over the next 12 months.
- A working group will be developed to consider the link between Bullying and Self Harm and consider ways to address this. This work will also involve a review of the current processes and interventions in place.

4.3 Recommendation 3: Work is undertaken to identify how the support needs of partners could best be met by local services, whether this is delivered via statutory or Third Sector services

Members were reassured by knowledge of the support provision available to mums. However, they acknowledged that there is demand for, but little service provision with regards to supporting partners as a specific group and would therefore welcome work being undertaken on this and provision made available.

Service Response: This recommendation is supported.

When the recommendation will be implemented?

There has been positive feedback from families about the recovery roadmap from the COVID 19 pandemic and the phased re-introduction of face to face and group provision.

Plans are underway with partners to establish a review of current provision and identify new initiatives as part of this phased approach.

How the recommendation will be implemented?

It was acknowledged by all services in the Scrutiny TFG that more could be done to engage with Dads and partners at the perinatal and early years stages. To ensure a coherent and planned approach to the engagement of Dads and partners, a further task and finish group involving key partners would be beneficial. This would support the development of a cross service approach to supporting partners and ensure that the voluntary and community sector and the services which community groups can offer are represented. This work will be supported by the wider antenatal education programme review that was started pre-pandemic and will continue to be developed.

The work will sit within current governance structures with regular updates being shared through the Children and Young People's Trust Executive Group.

Key stakeholders should include BMBC Public Health, The Early Start and Families Service, Maternity Service, Perinatal Mental Health Service, Children's Social Care and the Public Health Nursing Service.

4.4 Recommendation 4: Training is provided on the Area Council model and commissioning of localised services as well as information on the variety of all services available across Barnsley and Primary Care Network (PCN) boundaries. This includes for all staff from front-line statutory services including GPs, as well as encouraging those from Third Sector organisations and community groups to undertake this so they can assist with referring people and helping them to navigate support services

The TFG is mindful of the array of local support services available for children, young people and families, however, feel they need better promotion, particularly as they are aware of the challenges families face in navigating them, especially as the Pandemic has meant a new cohort of families who need access to such services.

The TFG is also aware that the Primary Care Network (PCN) boundaries vary to the Area Council boundaries which creates further complications. It would also be helpful for staff to understand the service commissioning by Area Councils and what specific service provision may be available on local area footprints, to both maximise referrals, as well as prevent inappropriate ones. The TFG note that some people prefer to engage with non-statutory services and note the importance of 'word-of-mouth' in communities accessing support services.

Service Response: This recommendation is supported.

When the recommendation will be implemented?

The Area Councils training package will be developed within 6 months, with the aim of commencing training sessions with wider partners by December 2021.

How the recommendation will be implemented?

It is agreed that the Area Council structure can be difficult to navigate for wider referral partners such as GPs, Education Settings and the wider Children's Services workforce. This is an area that has also been identified as part of the CYP EHWP Scoping Report and during the recent Scrutiny TFG on Child Poverty.

A training package will be developed by the Area Council Teams to ensure that all professionals are aware of the landscape of provision for children, young people and families and the different funding pots that are available to support these provisions.

Early Help Services should be included in this training to ensure that it links with the early help agenda and the wide range of services available, this will support multiagency working and will also ensure that we take the opportunity to promote the family services directory which is the key resource to support partners when considering the services that are on offer across the Borough.

It is key that this training is accessible to a wide range of professionals as the Children's Services workforce is varied and referrals may be made by a range of services. Established forums could be used to deliver the training, including the Designated (School) Safeguarding Leads' Forum, SEND Youth forum, Barnsley Schools Alliance, Barnsley Education Inclusion Service training events.

4.5 Recommendation 5: Investment is made in providing additional support for Children and young people post-16 and at all stages of transition

The Members of the TFG expressed concern at the limited availability of services for both of these areas and recommend that further investment is made in providing support services at these key times. The group suggest that better use could be made of Personal, Social, Health & Economic (PHSE) lessons in schools for these purposes.

Service Response: This recommendation is supported.

When the recommendation will be implemented?

The CYP EHWP Scoping report will be published in April 2021 and the action plan formed from this will identify the workplan for the next 12 months. Post 16 and transitions work will be a key feature of the 12month work plan

The ambition to create a 0-25 years CAMHS service is identified within the new CAMHS service specification and the ambition is that this will be developed, in a phased approach across the current 5year contract, with a view to pilot the service within the Children in Care pathway. This work is dependent on funding reviews.

How the recommendation will be implemented?

Post 16 and transitions is a key priority area for the EHWP group and the CYP EHWP Scoping report has identified gaps in the service offer for post 16 provision. The CYP EHWP group action plan will identify key actions, timeframes and lead professionals to support this work.

- The membership of the CYP EHWP Group has been widened and now involves the Post 16 Years Employability and Skills team and Barnsley College Health and Wellbeing Service and this will improve communication and information sharing with Post 16 provision.
- The new CAMHS Service Specification was developed in 2020 and sets out a clear ambition for a 0 – 25 years CAMHS service in Barnsley. This will require a review of current funding and there are currently plans in place to trial the 0-25 years approach across the CAMHS Children in Care pathway.
- Community early help delivery groups will also have a clear focus on Post 16 provision and Transitions.
- A new multi-agency Directions Panel was implemented in November 2020, chaired jointly by children's social care and adult social care. The Directions Panel sits monthly and hears cases of children between the ages of 16-18 years old who are vulnerable and require additional support as they transition into adulthood.

4.6 Recommendation 6: Ensure that the voice of Children and Young People is heard in all services, including OSC Members engaging with children and young people engaged in the 'Chilypep' initiative as well as the Youth Council, SEND Youth Forum and Care4Us Council on an annual basis to hear the views of local children and young people

The TFG were impressed by the contributions of local children and young people in the design and delivery of services and are keen to make sure that this continues. Also, to ensure that OSC Members have at least annual contact with children and young people on the available forums.

Service Response: This recommendation is supported.

When the recommendation will be implemented?

Work within Chilypep, The Youth Council, SEND Youth Forum and the Care4Us Council is ongoing. The cross-service engagement strategy task and finish group will be established within the next 3 months, with a view to this work being completed and shared with the EHWP Group for ratification within 6 months.

Due to COVID19 restrictions, we are currently unable to establish the Stakeholder events at this time, however, we have an ambition to hold the first event in the Autumn of 2021 to coincide with the launch of a number of other system wide developments.

The OASIS young commissioners group have just recruited a new team and their training is ongoing, it is expected that they will be ready to begin supporting commissioning processes within the next 6 months, at this time, Chilypep will work alongside the Area Councils team to develop a working relationship.

How the recommendation will be implemented?

CYP engagement and co-production is a priority for all services involved in the CYP EHWP Group and it is key that we ensure there are a range of opportunities for children and young people to be involved in the design, development and review of services. It would be a welcome opportunity for Chilypep, the Youth Council, the Send Youth Forum and Care4Us Council to engage with members on an annual basis.

- Existing governance structures already have clear processes of engagement in place, Both the Barnsley Children and Young People's Trust Executive Group and the Barnsley Local Safeguarding Children Partnership regularly meet with children and young people's forums and hold an annual joint event to drive participation with children and young people.
- The EHWP Group are prioritising engagement with children and young people and are driving participation via:
 - Developing a subgroup to establish a cross service engagement strategy
 - Core membership on the group from Chilypep and the Barnsley MBC Youth Voice & Participation Service
 - Youth Councillors calendared to attend the EHWP Group Meeting bi-annually
 - Re-establishing which will be led by children and young people's services providing networking opportunities for all services for children, young people and families (statutory and Third Sector) and an opportunity for children and young people to share their views.
- The CYP EHWP Scoping Report also identifies an opportunity to increase awareness of the OASIS Young Commissioners group and encourage wider commissioning bodies such as Area Councils and the South Yorkshire Violence Reduction Unit to utilise the OASIS group when developing new grant opportunities, funding opportunities and during the tender and procurement processes.

- It is also proposed that Cabinet meet with children and young people on an annual basis to support and drive youth participation.

4.7 Recommendation 7: A system review is undertaken of the assessment processes for services, with the aim of them being streamlined and having greater information sharing amongst organisations

Throughout the investigation, the TFG were mindful of the number of assessments being carried out on children, young people and families by numerous services. Although they recognise this is necessary for services to obtain particular information regarding their interventions, the TFG felt that this could be particularly burdensome for families accessing several services and repeating the same information on numerous occasions, which could be avoided. The TFG were also concerned that for some children, young people and families this could result in them disengaging from accessing service due to assessment fatigue.

Service Response: This recommendation is supported.

When the recommendation will be implemented?

The development of the Single Point of Contact is a key priority for the CAMHS Service and the new Mental Health Support Teams service delivered by COMPASS. The ambition is for the first phase of the Single Point of Contact to be launched from September 2021 to coincide with the beginning of the new academic year – this is funding dependant. The promotion of the Early Help Assessment is an ongoing process and the Early Start and Families Service attend regular partner events to increase awareness of and promote the benefits of the early help assessment.

How the recommendation will be implemented?

- There will always be a need for services to gather some service-specific information to support their involvement with a child, young person or their family. However, the Early Help Assessment should form a robust basis for all assessments, the early help assessment should hold comprehensive information about a family, background and areas of need and, once completed, should remove the need for families to continually repeat 'their story'. Work needs to be completed to increase the awareness of the early help assessment across wider partners and to improve how services utilise the assessment in their work. The Early Start and Families Service lead on engaging wider referral partners and promoting the Early Help Assessment.
- The development of a Single Point of Contact, creating a true single front door for Emotional Health and Wellbeing requests for support will streamline referral and assessment processes as referrals will be triaged at the Single Point of Contact via a multi-agency services, therefore supporting families to access the right support at the right time via one referral process.
- To develop the Single Point of Contact a stakeholder group will be developed to establish operational processes and ensure all services are involved in its development.
- Children's social care are co-located with health and the police which enables good information sharing and joint assessment of need. Children's Social Care hold a daily briefing meeting with partners from CAMHS, Health, Early Help, Police and Youth Offending Teams to share information on the most vulnerable children who may need support and protection arising from concerns overnight. The 8.30 am daily briefing allows for swift information sharing and support to be mobilised to children and families

4.8 Recommendation 8: An All Elected Member Information Briefing is held on the variety of available support services for EIP regarding child emotional health and wellbeing across the different life stages

The TFG appreciate that during their investigation they were able to cover services in more detail and had opportunity to provide check and challenge to service provision. However, they feel it would be beneficial for all Elected Members to have an awareness of the available services in communities they could refer constituents to for support, particularly as many are only aware of CAMHS which adds to the pressures on that particular service.

Service Response: This recommendation is supported.

When the recommendation will be implemented?

The report and presentation will be available for presentation from May 2021.

How the recommendation will be implemented?

The CYP EHWP Scoping report and action plan will be available from May 21 and shared at all relevant forums

This report and presentation of the recommendations and action plan can be delivered at an all elected member information briefing from May 2021.

An Early Help briefing has also been planned, it would be beneficial to schedule these briefings close together as a series to give a wider view of general early help services and a more detailed update on the Emotional Health and Wellbeing System.

4.9 Recommendation 9: An interim update on the work to review the local system with regards to children's emotional health and wellbeing support services and the integration of service pathways is provided by the Transformation Lead to the OSC in 12 months, followed by an update in 2 years, and would recommend this post continues

The TFG particularly welcomed the work being undertaken by the Transformation Lead and felt this was a critical post and an area of work needed to ensure that services are joined up, especially as changes are implemented. The group are keen to maintain awareness of the milestones being worked to, and met, regarding EIP and children's emotional health and wellbeing services. Members are also keen to hear how other key local partners are being involved in this work such as Berneslai Homes, as well as other developments such as the recently commissioned social prescribing service for young people, and the children's emotional health and wellbeing agenda in local Primary Care Networks (PCNs).

Service Response: This recommendation is supported.

When the recommendation will be implemented?

Within 12 months with a further update within 2 years.

How the recommendation will be implemented?

Both the Barnsley CCG and Public Health Service have agreed recurrent funding to make the Transformation Lead post permanent.

The Children and Young People's Emotional Health and Wellbeing Transformation Lead will prepare an interim update in March 2022 which will focus on the progress made against the CYP EHWP Scoping Report recommendations and the CYP EHWP Group workplan. This will include information about key local partners as requested.

5. Implications for local people / service users

- 5.1 The investigation undertaken by the TFG as well as the recommendations made are in support of improving health outcomes for people in Barnsley, particularly for children and young people. The TFG recognises the importance of EIP regarding emotional health and wellbeing and the negative impacts this can have when early intervention and support services are not accessed. The TFG is keen that local communities are aware of relevant services and opportunities they could engage with, including those from both statutory and non-statutory services.

6. Financial implications

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

7. Employee implications

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

8. Communications implications

- 8.1 In order to address any perceived lack of awareness of the number of support services in local communities regarding children and young people's emotional health and wellbeing which can be accessed, it is important that opportunities to share this information clearly and in accessible formats, is maximised. Recommendations included in the report are in support of communicating the variety and access to services/opportunities.

9. Consultations

- 9.1 Consultations have taken place with the Child Emotional Health and Wellbeing EIP TFG Members; OSC Members; the Council's Cabinet Spokesperson(s); Council Officers from the Public Health and Children's Services Directorates; Barnsley CCG; Barnsley Hospital NHS Foundation Trust, South and West Yorkshire Partnership NHS Foundation Trust; Mindspace; Chilypep; and the Council's Senior Management Team.

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

- 10.1 As outlined in the Corporate Plan, the three priorities for Barnsley are: a thriving and vibrant economy, citizens achieving their potential, and strong and resilient communities. Positive mental wellbeing is critical to achieving all of these priorities, therefore, it is essential the Council and its partner organisations work together to support these aims, especially in ensuring EIP regarding child emotional health and wellbeing.

11. Promoting equality & diversity and social inclusion

- 11.1 The TFG is keen to ensure that all Council services and activities are accessible to all its communities. Throughout the TFG's involvement in this work they have specifically referred to making sure that services are accessible to all, particularly given the vulnerabilities of some of those accessing mental wellbeing support. The TFG welcomed knowledge of

services being person-centred to ensure that they meet individual needs and enable equality of access. As part of the investigations, specific enquires were made regarding support and access to services for C&YP with Special Educational Needs & Disabilities as well as for children, young people and families where English is an additional language. The TFG also ensured they heard directly from C&YP.

12. Tackling the impact of poverty

- 12.1 A growing body of evidence has shown strong links between those of lower socio-economic status and an increased likelihood of developing and experiencing emotional health and wellbeing problems. It is therefore important to acknowledge that increased mental wellbeing support may be required in our communities. Also, that tackling the impact of poverty will help to improve mental wellbeing amongst our communities. The TFG is particularly mindful of the Covid-19 pandemic and the impact this may have on increasing poverty as well as demands on emotional health and wellbeing support services for children, young people and families.

13. Tackling Health Inequalities

- 13.1 There are large health inequalities between Barnsley and England, and within Barnsley itself. Improving children and young people's mental wellbeing and reducing health inequalities will help local people to reach their full potential. The investigation undertaken by the TFG and recommendations made are in support of improving services across the borough; with recognition that additional work may be required in specific communities to help address health inequalities.

14. Risk management issues

- 14.1 It is likely the recommended activities detailed in this report will contribute further to the effective mitigation of risks associated with poor mental wellbeing for children and young people in Barnsley, and it would be appropriate for any follow-up report to be cognisant of these risks.

15. Glossary

ADHD	Attention Deficit Hyperactivity Disorder
BHNFT	Barnsley Hospital NHS Foundation Trust
BMBC	Barnsley Metropolitan Borough Council
C&YP	Children & Young People
CAMHS	Child & Adolescent Mental Health Services
CBT	Cognitive Behavioural Therapy
CCG	Clinical Commissioning Group
Chilypep	Children & Young People's Empowerment Project
CYP&F	Children, Young People & Families
EIP	Early Intervention & Prevention
MHFA	Mental Health First Aid
OASIS	Opening up awareness and support and influencing services
OSC	Overview and Scrutiny Committee
PCN	Primary Care Network
PHNS	Public Health Nursing Service
PHSE	Personal, Social, Health & Economic
SEMH	Social, Emotional & Mental Health
SEND	Special Educational Needs & Disabilities

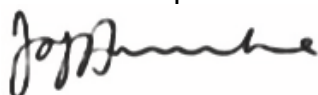
SENDSCO	Special Educational Needs & Disabilities Co-ordinator
SPA	Single Point of Access
SWYPFT	South West Yorkshire Partnership NHS Foundation Trust
TFG	Task and Finish Group
VCS	Voluntary & Community Sector
YJS	Youth Justice Service

16. **Background papers & links**

- OSC TFG Report on Adult Mental Health – Early Intervention & Prevention (Cab.18.3.2020/9):
<https://barnsleymbc.moderngov.co.uk/documents/s64178/TFG%20Adult%20Mental%20Health%20Early%20Intervention%20and%20Prevention%20Cabinet%20Report%20FINAL%2020200309.pdf>
- Response to the OSC TFG Report on Adult Mental Health – Early Intervention & Prevention (Cab.22.7.2020/6):
<https://barnsleymbc.moderngov.co.uk/documents/s68099/Adult%20Mental%20Health%20Early%20Intervention%20and%20Prevention%20-%20Response%20to%20Scrutiny%20Task%20and%20Finish%20Group.pdf>

Report Author: Melanie John-Ross (Executive Director: Children's Services):

Financial Implications/Consultation



Joshua Amahwe (18/05/2021)

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

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BARNSELY METROPOLITAN BOROUGH COUNCIL

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

**REPORT OF THE EXECUTIVE DIRECTOR CORE SERVICES
TO CABINET ON 2 JUNE 2021**

RISK MANAGEMENT POLICY STATEMENT AND FRAMEWORK

1. Purpose of report

- 1.1 This report presents for Cabinet consideration and approval the new Risk Management Policy Statement and Framework, following the fundamental review of the approach to risk management in the Authority.

2. Recommendations

- 2.1 **It is recommended that Cabinet approve the Policy Statement at Appendix 1 and endorse the Risk Management Framework at Appendix 2, by promoting and demonstrating the behaviours and values that support well informed and considered risk taking and through open and frank conversations about risks, ensuring appropriate reporting and escalation as required.**

3. Introduction

- 3.1 A fundamental review of the Authority's approach to risk management has been undertaken over the last 12 months. The review has sought to introduce an approach to risk that has a focus on positive and enabling action in a more dynamic and timely manner.
- 3.2 Whilst the generic term of risk management will remain, the new approach as described in the Framework, promotes a different way of thinking. To ensure a more timely and dynamic approach, 'risks' are thought of as the following:

Concerns – something that is likely to happen in the relatively near future – e.g., a concern regarding the achievement of an objective, or the need to meet future requirements e.g. new legislation or maintaining/meeting specific service levels.

Issues – something that has gone “wrong” – live problems that need a specific response – e.g. arising from a complaint, enforcement action against the Council or a failure of a service or contractor.

Areas of focus – likely to be important strategic or operational objectives of a slightly longer time frame which need to remain in the focus of the

management team – e.g. Glassworks Development as a strategic focus, or a new IT system as an operational focus.

- 3.3 There is a simpler assessment process removing the more subjective 'score' for likelihood and impact and instead focussing on the priority of response. The new approach is described fully in the Framework attached as Appendix 2.
- 3.4 The approach promotes a change in the language and thought-process of risk from typically a risk of 'failure' to a focus on what we need to do to achieve, deliver, meet challenges; a more positive perspective. The Senior Management Team and all Business Units have been involved in the review and have given very positive feedback in terms of the simplicity of the approach and the more enabling focus.
- 3.5 A new supporting 'system' has also been developed utilising the SharePoint and PowerBi, systems that are familiar to most officers. This has been developed in-house rather than procuring expensive software. This too has been very well received by officers at all levels
- 3.6 As part of the review, it was felt important to establish a simple and clear 'policy statement', signed by the Leader and Chief Executive that shows the commitment of the Council to manage risks. This is attached as Appendix 1.
- 3.7 The Audit and Governance Committee will maintain oversight of the new risk management arrangements as part of its terms of reference. The Committee has reviewed the draft Policy Statement and Framework and endorsed it for Cabinet approval.
- 3.8 As a separate item but on the agenda is the new strategic risk register for Cabinet to consider.

4. Proposal and justification

- 4.1 There are clearly many ways to approach risk management. There are also numerous systems on the market to manage risk, but most if not all, have that underlying approach of 'what could go wrong', the focus on 'failure' risk and/or not having sufficient resources.
- 4.2 It was felt that that traditional approach no longer served an organisation experiencing change, transformation and challenges in the day to day delivery of services. For a 'risk management' approach to work, it must be there to really help management, channel thoughts towards achievement and delivery and therefore be a key strategic and operational management tool that is embedded in business as usual.
- 4.3 The new approach has been implemented in some shape or form in a number of other organisations the Council works with or supports, namely South Yorkshire Police, South Yorkshire Fire and Rescue, the SCRMCA, Berneslai

Homes and another organisation in the health sector. It is also being considered by a local Multi-Academy Trust.

- 4.4 The piloting of the approach has been very successful with universally positive feedback from officers across the Council

5. Consideration of alternative approaches

- 5.1 The Authority had operated a traditional risk management approach for many years. Whilst this had been successful in the past it had grown into a rather unwieldy process that was difficult for services to manage. The strategic risk register had also grown to include over 30 'risks'. The Peer Review and a subsequent independent consultant were both critical of the size and nature of the strategic risk register and challenged whether the risk management process was as effective and efficient as it should be.
- 5.2 This prompted the major review to identify a methodology that was reflective of a dynamic organisation that would truly support decision-making and be capable of being embedded in normal management processes and importantly be self-service, where there was less reliance on a 'corporate risk manager' holding the reins.
- 5.3 The approach was therefore to seek a more modern and dynamic approach and one that was easier to operate at all levels within the Authority. The Framework attached reflects that new approach as the most appropriate to support both strategic and operational risk management.

6. Implications for local people / service users

- 6.1 Whilst there are no direct or immediate implications for local people and service users, the new approach is geared to reflect live concerns, issues and areas of focus that reflect the strategic and operational objectives of the Council that to have such implications.
- 6.2 There is also the recognition that the public and service users would expect the Council to have governance processes in place to maximise efficiency and effectiveness.

7. Financial implications

- 7.1 There are no specific or direct financial implications. However, it is clear that there can be a major impact on the finances and resources of the Council should there not be due consideration of 'risks' and the ability to ensure success, delivery and achievement.

8. Employee implications

- 8.1 Again, there are no direct employee implications. However, managing risk is every employee's duty in how they undertake their roles. Having a simple approach and system for considering 'risk' is key to supporting that duty.

9. Legal implications

- 9.1 There are no specific legal implications arising from this report and approach. Again however, having due regard for our statutory responsibilities and any threats or challenges to meeting those is a key aspect of risk management.

10. Customer and Digital implications

- 10.1 The risk management approach and system are clearly for internal use and therefore there are no specific implications.

11. Communications activity

- 11.1 Internal communications are being undertaken as the new approach and system are rolled-out.

12. Consultations

- 12.1 SMT were consulted regarding the general approach at its outset with Business Units involved over the last few months as the system was developed and piloted. Positive feedback was received across all services.

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

- 13.1 Effective risk management is a fundamental building block of any organisation's strategic planning and service delivery. The consideration of concerns, issues and areas of focus will be embedded in business planning and performance management processes.

14. Promoting equality, diversity, and social inclusion

- 14.1 Again, whilst there are no specific or direct implications for promoting equality, diversity and social inclusion arising from this report, the extent to which there may be any strategic or operational concerns or issues that arise in this area would be captured and managed through the new risk approach.

15. Risk management issues

- 15.1 Somewhat obviously the new framework and approach will support all risk management considerations moving forward. As such there are no specific risk considerations to raise.

16. List of appendices

- 16.1 Appendix 1 – Risk Management Policy Statement
Appendix 2 – Risk Management Framework

17. Background papers

- 17.1 None.

Report author: Rob Winter, Head of Internal Audit, Anti-Fraud and Assurance

Barnsley Council Risk Management Policy and Framework

Policy Statement

Barnsley Council recognises that it has a responsibility to manage the risks it faces effectively in order to:

- Ensure that statutory obligations and policy objectives are met
- Prioritise areas for improvement in service provision and encourage meeting or exceeding customer and stakeholder expectations
- Safeguard its employees, clients and service users, Members and all other stakeholders to whom the Council has a duty of care
- Protect its property and assets including buildings, equipment, vehicles, information and all other assets and resources
- Identify and manage potential liabilities
- Maintain effective control of public funds and the efficient deployment and use of resources to achieve “Value for Money”
- Preserve and promote the reputation of the Council
- Support the quality of the environment
- Engage effectively with its partner organisations and wider community
- Learn from previous threats, opportunities, successes and failures to inform the future management of risks

Risk management is an integral part of the Council’s corporate governance arrangements and has been built into the management processes as part of the Authority’s overall framework to deliver continuous improvement. All Members and Officers have a responsibility and a role to play in managing risk.

The Council will seek to achieve effective Risk Management by:

- Implementing a Risk Management Framework that is fit for purpose and which compliments the other governance processes of the Council
- Equipping all employees and Elected Members with the skills required to identify and assess risk and communicate this appropriately and effectively
- Acknowledging that increasingly risks are shared across partner organisations, which can increase the complexity of analysis and reporting, and, also that assurances regarding the level of risk may need to be sought from third parties as well as internal sources
- Annually reviewing the effectiveness of Risk Management and reporting the results as part of the Annual Governance Statement
- Considering on an on-going basis that the Councils approach remains in line with good practice, whilst reviewing the Policy and Framework formally every 2 years

Signed:

Councillor Sir Steve Houghton CBE
Leader of the Council

Sarah Norman
Chief Executive

Risk Management Framework 2021 - 2023**1. Introduction**

Barnsley Council recognises the importance of the effective identification, evaluation and management of all key strategic and operational risks. Risk management is at the heart of good management practice and is a key part of the Council's corporate governance arrangements.

Our risk management arrangements are proactive and enable decisions and day-to-day management to be based on properly assessed risks with the aim of ensuring that the right actions are taken at the right time.

By implementing effective management of our risks, we will be in a stronger position to deliver:

- Improved Strategic Management – greater ability to deliver against objectives and targets within finite resources
- Improved Operational Management – reduction in interruptions to service delivery and/or in managerial time spent dealing with the consequences of a risk event having occurred
- Improved Financial Management – informed decision making and reduction in losses or claims against the Council, reduction in insurance premiums, and
- Improved Customer Services and Outcomes – minimal service disruption, increased levels of satisfaction and optimal service delivery.

This document outlines how Barnsley Council is taking on its responsibility to manage risks and opportunities as outlined in the Risk Management Policy, using a new positive and enabling approach. It sets out:

- What we mean by risk management?
- Why we need a Risk Management Framework – why is it important?
- An overview of the risk management process
- Delivery of the strategy
- An outline of the roles and responsibilities for members, senior officers and staff

2. Definitions of Risk – what do we mean by risk management?

Risk is the chance, possibility or concern of loss, damage, injury or inability to achieve objectives caused by an unwanted or uncertain action or event. Risk is an inevitable part of everyday business and cannot be eliminated – but it can be managed.

Risk management is a planned and systematic approach to the identification, evaluation and control of those risks, issues and concerns which can threaten the assets or financial and organisational wellbeing of the Council. Risk management is a key element in the Council's Governance Assurance Framework and is a key part of day-to-day business processes to deliver improvements.

3. Why is risk management important?

Effective and efficient risk management is critical to the success of any organisation. It is an important tool for senior management to ensure that the organisation's objectives are achieved, and its responsibilities discharged. How organisations deal with risk can have a major impact on the achievement of the key business goals and organisational objectives.

The Council recognises that it has a responsibility to manage risks effectively in order to control its assets and liabilities, protect its employees and community against potential losses, minimise uncertainty in achieving its goals and objectives and maximise the opportunities to achieve its vision.

Risk management is an integral part of the Council's corporate governance arrangements and has been built into the performance management processes of the Council, and forms part of the overall framework to deliver continuous improvement.

4. An Overview of the Risk Management Process

4.1 Context

A Corporate Peer Challenge of Barnsley Council in 2019 recommended that the corporate risk register should be reviewed to ensure that the risks within it truly reflected the key issues relating to the Council's business and future development.

The Peer Challenge presented an opportunity to consider the Council's approach to strategic risk management, but also to consider the wider process of risk identification and management across the Council.

4.2 Revised Risk Management System and Approach

A revised approach to risk management has been developed and approved by the Senior Management Team, which uses existing and familiar systems to employees in the Council (SharePoint and Power BI tools) to present the risk information in an easy to use dashboard.

The new system is user friendly, has easily accessible risk recording templates which are quick to complete and can easily be used on a variety of electronic devices. The process has a simpler RAG rating and assessment of risk, and a greater emphasis on the effective mitigation of actions to address the risk. The system is designed to be "self-service" for Risk Managers and their teams, enabling risks to be proactively owned, updated and managed by teams across the Council.

The new approach introduces the concept of 'concerns', 'issues' and areas of focus. The term 'risk' is therefore used generically to cover these three concepts

4.3 Risk Analysis – Identification, Description and Assessment of Risk

Unlike traditional risks systems which focus on the avoidance of failure with risks being prefaced with the description of "failure to..." the new risk management system has a

more positive enabling approach. The system focuses on an assessment of confidence, encouraging risk managers to focus on matters requiring attention, assurance and intervention; and to consider what actions are required and by when to mitigate the risk. Risk consideration is around:

- Are we satisfied that we are doing everything reasonable to influence and manage risk?
- What do we need to have in place to ensure we do all the right things in the right way?

To determine and identify risks, managers need to think about and capture areas of focus, issues and concerns in their area. These can be defined as follows:

- **Concerns** – something that is likely to happen in future – concern regarding the achievement of an objective, or the need to meet future requirements e.g. new legislation or maintaining/meeting specific service levels
- **Issues** – something that has gone “wrong” – live problems that need a specific response – e.g. arising from a complaint, enforcement action against the Council or a failure of a contractor
- **Areas of focus** – likely to be important strategic or operational objectives which need to remain in the focus of the management team – e.g. Glassworks Development as a strategic focus, or a new IT system as an operational focus

The system requires a narrative description of the risk. This may relate to something that has happened or something that may occur, it can be a local concern or can be linked to national influences, or a major activity, project or initiative that the team should have a focus on.

A narrative assessment of the risk helps to identify the main issues. For a **concern** (the forward look), considerations include:

- What is giving us a concern and why?
- Do we know when the concern may arise?
- What do we need to ensure we have in place that means we can address the concern?

For an **issue** (the response to something that has already happened), considerations include:

- What has gone wrong?
- What was the cause?
- What has not been complied with?
- Is there a missing control or is it a matter of non-compliance?
- Could this have been prevented, minimised with improved controls etc?

For an **area of focus** (the longer-term aspects of service delivery), considerations include:

- What assurances do we need regarding the project / initiative / objective that ensures its successful delivery?

- Are all the arrangements in place to provide the right oversight and timely information that would enable the necessary interventions and influence?

4.4 Risk Evaluation

All risks need to be evaluated to determine the relative severity or seriousness of the issue, concern or area of focus. This in turn aids management in determining the relative prioritisation of their risks and assists them to determine the necessary actions for each risk.

Traditionally risk evaluations are based on a matrix scoring system of likelihood (probability) and consequence (impact).

The revised approach has a more simplistic intuitive assessment process reflecting what is happening now:

- Is the impact of the risk actual or potential?
- What is the current status of the risk actual or potential?
- What is the response rating of the risk, i.e. how urgently do we need to act – High priority (action required within 1-3 months), Medium priority (action required within 3-6 months) or Low priority (monitoring of the risk up to a 12 month timeframe)

4.5 Risk Management and Mitigation and Governance Domains

For each risk, managers need to consider the actions required to understand, manage and respond to the risk.

- For an **issue**, actions will be largely corrective based on a “diagnosis” of what went wrong, to enable a focus on specific, owned and tracked actions to respond.
- For a **concern**, the actions are likely to revolve around getting assurances about the necessary arrangements in place to enable the future matter to be dealt with effectively, and therefore avoiding any issues, where something goes wrong.
- Similarly, with **areas of focus**, the actions are likely to focus on obtaining assurances to enable the appropriate oversight and influence.

The new system enables managers to identify up to 8 actions for each risk.

Each action includes a description of what is to be done, by whom (the Action Owner) and by when (completion or review dates). A simplistic progress update (red, amber or green) is included, which provides a visual guide to assist management in determining the relative prioritisation and attention to be afforded to the action.

Each action should be linked to a governance domain (this may be completed by the Risk Manager) or can be updated by the Corporate Governance and Assurance Manager.

These governance domains link the action to the wider governance assurance and control framework that all Business Units/Management Teams are required to comply with. In effect the domains provide a simple accountability/compliance framework which identifies the underpinning infrastructure of governance and control used across the

Council (and indeed all organisations) to manage its finances, people, assets, information, partnerships, performance, contracts, projects, legislative responsibilities, decision making, conduct and resilience.

Linking the risk actions to a governance domain explicitly recognises that everything that happens in an organisation is achieved through these broad themes or domains, and that the management, effectiveness and compliance with these domains is a key aspect of good governance within an organisation. Every manager and ultimately every employee have a responsibility to comply with and ensure good governance in their work and area of the organisation.

Each governance domain has a strategic level owner the “Domain Lead” (someone accountable to an Executive Director for the organisational wide management of that area) e.g. the Service Director - Finance is responsible for financial management and has oversight and responsibility for regulation and compliance requirements in that area. Analysis of actions by governance domain will be shared with the Domain Leads; and will form an intrinsic part of the Council’s review of governance, in order that trends, issues and areas requiring corporate input or support can be identified.

This new approach of linking risk management with governance domains will enable over time a simpler and more powerful governance assurance process to develop and be established. In turn this will have a major impact on the quality and ease of completion of the annual governance review and the preparation of the Annual Governance Statement.

4.6 Risk Assurance and Review

The Senior Management Team (SMT) will receive quarterly reports on strategic risks as part of their Quarterly Performance Review meetings. These will be prepared by the Corporate Governance and Assurance Manager. There will be dedicated time for consideration, debate and challenge on the risks at these Quarterly Performance Meetings.

The Audit and Governance Committee will receive regular updates on the strategic risks and will have the opportunity to drill into specific risks with individual Executive Directors invited to attend and update the Committee to discuss risks in their area.

Cabinet will receive six monthly reports on strategic risks. The named Lead Member for Risk Management is the Cabinet Spokesperson for Core Services.

Directorate Management Teams and Business Units will have their own risk registers. The minimum review requirement recommended for these is on a quarterly basis at management meetings.

Heads of Service will have their own risk registers, the recommended review period for these being monthly.

5 Delivery of the Framework

A good understanding of risk management and a strong commitment from both Members and Officers exists within the Council which will support the delivery of the new risk

management approach. Roles and responsibilities to support the delivery of the framework are outlined in Appendix A.

The Corporate Governance and Assurance Manager will work closely with Business Units, Directorates and Boards/Project Teams to embed the new risk management processes into their teams.

An Implementation/Roll Out Plan for the new risk system will be adopted with regular reviews of progress during 2021/22.

Guidance materials to support managers to adopt the new risk management approach and supporting system will be provided to include step by step user guides/notes to support the completion of the risk management templates, training packages for staff to complete on POD, and the Risk Management Policy Statement.

Continual development and regular review of strategic and operational risk registers will be undertaken by managers with support and input from the Corporate Governance and Assurance Manager as necessary.

Risk Management Roles and Responsibilities

In order to ensure that the Council's risk management arrangements are implemented and delivered successfully, it is important that everyone within the organisation understands how their responsibilities fit into the risk management framework.

The table below summarise the roles and responsibilities of various groups and individuals across the Council in relation to the delivery, support and assurance necessary to establish and embed an effective risk management system

The following groups and/or individuals will assist in the delivery of effective risk management:

Group or Individual	Roles and Responsibilities
Council	<ul style="list-style-type: none"> • Ensure that an effective system of risk management is in place
Elected Members (individually or collectively)	<ul style="list-style-type: none"> • Understand the importance of risk management and its benefits, which includes attending relevant training • Contribute to the identification of strategic risks • Consider the risk management implications contained within Cabinet and other reports as part of the Council's decision-making process
Cabinet	<ul style="list-style-type: none"> • Promote and demonstrate the behaviours and values that support well informed and considered risk taking • Ensure open and frank conversations about risks, ensuring appropriate reporting and escalation as required.
Chief Executive	<ul style="list-style-type: none"> • Ensure effective risk management arrangements are in place and to lead the embedding of the risk management culture within the Council
Senior Management Team (SMT)	<ul style="list-style-type: none"> • Ensure the Council manages risk effectively through the Risk Management Policy • Actively consider, own and manage the key strategic risks of the Council • Keep the Risk Management Framework and Policy under regular review • Promote and demonstrate the behaviours and values that support well informed and considered risk taking, while maintaining accountability • Encourage open and frank conversations about risks, and ensure appropriate reporting and escalation of risks as required
Directorate Management Teams (DMT)	<ul style="list-style-type: none"> • Responsible for the effective and robust management of risk within the Directorate • Escalate risks to the Senior Management Team as appropriate • Maintain Directorate Risk Registers and update risks at least quarterly (or more frequently if required)
Business Units (BU)	<ul style="list-style-type: none"> • Responsible for the effective and robust management of risk within the Business Units • Escalate risks to the Directorate Management Team as appropriate • Maintain Business Unit Risk Registers and update risks monthly

Group or Individual	Roles and Responsibilities
Service Managers/Project Managers/Partnership Lead Officers	<ul style="list-style-type: none"> Manage risks effectively in their service area, project or partnership for which they are responsible
Boards	<ul style="list-style-type: none"> Responsible for the effective and robust management of risks within the Board Escalate risks to the relevant Executive Director / Senior Management Team as appropriate Maintain a Board Risk Register and update risks at least quarterly
All Employees	<ul style="list-style-type: none"> Maintain an understanding of risk management and its benefits, which includes attending relevant training Identify new or changing risks in their job and feed these to their line manager

The risk management framework is supported by:

Head of Internal Audit, Anti-Fraud and Assurance	<ul style="list-style-type: none"> Responsible for the overall monitoring of strategic risks across the Council Responsible for ensuring that risk management resources are appropriate Provides independent assurance and an annual opinion on the adequacy and effectiveness of the Councils risk management, assurance and control framework
Corporate Governance and Assurance Manager	<ul style="list-style-type: none"> Develop and maintain the Risk Management Framework and Policy, management guidance and support resources Facilitate the maintenance of an up to date Strategic Risk Register, and provide reports on strategic risks to the Senior Management Team Facilitate the risk management process within the Council. Assist key individuals with implementing and embedding risks across all Council areas, provide guidance, training and support as required

The risk management framework is assured by:

Audit and Governance Committee	<ul style="list-style-type: none"> Provide assurances to the Council on the adequacy and effectiveness of the risk management framework ensuring it is fit for purpose Receive regular reports on the Council's risk management arrangements and the management of key risks
Internal Audit	<ul style="list-style-type: none"> Assess the effectiveness of the risk management framework and the control environment in mitigating risk Periodically provide an independent view of the robustness of the risk management framework and compliance with it Review and comment on the content and relevance of Risk Registers in supporting the delivery of Business Plan objectives when undertaking risk-based audits

BARNSELEY METROPOLITAN BOROUGH COUNCIL

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

**Report Of The Executive Director Core Services
To Cabinet On 2 June 2021**

REVIEW OF THE AUTHORITY'S STRATEGIC RISKS

1. Purpose of report

- 1.1 This report presents the new proposed strategic risk register (SRR) following the fundamental review of the approach to risk management.

2. Recommendations

- 2.1 **It is recommended that Cabinet consider the strategic risks and agree them as reflecting the key areas of concern and focus under the new risk management approach.**

- 2.2 **It is also recommended that Cabinet receive 6-monthly updates on the strategic risks.**

3. Introduction

- 3.1 The risk management approach and process for the Council has been fundamentally reviewed and changed. *[Note - Cabinet have considered the new approach in the report on this agenda on the 'Risk Management Policy Statement and Framework']*.
- 3.2 The Senior Management Team have considered the strategic areas of concern and focus adopting the new approach. The new proposed SRR is attached as Appendix 1.
- 3.3 The risk registers are now managed through a 'risk system' utilising the Council's SharePoint system and the PowerBI business intelligence tool to enable easier access, updating and use of the registers. As such the previous spreadsheet versions of risk registers has ended. The new system has been designed to support working without hard copy documents and support agile working where everything that's needed to review a risk is on a single 'screen'.
- 4. Proposal and justification**
- 4.1 Whilst there are various ways of 'doing risk management', the opportunity was taken to embrace a fundamentally different approach; one that moved away from the traditional style of 'considering failure' to one that had a focus on

achievement, delivery and success. In risk culture terms an almost opposite way of thinking.

- 4.2 Time has been taken deliberately to carefully develop the approach, the supporting system and introduce the concept and language to ensure managers across the Authority buy-in to it and see how it can be a far better and easier methodology to use. Feedback has been very positive.
- 4.3 The proposal is therefore to fully adopt and implement the new approach to how the Authority manages its risks.

5. Consideration of alternative approaches

- 5.1 It was recognised for the strategic risk register particularly that the previous approach had become too unwieldy and relied heavily upon corporate support which resulted, to some degree, in taking away the responsibility for the maintenance of risks and the registers from management. The previous SRR was also criticised in the 2019 Peer Review.
- 5.2 Scores for probability and impact had been traditionally used and ingrained in how risks were thought of, with that focus on 'failure'. Such scores were inherently subjective and the nature of how risks were articulated meant that scores rarely changed. Risk registers did not therefore really capture the 'here and now' nor provide a focus on how we ensure success.
- 5.3 Another factor in moving to the new approach was what system would support it. With some risk systems being expensive, a simple SharePoint based system was developed meaning that one, it was free, but also that it used functionality familiar to most employees and certainly all the managers likely to be using it. The use of the business intelligence tool PowerBi to present risks in an easily accessible way as a 'front-end' was also developed, again fitting alongside the other performance dashboards that have been developed over the last few years.
- 5.4 With all new systems and approaches there will be a post implementation review in about 6 months to ensure it is meeting management's requirements and is supporting better strategic and operational management and assurance.
- 5.5 In terms of assurance, the Audit and Governance Committee have considered the new risk management approach and the new strategic risk register, commented favourably and will continue to oversee its effectiveness on a regular basis.

6. The New Strategic Risks

- 6.1 Appendix 1 provides the summary of the proposed 13 key strategic areas of concern and focus identified by the Senior Management Team. As can be

seen these are articulated in a way that focuses on the assurances needed to ensure success. Some by their nature, for example having a clear focus on safeguarding, are about avoiding a tragic incident of course, but the emphasis within the detail is an emphasis on what senior management require assurances on that will minimise the likelihood of that terrible incident occurring.

- 6.2 The high-level analysis of the issue, concern or area of focus is simpler, reflecting whether it is happening now or in the future. The terminology is contained in the Risk Management Framework.
- 6.3 The assessment regarding the priority of the response / action needed reflects a more dynamic and 'real-time' analysis, that will change in light of the assurances obtained from the detailed actions.
- 6.4 A brief presentation of the new risk system focussing on the strategic risks will support this report.

7. Implications for local people / service users

- 7.1 There are no direct implications arising from this report. However, users of Council services should be assured that the risk approach has a that positive focus on delivery and achievement.

8. Financial Implications

- 8.1 There are no direct implications arising from this report. Other than officer time, the new approach and system has not resulted in a cost to the Council.
- 8.2 Although it would be difficult to calculate, having an effective risk management process that supports decision-making should contribute significantly to the effective management of financial and other resources.
- 8.3 The support for risk management is resourced in the Finance Business Unit in the Internal Audit, Anti-Fraud and Assurance Team.

9. Employee Implications

- 9.1 There are no direct implications arising from this report. Risk management is however every employees' responsibility. Training is being developed to ensure the new approach and system is understood and implemented effectively.

10. Legal Implications

- 10.1 There are no direct implications arising from this report.

11. Communications activity

- 11.1 All communications about the new approach and system have been internal to the Council.

12. Consultations

- 12.1 The Senior Management Team have been involved in the development of the new strategic risk register.

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

- 13.1 As the new approach embeds there will be a stronger link to the Corporate Plan to support its delivery.

14. Promoting equality, diversity, and social inclusion

- 14.1 There are no direct implications arising from this report.

15. Tackling health inequalities

- 15.1 There are no direct implications arising from this report.

16. Reduction of crime and disorder

- 16.1 There are no direct implications arising from this report.

17. Risk management issues

- 17.1 There are no additional risk management issues other than those inherently covered in the report and appendix.

18. Health, safety, and emergency resilience issues

- 18.1 There are no direct implications arising from this report.

19. Compatibility with the European Convention on Human Rights

- 19.1 There are no direct implications arising from this report.

20. Conservation of biodiversity

- 20.1 There are no direct implications arising from this report.

21. List of appendices

21.1 Appendix 1 – The Strategic Risk Register

22. Background papers

22.1 None

Report author: Rob Winter, Head of Internal Audit, Anti-Fraud and Assurance

Appendix 1

Current Strategic Risks / Concerns – April 2021

No.	Risk Title	Risk Description	Impact	Status	Response Rating	SMT Owner
1	Health Protection Emergency	Need to ensure that robust arrangements in place, are understood by all stakeholders and complied with, to deal with any health protection emergencies which may arise, and which require a Business Continuity response e.g. Covid 19 Pandemic.	Actual	Actual	Medium	ED Public Health
2	Glassworks	As a key strategic investment for the Council there is a need to ensure the successful delivery of the Glassworks. There are clear financial and reputational implications should the project not be delivered on time, to budget and fail to have the intended economic and social outcomes. The impact of the Covid 19 pandemic will exacerbate the challenges to the High Street/town centre retail sector which could impact on the uptake of retail lettings.	Potential	Actual	Medium	ED Place
3	Serious Economic Downturn in the Local Economy	The impact of Covid 19 will have a significant impact on the local economy with the potential for reduced NDR and CT collection. There is likely to be a continued or accelerated downturn in the retail and visitor economy sector and the collapse of businesses adding to the pressure on the Council and partners' services. As well as the potential impact on the Glassworks and the town centre there are wider community implications for Barnsley, its principal towns and other urban centres	Actual	Actual	Medium	ED Place
4	Potential death of a child/safeguarding failure in children's services	A need to continually appraise the controls to minimise the potential for death of a child or safeguarding failure in children's services - need to be able to identify any changes which may weaken current levels of assurance. Factors which may impact should be assessed include: the impact of Covid 19 upon both families and workforce capacity, increasing poverty which could impact on demands for services and increases in caseloads, future financial settlements which could impact on service provision, awareness of system pressures e.g. workload. If systems break down there is potential for huge reputational damage - seen across a number of UK authorities - including removal of Director of Children's Services, and government imposition of Commissioners to run services until improvements are made.	Potential	Potential	Medium	ED Children's Services

No.	Risk Title	Risk Description	Impact	Status	Response Rating	SMT Owner
5	Educational outcomes progress	Concerns that educational outcomes progress for all children across Barnsley may not be sufficient, with particular concern around improving outcomes for vulnerable groups and boys	Potential	Potential	Medium	ED Children's Services
6	SEND	Although a new set of controls are in place and the Oversight Board has been developed to ensure that issues identified in the Peer Review Challenge are in place - there remains a need to focus on whether the systems established will be able to support improvements at pace and to the satisfaction of service users and reduce the need to send children out of area which is very expensive and attracts poor satisfaction rates	Potential	Potential	Low	ED Children's Services
7	Financial sustainability	The Comprehensive Spending Review (CRS), Fair Funding Review, and Business Rates Retention all take place in the national policy context of significantly impaired national finances which present challenges to the Medium-Term Financial Strategy (MTFS) and to the certainty and level of financial resources available to the Council with the loss of funding streams. Additional pressures from Business Continuity events e.g. Covid 19, plus the added impact of the year on year reduction in funding available to the Authority which inevitably creates pressures on the financial position which can undermine the Council's ability to fulfil its strategic priorities and longer-term aspirations	Actual	Actual	Medium	SD Finance
8	Organisational resilience	There is a need to ensure that at the Council's core we have robust mechanisms in place to deal with external issues such as; Brexit, Cyber Security, Terrorism or any other external impact requiring a Business Continuity response.	Actual	Potential	Medium	ED Core
9	Partnership and Collaboration Governance	Many public services are delivered through partnerships or collaboration as well as emerging devolution arrangements; these must be robust, well governed but flexible and responsive to ensure objectives are met. Weak partnerships or collaborative working can lead to the failure of services, significant financial difficulties and reputational damage. Key partnerships are: Integrated Care Partnership Board, Barnsley FC, BCVS, SCRMCA.	Potential	Potential	Medium	ED Core
10	Consistency of decision-making process	In the current climate of needing to take effective and often urgent decisions (particularly relating to Covid 19) it is essential that the decision-making arrangements across the Authority are clear, robust but flexible, transparent and consistently complied with. Consideration is needed to balance the need for effective decision making with the information required to support it to ensure that the decision-making process is efficient. This must also incorporate the	Potential	Potential	Low	ED Core

No.	Risk Title	Risk Description	Impact	Status	Response Rating	SMT Owner
		need for effective consultations, whether that is within the Council or with external partners and stakeholders. There also needs to be an appropriate and effective scheme of delegation where Service Directors and Heads of Service are able to take decisions through a simple governance framework but that provides assurances to SMT.				
11	Potential for a safeguarding failure in Adult Social Care	Whilst we are confident that controls are in place to minimise the potential for safeguarding failures there remains a need to continually appraise these and be able to identify any changes which may weaken current levels of assurance. Factors which may impact and should be assessed include; the impact of Covid 19 upon families and workforce capacity which could increase workload pressures, increasing incidence of poverty which could impact on demands for services and lead to increases in caseloads, future financial settlements could impact on service provision, challenges with the viability of the external residential care market, awareness of pressures in the system e.g. workload pressures leading to decrease in staff attendance at meetings etc. If the system breaks down potential for huge reputational damage.	Potential	Potential	Medium	ED Adults & Communities
12	External market provision in Adult Social Care provision	Concerns exist regarding the capacity and sustainability of the external market in adult social care provision. There remains a continuing decline in the ability to recruit into the external care market and sustain safe levels of care. The Market Position Statement needs updating with an associated delivery plan. Without these products and the associated capacity to deliver against the plan the potential consequences are that people could be placed in inappropriate settings with the wrong services, rapid market failure creating pressures on commissioning and Adult Social Care, uneven spread of provision across the borough and potentially unsafe provision. High levels of voids in the market will also significantly threaten capacity and longer-term financial sustainability. The impact of Covid 19 has and will continue to significantly influence the external market and must be fully understood and assessed.	Actual	Actual	Medium	ED Adults & Communities
13	Community cohesion	This remains a key area of focus to ensure that we build and support a tolerant and inclusive community across the Borough.	Potential	Potential	Medium	ED Adults & Communities

BARNSELEY METROPOLITAN BOROUGH COUNCIL

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

REPORT OF THE EXECUTIVE DIRECTOR CORE SERVICES TO CABINET ON 2 JUNE 2021

CORPORATE PLAN PERFORMANCE REPORT QUARTER 4 JANUARY TO MARCH 2021

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to introduce the council's latest Corporate Plan Performance Report, drawing upon information available for Quarter 4 (Q4), and to provide an overview of achievement in delivering the priorities and outcomes of the Corporate Plan 2017-2021.

2. RECOMMENDATIONS

It is recommended that:

- 2.1 Cabinet review, challenge and scrutinise the contents of the Corporate Performance Report in relation to the delivery of the Corporate Plan priorities and outcomes.
- 2.2 The Performance Report is shared with the Overview and Scrutiny Committee to inform and support their ongoing work programme.

3. INTRODUCTION/BACKGROUND

- 3.1 The Corporate Plan contains three priorities, supported by 12 outcomes. These are reflected in the 2020 Outcomes Framework and outline what the council has committed to undertake in order to deliver the priorities. It is also recognised that the council is not solely accountable for delivering these outcomes, as it works in partnership with other organisations. The year-end position against these outcomes is summarised in the Scorecard below. Due to the Covid-19 pandemic, the Corporate Plan was extended to 2021 and this is the final report. From Q1 2021/22, performance of the new Council Plan 2021/24 will be reported on.

4. Corporate Plan Scorecard

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

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

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

5. Progress against Priorities and Performance Measures

- 5.1 The Q4 position for each priority area is detailed in the Corporate Performance Report, which includes both the data and supporting narrative. The Q4 Corporate Performance Dashboard can be accessed via this link:
<https://app.powerbi.com/view?r=eyJrIjoiaMGQ2NDIhM2YtYjE2Mi00NmZmLTgwNmYtYmViMDcyNjllNzAyIiwidCI6ImJhNmEyNDcxLTMzNDAtNDMxNC1hOTY5LTQ4ZDhjZGM0YzRmOCIsImMiOiJh>
[9](#)

6. Consultations

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

7. Risk Management Issues

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

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

Corporate Plan Performance Report



**2020-21 Quarter 4
January – March 2021**

Welcome to Our Corporate Plan Performance Report

The council’s Corporate Plan for 2017-20 sets out what we aim to achieve over the next three years to improve outcomes for our customers and community. It explains what we want to do, how we plan to do it, and how we’ll measure whether we’re on track to achieve it.

We have extended the plan through to April 2021. We feel that specific areas warrant greater attention, emphasis, and possibly resources, to influence other activity and make the greatest impact overall, so this is where we’ll focus our performance management and reporting arrangements to keep a closer eye on how well we’re doing.

Our three main priorities are:






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

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

Throughout the document you will see that some of the figures are coloured differently. This RAG (Red, Amber or Green) rating indicates how we are performing against our targets and is explained below. Where figures are not coloured, there are no targets set but we still want to monitor our performance. We have highlighted the PIs that are RAG rated as red throughout the report.

	Performance is more than 10% below target for this point of the year
	Performance has been satisfactory and within 10% of the target for this point of the year
	Performance against the indicator is in line with targets or better for this point in the year

Corporate Plan 2017 - 2021



- This report concludes the Corporate Plan for 2017-2020 (extended an additional year to 2021 due to the COVID-19 pandemic).
- Our vision for the plan was to be “Working together for a brighter future - a better Barnsley”
- Despite the challenges of doing more with less, we helped the economy to be thriving and vibrant, people to achieve their potential and our communities to be strong and resilient.
- Over the course of the last 4 years, we have seen great progress towards achieving those priorities, and the table shows the progress against each of the 12 outcomes over each financial year.

Priority	Outcome	Year End Results			
		2017/18	2018/19	2019/20	2020/21
	1. Create more and better jobs and good business growth				
	2. Increase skills to get more people working				
	3. Develop a vibrant town centre				
	4. Strengthen our visitor economy				
	5. Create more and better housing				
	6. Every child attends a good school and is successful in learning and work				
	7. Reducing demand through improving access to early help				
	8. Children and adults are safe from harm				
	9. People are healthier, happier independent and active				
	10. People volunteering and contributing towards stronger communities				
	11. Protecting the borough for future generations				
	12. Customers can contact us easily and use more services on line				

Performance Summary for the Corporate Plan 2017 – 2021

Thriving and Vibrant Economy

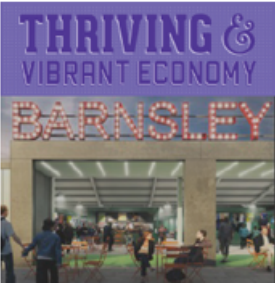
More people in work: Over 5,161 private sector jobs have been created. 51% of jobs created between 2017-21 were classified as ‘better’ jobs. Since 2017, approximately 2,500 additional jobs have been created at XPO/ASOS.



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Town centre regeneration: Improvements to the Town Centre have gathered pace in recent years, with the successful opening of Market Kitchen, Falco Lounge, Library @ Lightbox. Completion of the Glassworks project is expected in late 2021.



Priority	Outcome	Year End Results			
		2017/18	2018/19	2019/20	2020/21
	1. Create more and better jobs and good business growth				
	2. Increase skills to get more people working				
	3. Develop a vibrant town centre				
	4. Strengthen our visitor economy				
	5. Create more and better housing				

Support for business:
496 new businesses created & 875 businesses supported to expand.



Housing: Between 2017 and 2021: 3836 new build homes built, 663 affordable homes delivered and almost 500 (486) empty homes returned to use.

More visitors: Almost 4.8 million visitors attended our sites in the last four years contributing over £105 million to the local economy.



Performance Summary for the Corporate Plan 2017 – 2021

People Achieving their Potential



Bright futures for our young people: the number of young people from Barnsley, aged 10 - 17 entering the Youth Justice system for the first time has dropped from 79 in 2017 to 7 in 2021. This indicator is now above the national context which records 72 young people as being in the First Time Entrants Cohort.

Care Leavers: 71.2% of Care Leavers aged 19-21 were engaged in Education, Employment or Training at the end of 2020/21. This performance represents an improvement of over 20% over the duration of the corporate plan and is significantly higher than the national average (53%), placing Barnsley in the top 5% of all local authorities.




Permanent admissions to residential care for people aged

reduced by 25% between 2017 and 2021 from 408 to 306.



Page 73

Priority	Outcome	Year End Results			
		2017/18	2018/19	2019/20	2020/21
	6. Every child attends a good school and is successful in learning and work				
	7. Reducing demand through improving access to early help				
	8. Children and adults are safe from harm				
	9. People are healthier, happier independent and active				



Adult Social Care: 89.1% of Adult Social Care Reviews were completed within timescale in 2021 compared to 72.7% in 2017.

Increased activity levels: over 25,000 people cycled, walked, scooted and ran nearly 150,000 miles during the six-week game phase of 'Beat the Street' in 2019, resulting in a 7% decrease in the number of children being inactive.



Improving attainment: the percentage of pupils achieving the expected standard or above in KS2 combined reading, writing and maths has increased from 59% in 2017 to 66% in 2019. As a result of the increase in our 2019 outcome, Barnsley is now above the national benchmark in this indicator.

Performance Summary for the Corporate Plan 2017 – 2021

Strong and Resilient Communities

Helping people to be independent at home:


There are 3,769 people using Assistive Technology to help them live independent lives in their own homes.



Household Waste: The vast majority of bin collections are made on the scheduled day, with average performance over the last four years at more than 97%.



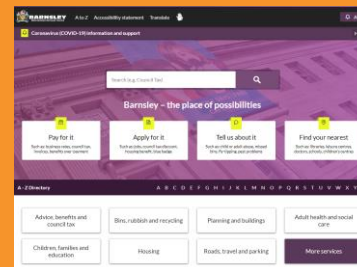
Household Waste: In each of the last four reporting years, more than 95% of household waste collected has been diverted from landfill (97.5% in 2020/21)

Priority	Outcome	Year End Results			
		2017/18	2018/19	2019/20	2020/21
	10. People volunteering and contributing towards stronger communities				
	11. Protecting the borough for future generations				
	12. Customers can contact us easily and use more services on line				



Reducing CO2: Our streetlighting replacement programme has brought a huge reduction in CO2 emissions during the last four reporting periods. Emissions have reduced from 4,587 CO2e(t) in 2017 to just 1,611 CO2e(t) in 2020 – almost a 65% reduction

More services online: there were 4,345,781 unique page views of the Barnsley.gov website in 2020.



More people helping their local communities: People have volunteered to work with Area Teams over 32,000 times, which has a cashable value of nearly £1.8million in volunteering hours.

Performance Summary for the Corporate Plan 2017 – 2021

Customer Feedback: Since 2017 we have made huge improvements in meeting statutory and corporate timescales in relation to customer feedback. This has been enhanced with the introduction of a case management system that tracks and manages feedback, information requests and contacts and allocates them to the services concerned.



Employee Wellbeing: We have continued to keep sickness absence below that of neighbouring local authorities. We have also:

- Achieved Mindful Employer Status
- Retained IIP Gold status.
- Implemented a 24/7 Employee Assistance Programme
- Achieved Silver BeWell@Work award



Digital Transformation

- Our innovative in house developed Requestry system has allowed us to produce 422 public facing electronic forms and was key to our agile digital response to the pandemic
- We've been shortlisted and have received multiple awards over the period for our IT security team, apprentices, diversity and leaders.
- Recognition was given in 2020 for our response to the pandemic via the Smarter Working Awards and Computing Magazine's security category
- We've developed in house software solutions for managing income, DBS checks, website e-forms and paperless signing in to offices which are already enabling the council to generate additional income



One Council

Apprenticeships: During the last four years we have supported 133 people to complete an apprenticeship and have 128 current apprentices. Apprentices are in each directorate and in 10 maintained schools. We have redeveloped our apprenticeship hub to create a 'one stop shop' for managers and potential apprentices.



We received an international award from Investors in People for Excellence in Leadership and Management. Judges were impressed by examples of our leadership programme making a difference to the way the organisation is working.

Financial Highlights:

- Delivered balanced Medium Term Financial Strategy over period
- Oversaw delivery of £30M efficiencies since introduction of Future Council programme
- Received positive responses on two corporate peer reviews in last five years
- Undertook fundamental strategic transformation of Finance Business Unit including formulation of key strategies (e.g Commercial Strategy, Capital Investment Strategy)
- There has been significant channel shift to self service and Eforms have been introduced
- We have a lead role with key partners (e.g South Yorkshire (SY) fire/ SY pensions/ Sheffield City Region / Yorkshire and Humber)
- We've consistently achieved unqualified audit opinion on accounts and good Value For Money opinion
- Payments of over £80M in COVID business support have been made
- We led on delivery of hardship support programmes including additional Local Council Tax Support, test and trace payments, winter grants, free school meals/food parcels

Corporate Plan Scorecard 2020/21 for Quarter 4

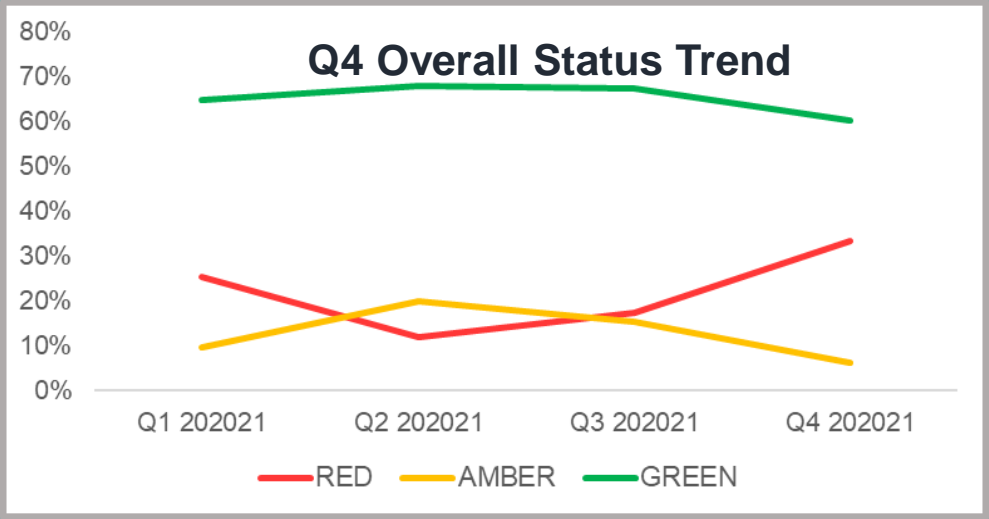
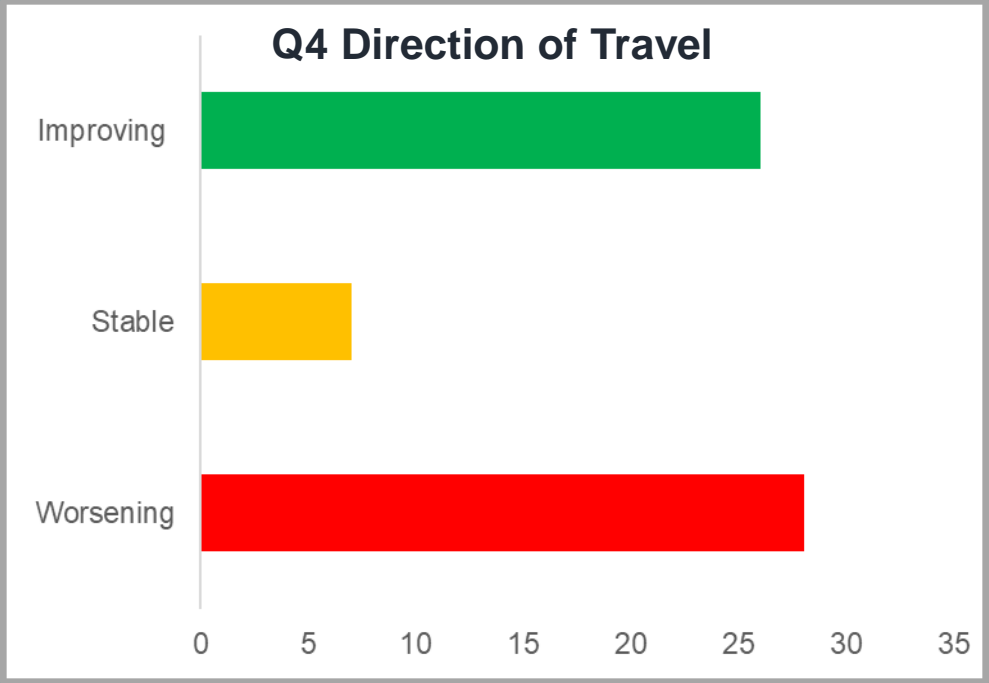
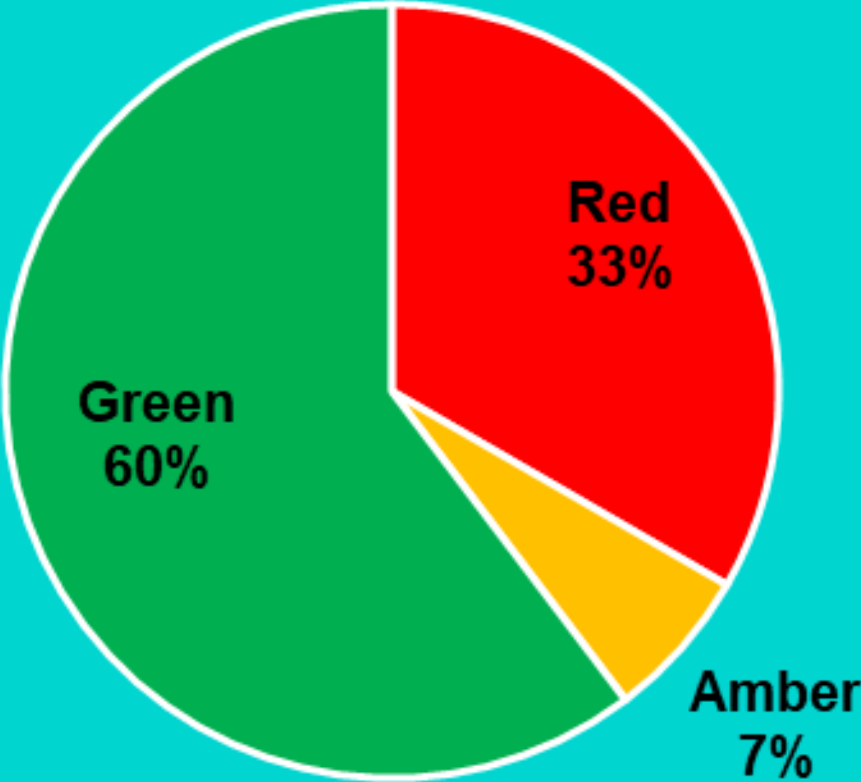


The ratings are based upon the performance indicators that relate to each Corporate Plan outcome to provide a rounded picture of performance, including financial performance. At year end, individual indicators are mostly given a red or green RAG dependent upon targets being met or not. In exceptional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

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

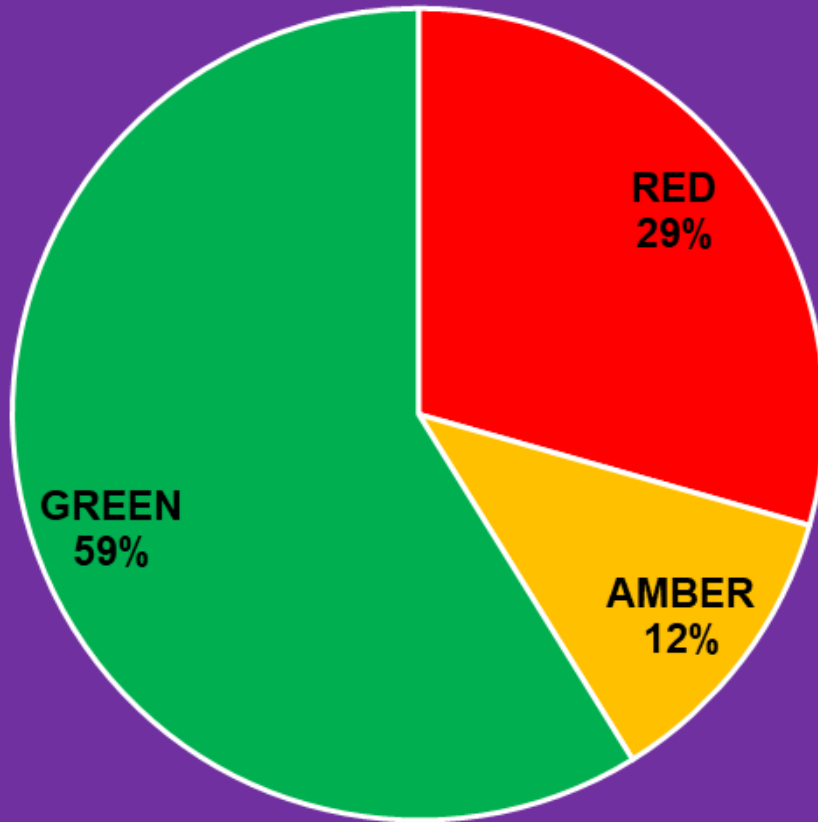
Overall Performance Summary

Q4 and Year End RAG Ratings

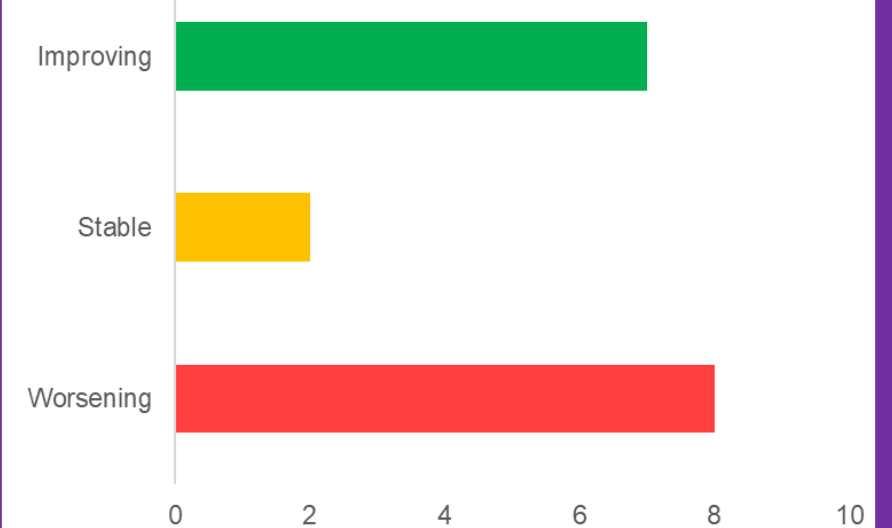


Performance Summary

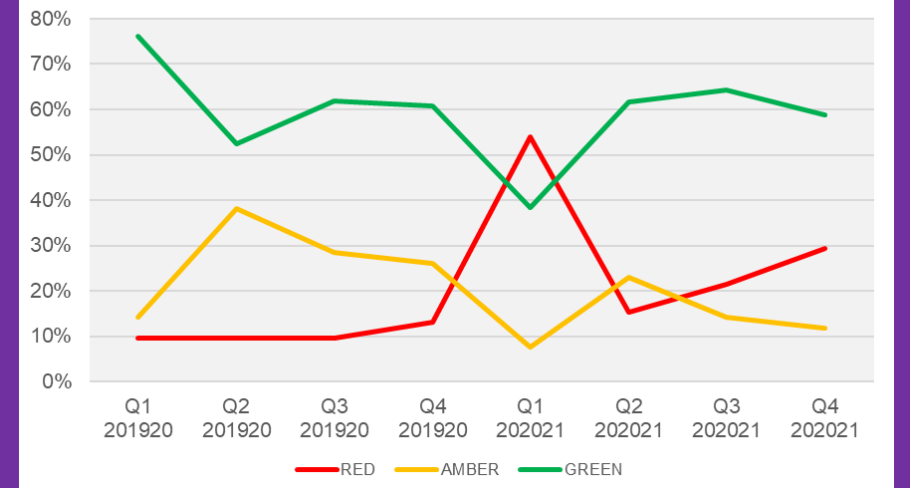
Q4 and Year End RAG ratings



Q4 Direction of Travel



Overall Status Trend



Priority Summary

Matt Gladstone – Executive Director, Place



2020-21 has been an unprecedented period which has had an impact upon us all. Tackling the pandemic has been a very challenging time.

We continue to work hard to ensure that the Council does everything it can to reduce the spread of the virus and support our businesses and communities.

The latest national lockdown restrictions brought further challenges, and the economic impact for Barnsley continues to be a significant concern. Mindful of the challenges ahead, we should embrace our success over the last twelve months. We are continue to work on masterplans for key growth sites to ensure a strong pipeline of inward investment, lding developer confidence and creating more jobs, homes and businesses.

are focused on economic recovery, and continue to support our workforce to adapt and businesses to prosper. Our strengths include outcomes for Care Leavers, with a high proportion of young people in either education, training or employment. The number of adults with learning difficulties supported into employment continues to exceed our target.

Although town centre footfall has struggled as anticipated, we have performed better than many of our neighbours and comparator towns. The strength of our culture and visitor economy, particularly visitor numbers at key heritage sites, has been impressive.

Looking forward into 2021/22, areas for improvement include town centre footfall, new build homes and business starts/growth. Youth unemployment will be a challenge going forward, as will apprenticeships. However, we will be boosting numbers throughout 2021/22.

Areas of Achievement



- **986** private sector jobs were created this year, 98 of these in Q4, exceeding the target of 950.
- **9** inward investors in Q4 makes the annual total 27, above our target of 24.
- **71.2%** of care leavers were in employment, education or training More than our target of 65%.
- **4.6%** of adults with learning disabilities are currently in employment, higher than our aim of 4%.
- **51.7%** of the working age population possess at least a level 3 qualification. **71.9%** have at least a level 2 attainment.
- **280,155** people visited our museums in Q4 making a total of 1,050,537. This has contributed over **£23million** to the local economy.
- **76** affordable homes were created in Q4 making the total for the year 178, higher than our 100 target.
- **97.2%** of Berneslai Homes rent was collected against a target of 94% in 2020/21.

Areas for Improvement



- **5.5%** of 16-18 year olds are not in education, employment or training (NEET). This is higher than the 4.2% target.
- Apprenticeship take up in the borough is **6.3%**, lower than the 7.5% target.
- At **3,500,163** for the year, town centre footfall is 43% lower than in 2019/20.
- **155** homes were built in Q4, making **581** this year. The target of 700 was missed.

Phase Two Starts on £5.25million Barnsley Business Park

Carnell Management Services has embarked on a second phase at a Capitol Park taking its total investment in the borough to more than £11million. This phase consists of warehouse accommodation with offices and will create 105 job opportunities. The location, near junction 37 of the M1 and the nearby facilities in the town centre make this speculative development an attractive proposition for inward investors.



Affordable Homes

Sanctuary Housing Association completed their scheme at Brunswick Street, Thurnscoe, in March 2021. The scheme consists of 49 homes built on a brownfield site which had been vacant since the end of the Housing Market Renewal Scheme. Together Housing Association created 35 homes on Nanny Marr Road, Darfield, 25 for affordable rent and 10 shared ownership. Also, this quarter, 13 properties were purchased through our strategic acquisitions budget.



Lets Get Barnsley Back in Business

The markets provide a platform for 200 businesses. Successive restrictions have impacted on the markets. Around 75% of traders on Barnsley's markets sell goods and services classed as non-essential. The markets have remained open during lockdowns for traders who sell essential goods. Grant support has been welcomed by all market traders.

We've worked with traders to ensure reopening will be safe at the end of the lockdown. All traders have undertaken a 'Covid Secure' risk assessment. Sanitiser stations and security will be in place. All markets are participating in Let's get Barnsley Back in Business consumer confidence campaign.



The Little Boat Company at Cannon Hall

The boating shed and jetty are now complete and The Little Boat Company, the new boat hire business, is ready for launch in early April. Boat hire will run from April until September. This small business will employ a number of young people from Barnsley, and has also created two apprenticeships through Barnsley College. The Council will receive a monthly income from this concession and we benefit from profit share if the success of this business proves to turn over more than £40,000 per annum.



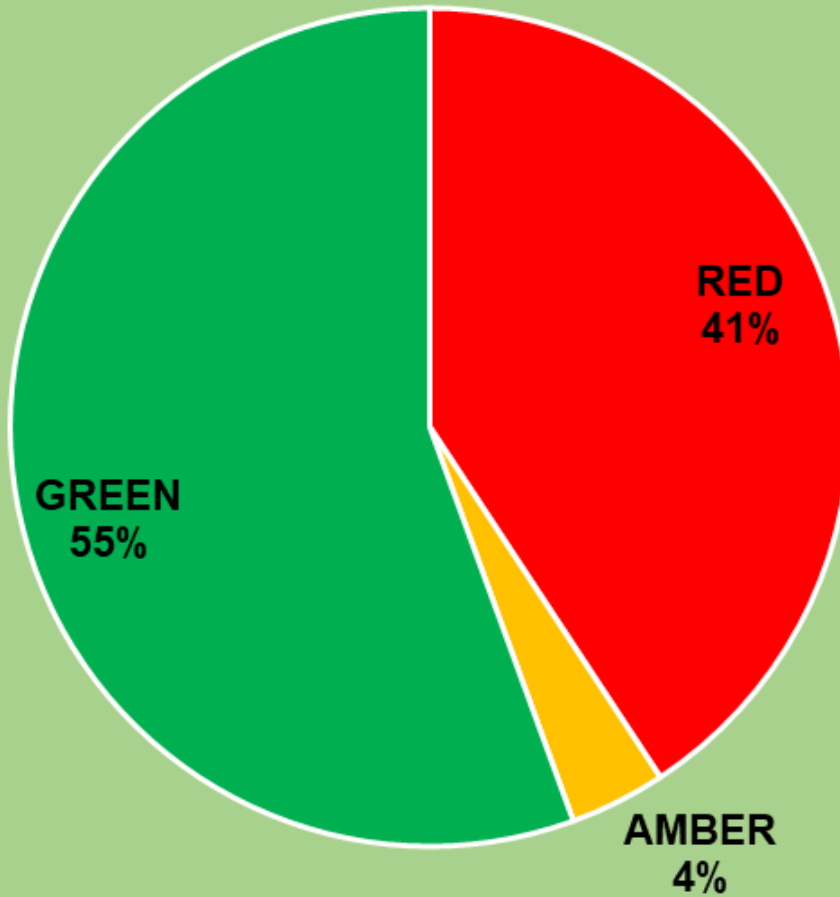
Kickstart

We are in the process of recruiting young people to 38 Kickstart work placements across the Council in an exciting and diverse range of roles. Collaborative work is taking place to support young people (16-24) on Universal Credit to guide them through the application process. There are currently over of 100 applications. We will be shortlisting and interviewing over the next two weeks. Hopefully we will have 38 young people, all at risk of long-term unemployment, in excellent opportunities across the Council over the coming weeks with more positions being created throughout the year.

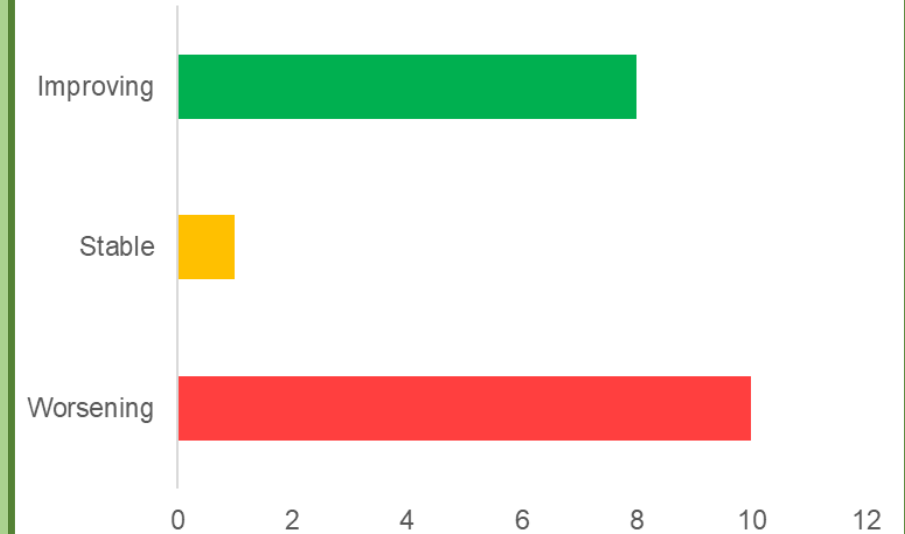
KICKSTART SCHEME

Performance Summary

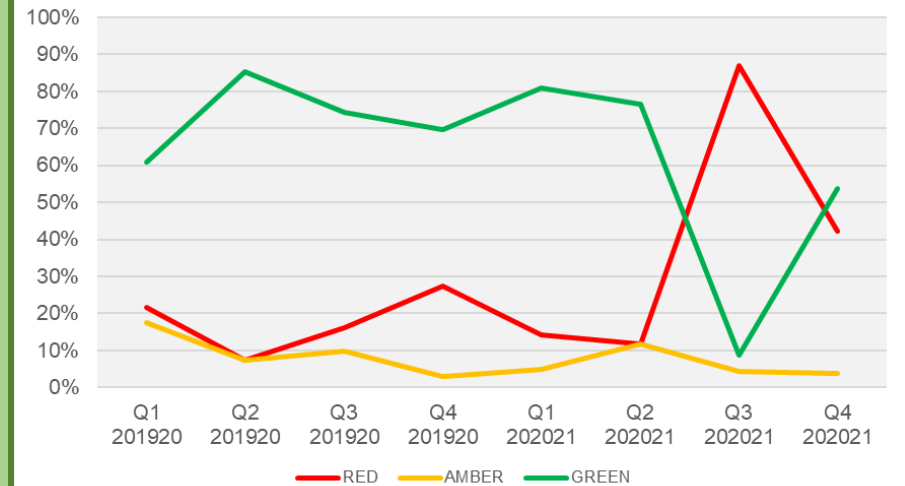
Q4 and Year End RAG ratings



Q4 Direction of Travel



Overall Status Trend



Priority Summary



Wendy Lowder Executive Director Adults and Communities

Our ongoing commitment to preventing and supporting homelessness has allowed us to exceed our annual target. We are pleased to report that Anti-Social behaviour continues to remain the lowest across South Yorkshire. In Adult Social Care our new approach to hospital discharges means that people are supported in the right place for the right reason. We have recovered our position on reablement with almost 40% of clients completing reablement with no long term needs in Q4. In accordance with our Home First principles we continue to see reductions in admissions to residential care for those aged 65 plus with 58 less admissions than last year. Our timeliness standards and targets against safeguarding, assessments and reviews were all achieved.



Julia Burrows Director of Public Health

Despite improvements in recent years, the latest data shows that life expectancy and healthy life expectancy has decreased for both women and men in Barnsley. A similar picture can be seen nationally. This is disappointing as our public health initiatives to improve physical and emotional health across the borough have seen some great success. The data does show that the life expectancy gap between the most and least deprived Barnsley communities is improving; but we know that more needs to be done to reduce poverty and other causes of ill-health for our residents. It's also important to note that this data pre-dates the COVID-19 pandemic, so we expect to have more challenges ahead. Addressing the social determinants of health, including the quality of education and housing, access to affordable, healthy food, and public transport links, continue to be priority areas to improve healthy life expectancy.

Areas for Improvement

- **22** people aged 18-64 were admitted to permanent care in 2020/21.
- **37.1%** of clients receive direct payments, lower than our target of 40%.
- **19.7%** of children had a child protection plan for the second or subsequent time.
- The 2019/20 rate per 100,000 for hospital admissions for alcohol specific conditions was **1,235** (male) **569** (female).
- **357.5** per 100,000 rate of admissions for self harm (2019/20), the national average is 192.6.
- Female life expectancy is **81.8** years, healthy life expectancy **61.5** years.
- Male life expectancy is **77.8** years, healthy life expectancy **57.5** years.



Mel John-Ross Executive Director Children's Services

I am pleased with our 2020/21 performance for children's services. The proportion of children in care in family placements and proportion of Section 47 investigations proceeding to Initial Child Protection (CP) Conference within 15 days both improved further between January and March. The performance in 2020/21 for both measures exceeded that of 2019/20 as well as statistical and national benchmarks. Although the year end performance of 19.7% children becoming the subject of a CP Plan for a second or subsequent time was just outside our aspirational target, the proportion remains better than that of statistical neighbours and the national average.

The number of young people entering the Youth Justice System for the first time continues to decrease and consolidates our position amongst the best performing local authorities nationally. Performance for assessments completed within the national 45-day standard remains outstanding and based on all local authorities, Barnsley would rank first nationally for this performance. However, we need to be completing shorter, more proportional assessments within 20 working days of referral albeit, our year end performance is better than both statistical neighbour and national averages.

Areas of Good Performance

- **98%** of early years and child care settings are judged to be good or outstanding,
- **306** people aged 65+ were admitted to residential / nursing care in 2020/21.
- **36.4%** of clients complete reablement programmes with no long term needs.
- **370** successful claims were made to the Department of Communities and Local Government for significant and sustained improvement this year, meeting our target.
- There have been **488** homelessness preventions this year, exceeding our 300 target.
- **5,666** incidents of anti social behaviour were dealt with in 2020/21.
- **89.1%** of adult social care reviews were completed to timescale.
- **92.7%** of adult safeguarding decisions were made within 72 hours.
- **15.7%** of referrals to children's social care within 12 months are repeats.
- **7** young people (10-17 years old) entered the Youth Justice system for the first time.
- **93.6%** of children in care are in a family placement.
- **87.1%** of Section 47 investigations proceed to initial child protection conference within 15 days.

Reablement

JE was referred to the Reablement service following a fall. After initial assessment it was confirmed that JE required support of four 30 minute calls per day to support with personal care. Exercises were provided by therapists and JE's mobility improved to the extent that support could be reduced to two weekly visits. Feedback from JE was that she felt involved in setting her own goals, and treated with care, dignity and respect. She also stated that the service was easy to contact and responsive to needs and that the support workers were friendly and professional.



Continuously Curious Children's Services

Barnsley participated in the regional, sector led challenge event, collaborating with other authorities across Yorkshire and the Humber to review our performance and service developments. In the context of the pandemic, this year's Challenge Day occurred online where we partnered with Wakefield to assess and challenge each other's performance in Children's Social Care, Early Help, Education and SEND. The challenge was facilitated by an experienced Director of Children's Services from an outstanding Children's Service. The exercise was useful in establishing new ambitious targets for the service. It was great to be recognised by Wakefield and the independent chairs for our strengths, which included maintaining high standards which are consistently met, being continuously curious and demonstrating very strong local partnerships.

Febru-welly – staying active, whatever the weather

Barnsley Council, in partnership with Good Food Barnsley, launched Febru-welly to encourage families to stay active throughout February, whatever the weather. This initiative was launched as part of the #WhatsYourMove campaign, which encourages people to move more for good mental and physical health. Good Food Barnsley created an activity booklet, which was distributed across the borough, containing plenty of reading, crafty ideas, activities and recipes. Families were also invited to take part online by sharing their pictures on Facebook and Twitter using the hashtag #BarnsleySplash. Amy Calvert, Innovation Manager at Good Food Barnsley, said: "The Febru-welly walking initiative sits in really well with our mission to build a better Barnsley. The Healthy Holidays work done through Good Food Barnsley is an important coalition between private, public and community sectors, and demonstrates how much more we can achieve when we work together."

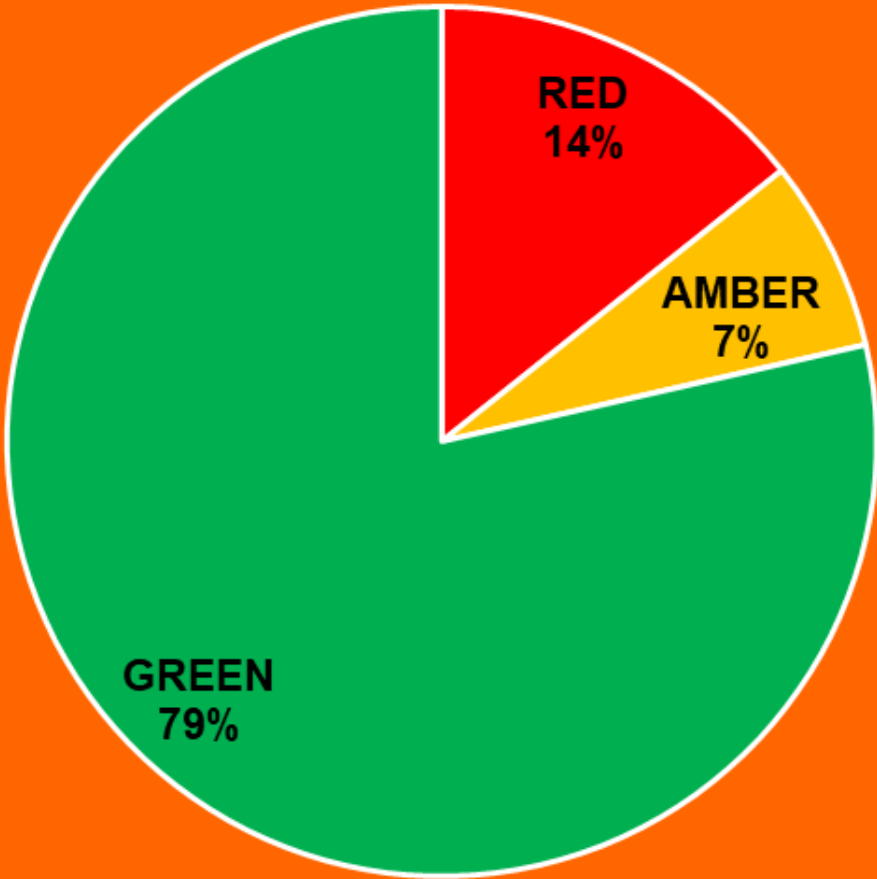


Commitment to Education

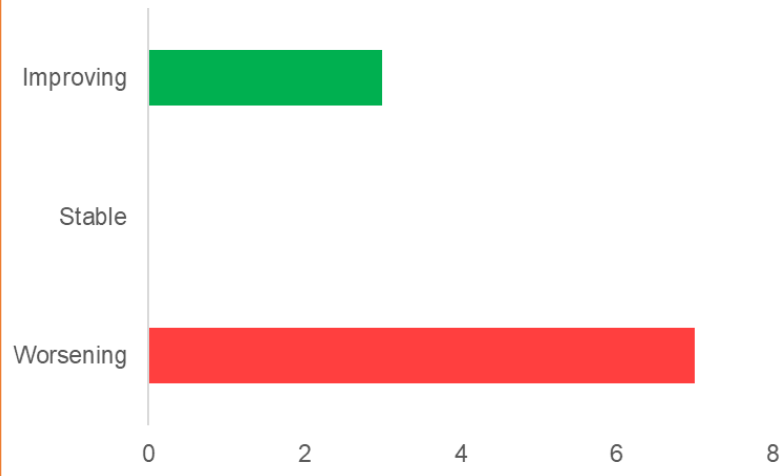
The Council and Barnsley schools continue to stay committed to providing the best education to all young people in the borough. Schools have remained open for vulnerable children, and children of key workers throughout the pandemic, with staff working hard at delivering remote learning to every child but welcomed the full reopening of schools and colleges to all children and young people from March 8. School attendance has again become compulsory, and with careful and cautious considerations from the Council, Public Health colleagues and our school leaders, all children have been supported in returning to a safe environment. All staff and secondary students are being provided with two rapid tests to use at home each week, and face coverings are being worn indoors and in classrooms to help contain the virus. It is crucial that support is given to staff and students with these new, tighter arrangements so we are able to continue providing our children with the first-class education they deserve.



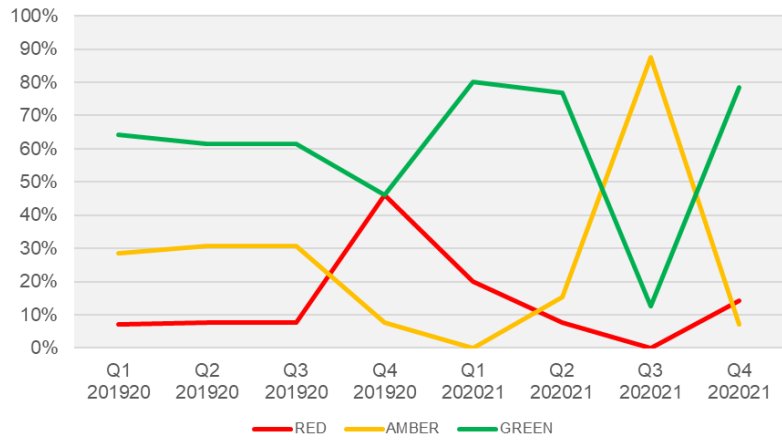
Q4 Year End and RAG ratings



Q4 Direction of Travel



Overall Status Trend



Performance Summary

Matt Gladstone Executive Director Place



Throughout the pandemic, restrictions have had an impact on services offered by our environment and transport teams, albeit our performance in the final two quarters of the reporting year demonstrate that our recovery plans are coming to fruition. All services are now back up and running and incorporating the required safe systems of work aligning to the latest government advice.

Our ongoing commitment to a clean, green borough is evidenced by continued success in dealing with instances of fly tipping and our tree-planting programme. Bins are emptied on time, traffic signals, street lights and pot holes are repaired quickly, and our recycling rates are improving. CO2 emissions from street lighting have significantly reduced from 6,863 tonnes in 2012 to 1,611 tonnes in 2020.

We are pressing ahead with several 'zero carbon' schemes, such as the installation of electric vehicle charging points, rolling-out new electric council fleet and publishing our Sustainable Energy Action Plan. Having secured funding from the Government's Green Homes Grant scheme, we are offering insulation and energy-saving measures to low income households.

The recent winter period brought significant challenges for our services. We experienced several long periods of cold, snowy and icy weather. However, our performance in maintaining a safe road network was successful. The gritting teams worked around the clock to keep our major routes clear, and our refuse collections only suffered minimal disruption.

There remains ongoing appreciation for our front line workers with considerable acts of kindness being shown towards our staff. This has been a key feature throughout the whole pandemic. The volume of positive feedback received demonstrates a real togetherness, and our communities' resilience is to be admired in such testing times. We will continue to work together to make a brighter future, a better Barnsley and ensure that Barnsley develops even further into a place of possibilities for all.

Wendy Lowder Executive Director Adults and Communities



We have achieved our targets for both numbers of volunteers and cashable value of volunteers and have still supported new community groups to form with 74 new groups established this year.

Areas of Achievement



- **41.7%** of our fleet vehicles have now been replaced with Electric Vehicles, exceeding our ambition of 38%.
- Fly tipping is cleared within five days in **99.9%** of cases.
- Over the year, **98%** of pot-holes were repaired within 24 hours.
- We produced enough renewable energy to power **12,259** homes this year, better than our target of 10,165.
- The take up of Superfast South Yorkshire Broadband is at **63.3%**, higher than our 56% target.
- **4,135** people have volunteered this year within our Area Councils and Ward Alliances.
- The cashable value of the volunteer hours has totalled **£414,366** in 2020/21 against a target of £250,000.
- **98%** of faulty traffic lights were fixed within 24 hours.
- **97.5%** of household waste was diverted from landfill.
- Nitrogen Oxide concentrations continue to remain low at **24** micrograms per cubic metre.

Areas for Improvement



- **859** new volunteers were recruited this year, lower than our target of 1,350.
- **35.8%** of household waste was recycled in 2020/21, missing our aim for 40%.



We're cleaning up this town

A Barnsley man has been found guilty of a fly-tipping offence by Barnsley Magistrates Court following an investigation by our fly-tipping enforcement team. The man had been finding work through Facebook, taking waste and dumping it on and near Park Spring Road in Grimethorpe.

He was sentenced to a 12-month Community Order, ordered to complete 200 hours of unpaid work and ordered to pay £1,000 in costs to the council.



Five Ways to Wellbeing – Dearne Area Council

This digital project suited current need and opened up access for people that may not have engaged before, as well as those that have. The initiative was about highlighting mental health and wellbeing and how to look after yourself and others in the community. We used our social media platforms to promote information that would help people look after themselves, their families and the wider community, whilst staying home during lockdown. The initiatives ran over three weeks, with week one concentrating on older people, week two parents and week three children and young people. The key points were about being happier, healthier, independent and active. This is the ethos of the 5 ways to wellbeing, looking at ways a person can independently improve their own physical and mental health.

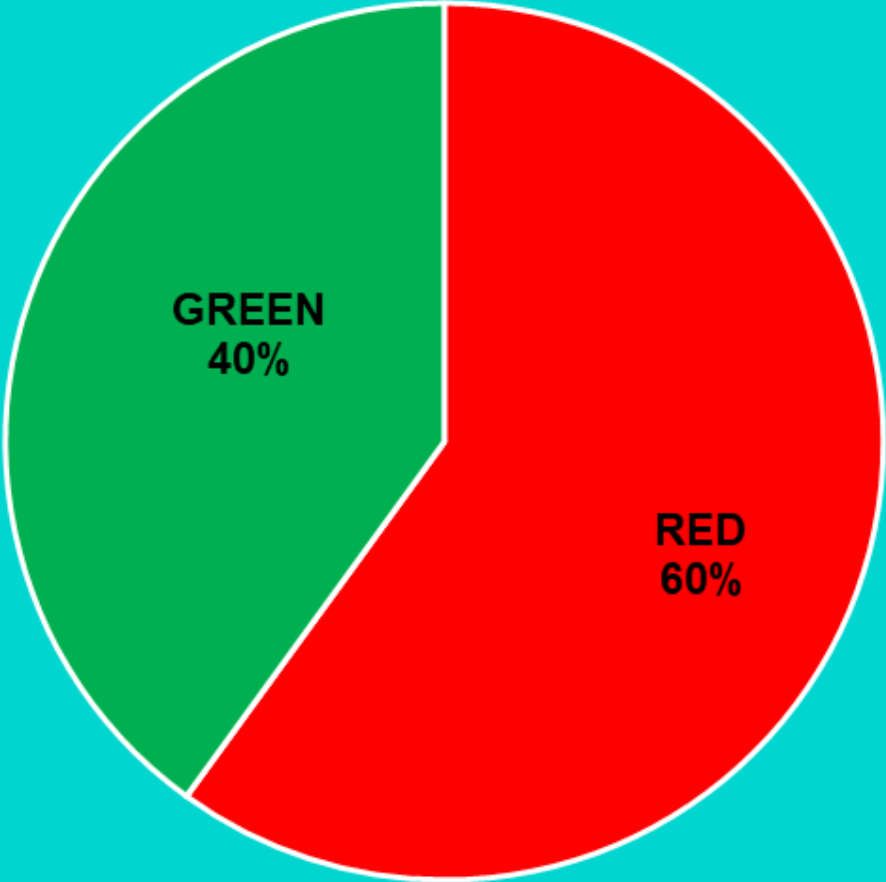


Wombling

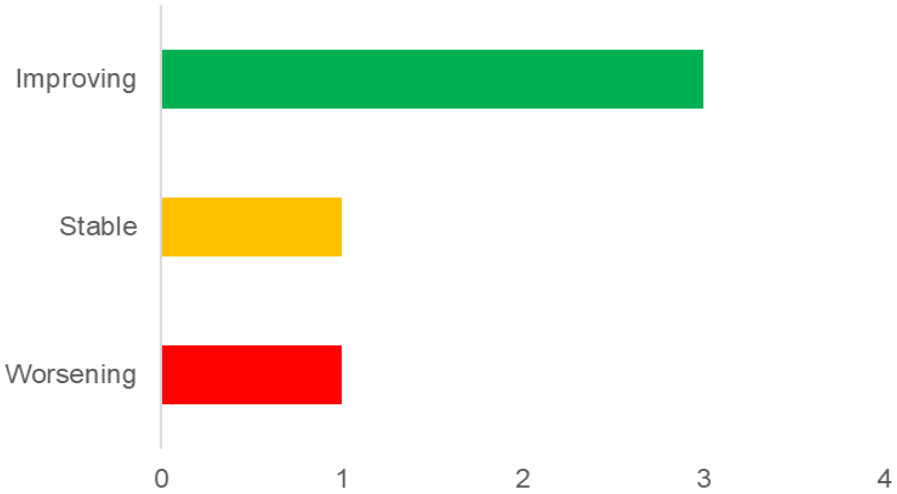
This case study is not about one group doing a community activity, but about a trend that has escalated throughout lockdown. Litter picking has been one thing that many individuals and families have chosen to do, often without any formal organisation. Although organised groups are involved in litter picking, two informal litter picking groups have started in the Stairfoot Ward. This has resulted in 210 sacks of litter being collected since January by two residents. At Tank Row, a litter hotspot, 100 bags of litter have been collected and further hotspots identified. Friends of Stairfoot has been inundated with requests from people wanting to litter pick. As well as a cleaner community, other benefits have been the positive impact on volunteer's mental health and the development of friendships.



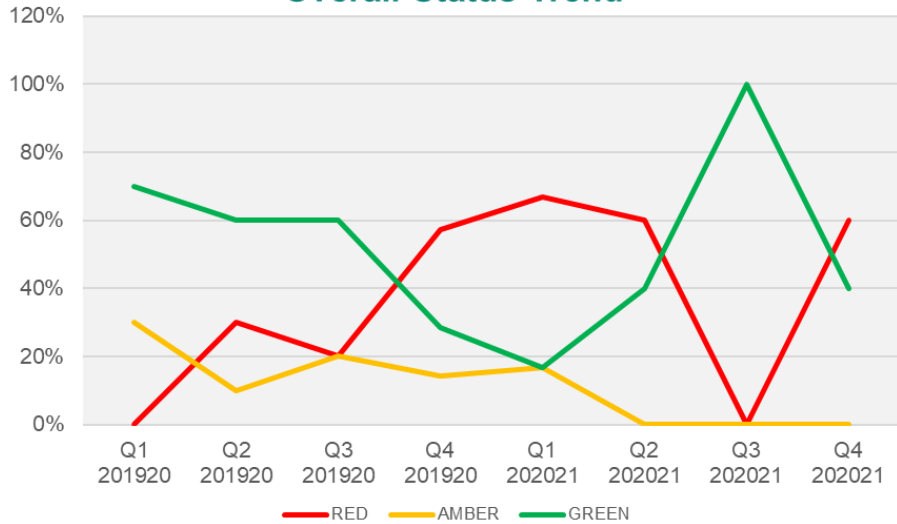
Q4 and Year End RAG ratings



Q4 Direction of Travel



Overall Status Trend



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



Shokat Lal Executive Director, Core Services

Business rates collection exceeded the target of 97.5% by 0.77%. Council tax collection has also exceeded the target of 96%, by 0.26%. This is an extremely strong position and is a result of increased collection in the final quarter. However, this needs to be considered within the context of having a reduced amount to collect. This is due to the award of reliefs to those in retail, leisure and hospitality sector and the financial support available to those businesses who continue to have a liability to pay, increased awards of localised council tax support, additional government funded hardship payment and other government interventions. Positions for both collection rates will be closely monitored in the coming financial year to ensure we are aware of any potential risks to collection, when the current government support is reduced or comes to an end.

The pandemic has resulted in an increase in the number of complaints received each quarter during 2020/21. Service delivery was affected and some services suspended. Learning taken from each complaint remains to be the main focus and is the most vital part of the customer complaint journey. Whilst the number of complaints total 284, it's important to highlight that we received 429 compliments during the year. **88.7%** of complaints were responded to within agreed timescales, better than the target of 85%.

Finance

98.27% of Council Tax was collected
98.27% of Business Rates were collected this year
55.3% of our spending was with local suppliers.
 This is below our target of 65%.
95% of efficiency savings were delivered

Apprenticeship Starts

1.76% of our employees began an apprenticeship in 2020/21. Whilst the National Public Sector Target of 2.3% has not been met this year we must be mindful that the pandemic has impacted upon take up of apprenticeships across the country. However, we have increased take up by an average of 0.56% each quarter since Q1, despite ongoing restrictions and an increasing establishment size. This is a positive indication of our apprenticeship use over 2020/21 and the outlook for 2021/2022 is good. The National Public Sector Target has been set by government for 2021/22 at 2.3% with no uplift in recognition of the difficulties local authorities have faced this year.

Sickness Absence

7.7 days were lost per full time employee (FTE) due to sickness in 2020/21. This is slightly lower than last year's figure of 7.98 per FTE. Rates in Q1 and Q2 were the lowest since monitoring began in 2013/14.

Long term sickness: 5.35 days per FTE
 Short term sickness: 2.43 days per FTE

Census 2021

Households across Barnsley were asked to participate in Census 2021 on Sunday 21 March. The census, run by the Office for National Statistics (ONS), is a once-in-a-decade survey that gives the most accurate estimate of all the people and households in England and Wales. The Council is supporting ONS to maximise the number of people completing the Census in Barnsley. Understanding the nation's needs helps everyone from central government to organisations, such as councils and health authorities, plan and fund public services across England and Wales.



KEY ACHIEVEMENTS AND ACTIVITIES

THE TIMELINE BELOW SHOWS SOME OF THE KEY ACHIEVEMENTS AND ACTIVITIES THAT TOOK PLACE DURING QUARTER 4 (JANUARY - MARCH 2021).

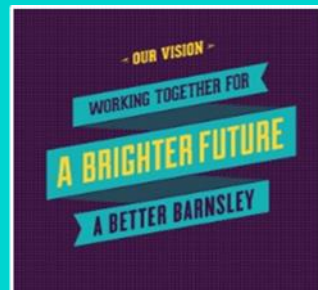
PRIORITY	JANUARY	FEBRUARY	MARCH	
	Cabinet approved the recommendation to carry out a consultation on The Goldthorpe Masterplan which aims to support significant employment growth in the area	Love Local Day celebrated the businesses that power our community. A local business nominated by the public won a gift as a token of appreciation	Neon artwork featuring Ian McMillan's words 'Barnsley's Fierce Love Holds You Forever in its Heart' was displayed at the Library @ the Lightbox	Barnsley's Museums held a Weekend of Wellness as part of lockdown learning activities
	The Make Your Mark consultation took place providing the opportunity for young people to have their say on what is important to them	Healthy Holidays funding helped to support eligible children and families with food and activities over the Easter holidays	Children's Mental Health week encouraged young people to take part in an emotional health and wellbeing survey	Almost 97% of Barnsley children got their first choice of secondary school place
	A new Post Office for Wombwell was opened in Wombwell Library to restore the service until a permanent solution is found	The planting of a small, fast growing forest began in Goldthorpe	Barnsley Libraries received funding from the reading agency to build social connections and tackle loneliness in our communities	Plans were announced for installation of electric vehicle charging points capable of charging 40 cars at a time
	Press releases and social media content began to promote the Census 2021 to Barnsley residents	National Apprentice Week shone a light on the amazing work done by apprentices	Budget proposals were set out for the 2021/22 budget, focussing on building a better future for communities and businesses, while protecting the borough's most vulnerable residents	Announcement that Barnsley is set to benefit from a £26 million investment to help the borough recover from the Covid 19 pandemic

Contact Us

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

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

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



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 ON 2 JUNE 2021**

**ANNUAL REPLACEMENT PROGRAMME 2021 TO 2024 – DOMESTIC AND
COMMERCIAL BINS**

1. PURPOSE OF REPORT

- 1.1 To seek approval to adjust the capital provision allocated to the annual programme for replacement domestic commercial wheeled bins.

2. RECOMMENDATIONS

- 2.1 It is recommended that Cabinet approve the bin replacement programme for 2021-2024.
- 2.2 The estimated annual replacement programme will result in capital expenditure of £0.300M per annum from 2021-2024; finance officers have assessed and the most cost-effective funding mechanism in respect of this programme is prudential borrowing. The bins will be financed over a period of ten years per tranche which reflects their useful life and is in keeping with previous replacement programmes.

3. INTRODUCTION

- 3.1 Waste Management provide kerbside wheeled bin waste collection services to c.114,000 domestic premises. Residents of Barnsley can choose to have up to four bins for their waste and recycling collections, grey 240ltr for residual waste, green 240ltr for garden waste, blue 240ltr or 140ltr for cardboard, brown 240ltr or 140ltr for glass, cans and plastic bottles.
- 3.2 Planned new developments in the borough will add a further estimated c.1,250 properties per year, each of which will require a set of four new waste and recycling bins at an approximate cost to the Council of £75,000. Since April 2017, there has been a £99 delivery fee for each full set of new bins delivered to a new build property which has been paid by the developer.
- 3.3 Commercial Services receives around 280 orders per week from residents to deliver new bins or to replace bins. Since April 2016, there has been a £25 delivery fee for new bins; this fee is for delivery only and remains the same if multiple bins are ordered.
- 3.4 Commercial services also operate a commercial waste service for business and have an objective to increase revenues through an increase of customers using the service.

- 3.5 The Council needs to ensure that sufficient stocks of wheeled bins and commercial waste containers are maintained to meet growing demands in order to protect revenues and ensure residents kerbside collections can be maintained.

4. PROPOSAL AND JUSTIFICATION

- 4.1 The Council has a legal obligation to collect all household waste from properties within its area and has specified wheeled bins as the method it wishes to use to fulfil this legal requirement. To ensure that the bins are of the correct size and quality, as to not pose a danger to residents or staff employed, the Council retains ownership of all bins and is the sole supplier. It is estimated that the Council will need approximately 16,000 large (240ltr) wheeled bins and 1,000 smaller (140ltr) wheeled bins of varying colours to satisfy the annual demand as a result of growth and replacement. The number of units attained during the previous three financial years are as follows:

	Total Units - Domestic	Total Units - Trade	Total Spend
2018/19	15,557	no info	£315,234
2019/20	10,991	200	£256,364
2020/21	17,700	230	£328,402

- 4.2 Failure to provide domestic and commercial bins will result in the failure of the Council in meeting its statutory requirements for this service.
- 4.3 The Council operates a free warranty exchange period to residents to replace faulty bins within 5 years of their manufacture.

5. CONSIDERATION OF ALTERNATIVE APPROACHES

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

6. IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS

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

7. FINANCIAL IMPLICATIONS

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

Capital Programme / Capital Funding Implications

- 7.2 This report outlines the proposal to purchase approximately 51,000 domestic and commercial bins over the period from 2021/22 through 2023/24 at approximately 17,000 in each of those given years. The total capital cost is estimated to be in the region of £0.300M per annum, equating to £0.900M in total.

- 7.3 The financing options currently available to the Council for such capital programmes are shown in the table below, together with a brief description of the implications on both the Council's revenue budget and capital programme respectively.

Financing Method	Revenue Implications	Capital Implications
Borrowing	Cost of repayment of debt / servicing debt (interest) charged annually	The Council's indebtedness increases
Operating Lease	Lease rentals charged annually	None
Finance Lease	Lease rentals split between interest and principal and charged annually	The Council's indebtedness increases

- 7.4 Finance officers have assessed the options outlined above and concluded that the most cost-effective funding mechanism in respect of this programme is prudential borrowing. The bins will be financed over a period of ten years per tranche which reflects their expected useful life.
- 7.5 What this means in practical terms is that the Council legal owns the bins at the point of purchase [the lease company would retain legal ownership should the bins have been leased]. From a financial perspective, the capital cost and associated interest costs, are effectively paid for over the period of 10 years by the service, through their service revenue budget.

Revenue Budget Implications

- 7.6 The annual capital spend of £0.300M will be funded from prudential borrowing charged to the revenue account. The annual cost to the revenue account will be c. £0.032M per annum.
- 7.7 As stated earlier, planned new developments will add c.1,250 new properties per annum at a capital cost of approx.. £0.075M. For each set of 4 bins provided, a delivery fee of £99 is charged to the developer. This generates income of approx. £0.124M per annum.
- 7.8 The additional expenditure for the prudential borrowing costs can be contained within the existing 2021/22 revenue budget for prudential borrowing due to previous bin replacement programme costs coming to the end of the 10 year payback period.
- 7.9 The administrative burden associated with collating and delivering the bins to customers are being accommodated with existing resources.
- 7.10 The financial implications are summarised in the attached Appendix A.

8. EMPLOYEE IMPLICATIONS

- 8.1 None

9. COMMUNICATIONS IMPLICATIONS

- 9.1 None

10. CONSULTATIONS

10.1 Commercial Support Services, Finance, Capital Expenditure Board.

11. LIST OF APPENDICES

Appendix A – Financial Implications

12. BACKGROUND PAPERS

File of papers held in Environment & Transport Business Unit

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

Report author: Kayleigh Boasman


Report of the Executive Director Place

FINANCIAL IMPLICATIONS

ANNUAL REPLACEMENT PROGRAMME 2021 TO 2024 – DOMESTIC AND COMMERCIAL BINS

i) Capital Expenditure	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	TOTAL
	£	£	£	£
Wheeled Bins	300,000	300,000	300,000	900,000
	300,000	300,000	300,000	900,000
To be financed from:				
Prudential Borrowing	300,000	300,000	300,000	900,000
	300,000	300,000	300,000	900,000
ii) Revenue Effects	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>Later Years</u>
	£	£	£	£
<u>Expenditure</u>				
Prudential Borrowing - New Bins	2,085	34,170	66,255	96,255
	2,085	34,170	66,255	96,255
Total revenue expenditure	2,085	34,170	66,255	96,255
To be financed from:				
Existing Revenue Budget	2,085	34,170	66,255	96,255
	2,085	34,170	66,255	96,255

Impact on Medium Term Financial Strategy	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>
	£	£	£
None with this report			
Revised Medium Term Financial Strategy	0.000	0.000	0.000

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 Place to
Cabinet on 2 June 2021**

Carlton Masterplan Framework

1. Purpose of report

- 1.1 To update Cabinet on progress in developing the Carlton Masterplan Framework and to seek approval to undertake community consultation on the DRAFT spatial framework.

2. Recommendations

It is recommended that:

- 2.1 **Cabinet notes the progress made in the development of the DRAFT Masterplan Framework for Carlton, and;**
- 2.2 **Approves the proposal to undertake a Community Consultation exercise planned to commence during June 2021.**

3. Introduction

- 3.1 The Council's Local Plan was adopted on 3rd January 2019 (**cab 12.12.2018/8**). When the Local Plan was being examined it was agreed that for the larger, strategic sites it was necessary to prepare masterplan frameworks to ensure that sites could be developed in a comprehensive manner taking into account cumulative infrastructure requirements. Looking at large allocations in this way, rather than a piecemeal fashion dictated by land ownerships, ensures that we can make the best use of sites and secure sustainable and inclusive growth reflecting each of our corporate priorities. The Masterplan Frameworks for MU1 (Barnsley West), Hoyland North, Hoyland South and Hoyland West have already been adopted by Full Council. The Royston Masterplan was the subject of a public consultation exercise in June/July 2020 and is currently on hold whilst the strategic transport model is more advanced and a valuation is agreed for the land. The Goldthorpe Masterplan Framework has recently been the subject of a public consultation exercise and the final version submitted to Cabinet for approval in due course.
- 3.2 Whilst each Masterplan Framework is bespoke to the area, the Local Plan prescribes that the Masterplan Frameworks shall contain the following:
- A planning policy summary, site location and description, land ownership, a summary of the existing evidence, site evaluation (opportunities and constraints), a land use framework, sustainable movement framework, protection of existing public rights of way routes and their incorporation within new development layouts, vehicular movement framework, green and blue

infrastructure framework, place-making framework (including design guides for character and neighbourhood areas where applicable), sustainability and energy use, health and wellbeing, design evolution, conceptual masterplan, infrastructure and delivery phasing.

- 3.3 The Local Plan also states that Masterplan Frameworks shall be subject to public consultation and be approved by the Council prior to the determination of any planning applications on the affected sites.
- 3.4 This report seeks approval from Cabinet to undertake a community consultation exercise on the DRAFT Carlton Masterplan Framework.

4. **Carlton Masterplan Framework**

- 4.1 The Carlton Masterplan Framework incorporates mixed use sites MU2, Land between Fish Dam Lane and Carlton Road and MU3, Land off Shaw Lane, which will collectively be referred to as 'the site'. The Local Plan anticipated that the site will eventually deliver just under 2000 dwellings, an extension to Carlton Primary Academy, a small-scale convenience retail facility to serve the local community and green and blue infrastructure.
- 4.2 Throughout the Local Plan process, there was relatively limited opposition to the sites. A local group was formed to oppose the nearby Gypsy and Traveller site allocation but no such group was created specifically to oppose what is now site MU3. However, we understand that this position has now changed and we do expect more interest in the masterplan framework consultation. The council own a significant proportion of the MU3 site including the Wharnccliffe Woodmoor green space in the central portion of the site and a parcel in the south east corner. The council also own the majority of the MU2 site to the west of Fish Dam Lane. The Wharnccliffe Woodmoor green space is currently managed on the council's behalf by Yorkshire Wildlife Trust via partnership arrangement and YWT have been consulted as part of the early options development.
- 4.3 The Masterplan Framework is being funded by BMBC via Planning Policy earmarkings and is being produced by Ove Arup Partnership. Ove Arup are co-ordinating all associated feasibility studies and consultations on behalf of the Project Team. Masterplanning works are now well underway. To date, works completed include: background evidence base and technical analysis, development of the Masterplan Framework document, ecology surveys, heritage assessments, green space analysis and early development options. The next stage of the 'place making' process requires a robust Community Consultation exercise and a communication plan. A Statement of Community Engagement Report will be produced following review of the community consultation responses and will help shape the final Masterplan Framework.
- 4.4 This report seeks Cabinet approval to undertake a community consultation exercise with residents and stakeholders in Carlton.

- 4.5 As well as having regard to all necessary Planning Policy and Supplementary Planning Document (SPD) requirements, the FINAL Carlton Masterplan Framework document must specifically consider:
- Existing biodiversity assets
 - Access requirements and impact upon the wider highway network to enable delivery of the allocation in its entirety
 - Public Rights of Way
 - Delivery of an extension to the primary school on the site
 - Delivery of open space and new formal recreation/enhancements to existing provision
 - Provision of small-scale local facilities.
 - Opportunities to contribute towards the council's climate commitments through renewable energy opportunities.
- 4.6 The draft consultation boards are presented at Appendix B and includes site context, opportunities and constraints and emerging draft preferred option.
- 4.7 The process to date including emerging preferred option has been informed through a series of workshops with internal technical officers, planning officers, landowners and elected members. Ove Arup are now in the process of producing the Design Code and text that will frame the Preferred Option masterplan concept and form the basis of the consultation material.
- 4.8 Officers have recently met with representatives of Premier Foods who own a portion of the MU3 site and have expressed a desire to expand their operations in the medium term with a potential to create an additional 500 jobs at the site. The Masterplan Framework will need to retain some flexibility to allow the future expansion or seek an additional residential phase should the expansion plans not come to fruition.
- 4.9 There is ongoing interest from Network Space who are seeking to deliver a first residential phase on land north of Shaw Lane such that the benefits of progressing the Masterplan Framework to adoption this calendar year is clear. This would avoid the scenario where developers seek to progress planning applications in advance of the Masterplan Framework adoption, and before site wide infrastructure requirements are determined
- 4.10 The proposed consultation format will be digital due to ongoing restrictions relating to the pandemic. Views will be sought via a questionnaire aimed at offering residents and interested parties with the opportunity to feed back on the masterplan's main themes and proposals. Part of the questionnaire will be aimed at seeking feedback on the movement framework and will offer stakeholders a number of options looking at proposed junction improvements, access strategy including an option to provide a northern link to connect to the proposed Royston Relief Road.

5. Renewable and Low Carbon Energy

- 5.1 The Carlton area represents one of the best opportunities for a minewater heat scheme within the Sheffield City Region. Here, the vast area of mineworkings are accurately recorded on abandonment plans and are located at depths easily accessible by surface drilling techniques.
- 5.2 These mineworkings were last utilised for the purposes of methane abstraction in the early 2000's until they were cut off by rising minewater. The three boreholes cover a triangular area of over 12km² covering Royston, Monk Bretton and Grimethorpe with Carlton approximately in the centre. Therefore, we know that the minewater is already there but there is more that we can do to de-risk the project further.
- 5.3 The Sustainability and Climate Change team are currently working with the owners of the three boreholes, Infinis Energy, to take some current measurements at the three locations. We are hoping to obtain current water levels, temperature profiles and flow rates for all three sites and then model the data. This will be unique within the UK coalfields and if the readings are as good as anticipated will potentially make Carlton one of the best prospective sites for a heat network powered by minewater in the UK.
- 5.4 Further to this, officers are engaging with two large industrial sites adjacent to the site. This includes the Ardagh Glass factory and the Premier Foods facility. Ardagh are also looking into a solar PV farm at their Carlton site. If these can also be incorporated into a scheme and the waste heat be utilised by either storage in the minewater or supplied directly to domestic properties then this represents an exciting opportunity with no current UK equivalent.
- 5.5 The site is also in close proximity to the freight railway line serving Ardagh Glass, which is the subject of a line reopening bid. The emerging Masterplan Framework recognises this by including an indicative location for a station to serve communities in Carlton, West Green, Lundwood and Cudworth.

6. Consideration of alternative approaches

- 6.1 Whilst there are opportunities to shape the scope and format of the community consultation exercise, the Council has already agreed the process for approvals relating to consultations on the Masterplan Frameworks and their subsequent adoption.

7. Proposal and justification

- 7.1 It is recommended that Cabinet approve the proposal to undertake a community consultation exercise on the DRAFT Carlton Masterplan Framework.
- 7.2 It is essential that the local community and stakeholders are involved in the shaping of these strategic Masterplan Frameworks to ensure that new

developments positively support, and contribute to, existing communities, their services and infrastructure.

8. Implications for local people / service users

- 8.1 The Carlton Masterplan Framework will support the development of significant housing growth in Urban Barnsley. The consultation process will allow the local community and its stakeholders to help in the shaping and phasing of development in a comprehensive manner. The Masterplan Framework will consider the impact of development on existing communities, highway infrastructure, schools and other facilities/services.

9. Financial implications

- 9.1 Consultations on the financial implications have taken place with representatives of the Service Director-Finance (S151 Officer)
- 9.2 There are no direct financial implications associated with the proposal to undertake community consultation other than staff costs which are funded from within existing budgets.
- 9.3 A further report will be brought forward outlining any financial implications on a site by site basis as required.

10. Employee implications

- 10.1 There are no issues arising directly from this report.

11. Communications implications

- 11.1 A communications strategy is currently being produced for the Carlton Masterplan Framework this will ensure that timely and accurate information is provided through appropriate press releases via local press, social media/website updates, local member briefings, and engagement with key stakeholders.

12. Consultations

- 12.1 Consultations have already been undertaken with Local Members, as well as local stakeholders and landowners.

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

- 13.1 The Local Plan is a key Council strategy document that will support the achievement of each of the three main priorities set out in the Corporate Plan and the 8 Town Spirit objectives. The masterplan documents will ensure that housing and employment growth is delivered in a comprehensive manner with the support of the local communities they will enhance.

14. Tackling Health Inequalities

- 14.1 A Health Impact Assessment was produced to consider the Local Plan proposals on health. This considered the impact of the various policies within the plan on the health of various communities as well as whether they contribute to the ambitions of the Corporate Plan and reduce health inequalities. It concluded that as a whole the plan would potentially improve the health of residents and help address health inequalities.
- 14.2 A representative from Public Health is a member of the masterplan board and will be responsible for assisting the master planners to produce a masterplan focussed Health Impact Assessment and Health and Well-being delivery strategy.

15. Climate Change & Sustainable Energy Act 2006

- 15.1 Energy usage and sustainability will be a golden thread running through the Masterplan Framework document, with particular focus on sustainable movement framework including street hierarchy, pedestrian and cycle links, public transport provision and Travel Plan. The Masterplan Framework will also include a Blue and Green Infrastructure Plan.

16. Risk Management Issues

- 16.1 There is a risk that the draft masterplan is not well received by the local community. However, the community consultation is designed to involve local communities at an early enough stage in the development of the over-arching place-making strategy to ensure that development, and the phasing of development, is done comprehensively and with the support of the local community. All sites were consulted upon as part of the Local Plan consultation process.
- 16.2 A key risk is around the evidence base to support the proposed movement framework and access arrangements. Officers in the councils Transportation Team are currently working with the Sheffield City Region to update the Strategic Model to ensure that it is Webtag compliant and provides the evidence required in relation to the impact of development on the existing network. This will enable officers to determine what junction upgrades are required and incorporate this into the Infrastructure Delivery Schedule to ensure that developer contributions are sought where required.
- 16.3 Due to site constraints and landowner willingness there is a risk that the residential yield is not achieved on the sites. This can in part be mitigated by virtue that many of the units were anticipated to deliver beyond the plan period.

17. Promoting Equality & Diversity and Social Inclusion

- 17.1 The Local Plan was subject to an over-arching Equalities Impact Assessment which considered its policies and procedures. This concluded that all policies and proposals apply to all sectors of the community equally. The policies

make provision for a range of housing types to meet differing needs. The design policy D1 also seeks to ensure that development is designed to be accessible to all. The SPD's and masterplan frameworks will support these policies in ensuring that equality, diversity and social inclusion are promoted.

18. Conservation of Biodiversity

- 18.1 The masterplanning exercise will ensure that all relevant surveys are completed to feed-in to the statutory processes to ensure that any issues that are identified can be fully considered.
- 18.2 In recognition of the the Government's Environmental Bill, the Masterplan Framework will require a 10% net gain to biodiversity following completion of the development. This goes beyond current Local Plan requirements and fully reflects the Council's Statutory Biodiversity Duty.

19. List of Appendices

Appendix A - Financial Implications
Appendix B- Draft consultation boards

Officer Contact:	Stacey White	Date:	12/05/2021
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Report of the Executive Director of Place

FINANCIAL IMPLICATIONS

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>				
Total Expenditure	0	0	0	0
To be financed from:				
	0	0	0	0

<u>Impact on Medium Term Financial Strategy</u>	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 D Green. On behalf of the Service Director and Section 151 Officer -Finance

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Introduction

This series of consultation panels sets out draft proposals for the Carlton Masterplan Framework. It has been produced by Barnsley Metropolitan Borough Council (BMBC).

The Barnsley Local Plan was adopted in January 2019 and required that a number of site allocations were supported by Masterplan Frameworks to inform any future planning applications. The Carlton Masterplan Framework should be read in conjunction with the adopted Local Plan and the Supplementary Planning Documents.

Sites MU2 and MU3 of the Barnsley Local Plan designate mixed use development to the south and east of Carlton for much needed housing and facilities for the borough.

The Masterplan Framework will need to be approved by Full Council prior to the approval of subsequent planning applications.

Thanks for taking the time to read these boards. The consultation will close at 5pm on Wednesday 28th of July, we would like to hear your feedback on the draft proposals to shape the final Masterplan Framework.

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Placemaking Principles

Emerging Vision

Carlton's new development will be a cluster of sustainable communities focused around Wharncliffe Woodmoor as the key community greenspace. They will offer high quality housing and diverse neighbourhoods within a pedestrian and cyclist friendly environment, and will be integrated into the fabric of existing green and blue assets such as Carlton Marsh Nature Reserve and Barnsley Canal, National Cycle Route, local facilities, as well as the nearby local centres of Royston and Cudworth.

The Masterplan Framework for Carlton is based around the seven placemaking principles set out in the graphic to the right. To ensure quality and sustainability, these principles will be embedded throughout the process of planning and delivering Carlton's new communities.

BMBC declared a climate emergency in 2019 and has a goal to become a net zero carbon borough by 2045. Therefore, sustainability reducing energy usage and increasing renewable energy are key considerations for the Masterplan. Some of the elements being considered in the Masterplan framework to make it more sustainable include:

- Promoting the use of sustainable transport, including walking, cycling, bus services, connections to railway stations and electric vehicle charging points in every home.
- Provision of high-speed digital fibre connections to allow people to work from home
- Use historic mine workings around Barnsley as a heat source
- Smart technology such as energy efficient building fabric and efficient, low-energy heating systems to help drive down carbon emissions



Wharncliffe Woodmoor



Carlton Marsh Nature Reserve



National Cycle Network, Carlton

Constraints & Opportunities

The plan to the right shows the constraints that have been considered in developing the Masterplan Framework, and highlights the below opportunities available to enhance the proposals.

Summary of Opportunities

- Expansion of Carlton Primary Academy.
- Promote active travel options, encourage sustainable transport, physical activities and sense of well-being.
- New public open space facilities to encourage the integration of new and existing neighbourhoods.
- Preserve and enhance Wharncliffe Woodmoor as a quality neighbourhood Greenspace.
- Implement new green infrastructure to provide safe travel routes to the schools and nearby local centres.
- Establish wildlife corridors to connect with nearby habitats including Carlton Marsh Nature Reserve and surrounding habitats.
- Extensive local distinctiveness within and around the site to be reflected in the proposal - creating a development that belongs in Carlton.
- Enhance the existing Trans Pennine Trail/ National Cycle Network to connect the site from north to south.
- Aspirations for a new rail station being developed through a separate project to reopen the freight line for passengers between Wakefield and Barnsley.
- Areas of Significant Ecological Value across the site to be enhanced and preserved.



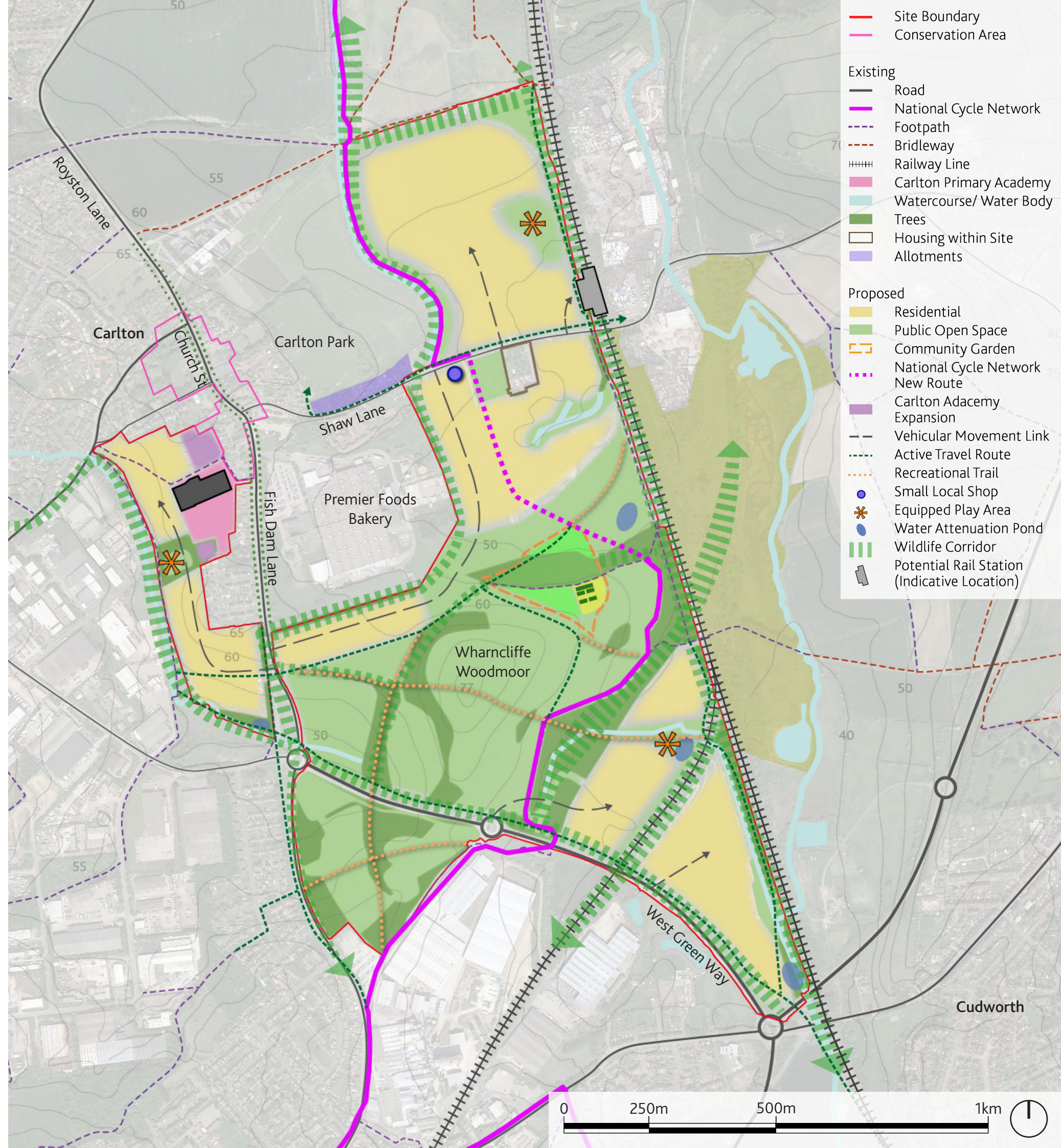
Masterplan Framework

The main goals of the Carlton Masterplan Framework include:

- Circa 1,900 new homes, a small local shop and 210 pupil expansion to Carlton Primary Academy.
- Create new sustainable and distinctive neighbourhoods as parts of Carlton and Cudworth respectively.
- Preserve and enhance Wharncliffe Woodmoor as a neighbourhood Greenspace.
- A new community garden within the historic footprint of Carlton Main Colliery Allotment Gardens.
- Connect residential neighbourhoods with Fish Dam Lane and Royston Lane to create a sustainable transport loop.
- Locate a small local shop adjacent to Shaw Lane, providing services to the majority of new residents and Carlton.
- Enhance Church Street, Fish Dam Lane and Royston Lane as a green spine and green gateway into the site.
- Enhance and divert sections of the National Cycle Network to integrate with the Masterplan Framework. Connect new active travel links with surrounding Public Rights of Way. Establish wildlife corridors to connect with surrounding ecological habitats.
- Implement environmental buffers as noise and visual screening against Premier Foods Bakery and along West Green Way.

The Masterplan Framework covers the proposed concept for the site, and will be further elaborated in the following boards:

- Urban design and character
- Movement
- Landscape and biodiversity
- Delivery and phasing



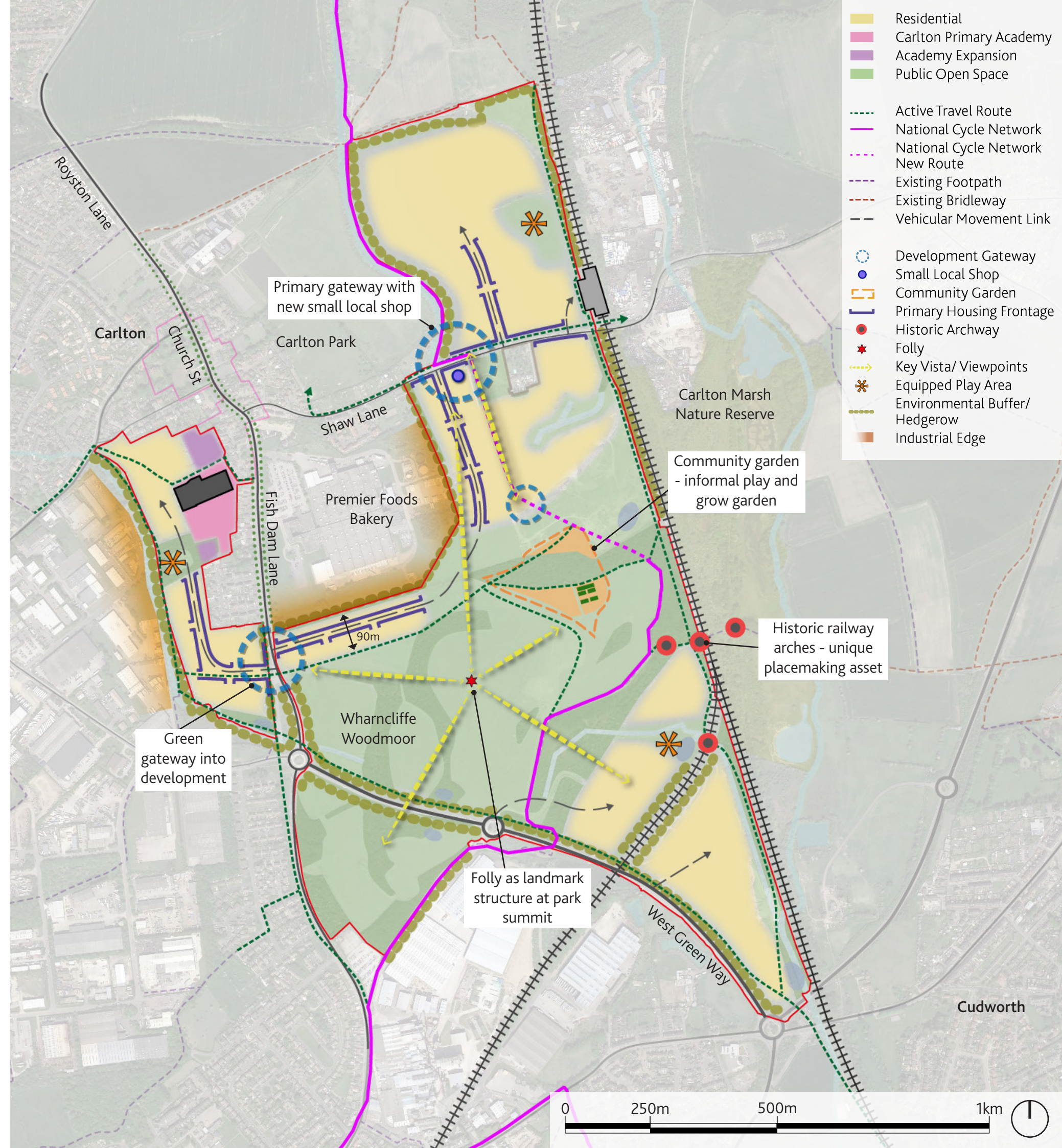
Urban Design & Character

The masterplan approach has sought to integrate a placemaking framework that will promote a distinct identity and strong sense of place. It aims to facilitate the creation of a cohesive community that sits comfortably within its context, which is well integrated with the surrounding landscape and local character. The various key placemaking drivers are included in the diagram to the right.

In parallel with developing the Masterplan Framework, a Design Code is being produced. This document will set out the design principles to be applied for each of the elements which make up the new neighbourhoods, including building design, street design and materials, landscape, lighting, fencing, integration of car parking and bin storage and the integration of sustainable technologies. Its purpose is to guide future design for individual plots and infrastructure so that the development comes forward with a coordinated and complementary style. This will also ensure the unique local built characteristics common in the Carlton Conservation Area will be reflected within the proposed development.

The structure of the Design Code will be largely based on Building for a Healthy Life standards - a form of design review that ensures quality in developments. All spatial aspects of the proposed development will be covered including neighbourhood integration, placemaking characteristics, well designed homes and streets for all.

Creating this sense of place will add considerable value to the overall scheme. The Design Code will help to guide development briefs, planning applications and design standards for future projects within the Masterplan Framework.



Movement - Sustainable Travel

The Movement Strategy is based on a hierarchy of routes through the site, connecting with existing routes, communities and amenities. The hierarchy prioritises walking, cycling and public transport over motor vehicles to encourage sustainable travel and reduce the impact of private vehicles.

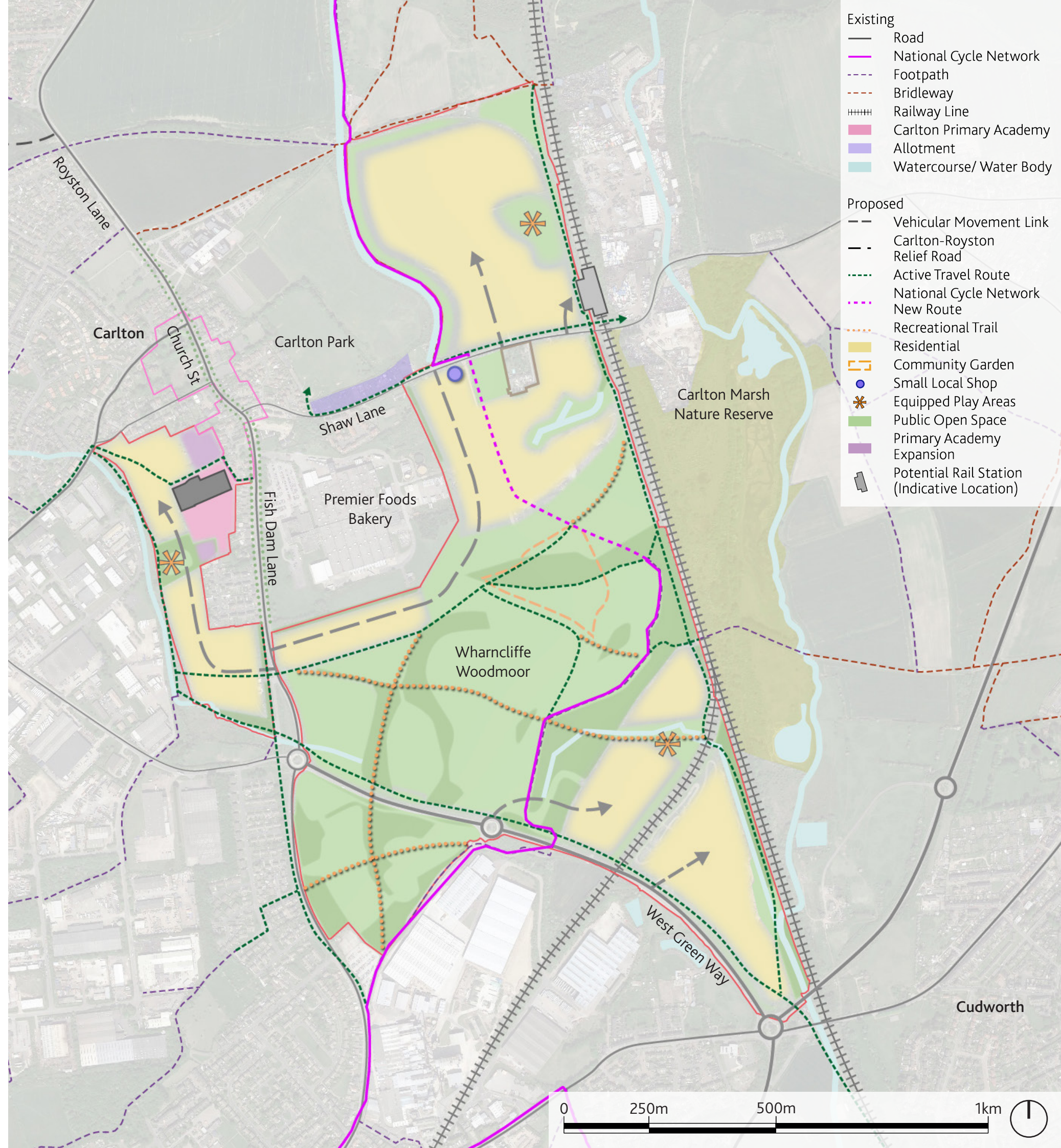
The scheme design considers access requirements for all users in the following order:

- Pedestrians
- Cyclists/equestrians
- Public transport
- Specialist service vehicles - emergency services, refuse and delivery vehicles
- Private vehicles

A network of active travel routes through the site are proposed, linking with existing walking, cycling and horse riding routes surrounding the site. It is proposed to divert and enhance the existing Trans Pennine Trail, part of the National Cycle Network and a route for pedestrians and equestrians, away from the rail line and through the site.

It is proposed to extend bus services into and through the site, to provide all residents within 300-400m walking distance of a bus stop. Details of bus routes will be confirmed with BMBC and operators but would likely comprise diverting and increasing frequency of some services currently using Church Street / Fish Dam Lane and Barnsley Road / Burton Road.

There are aspirations for a new train station to serve this area being developed through a separate study to reopen the freight line to passenger services. A possible location for the rail station has been identified in the Masterplan. The station would serve new residents as well as existing residents in surrounding areas including Carlton, Cudworth, Lundwood and Monk Bretton.



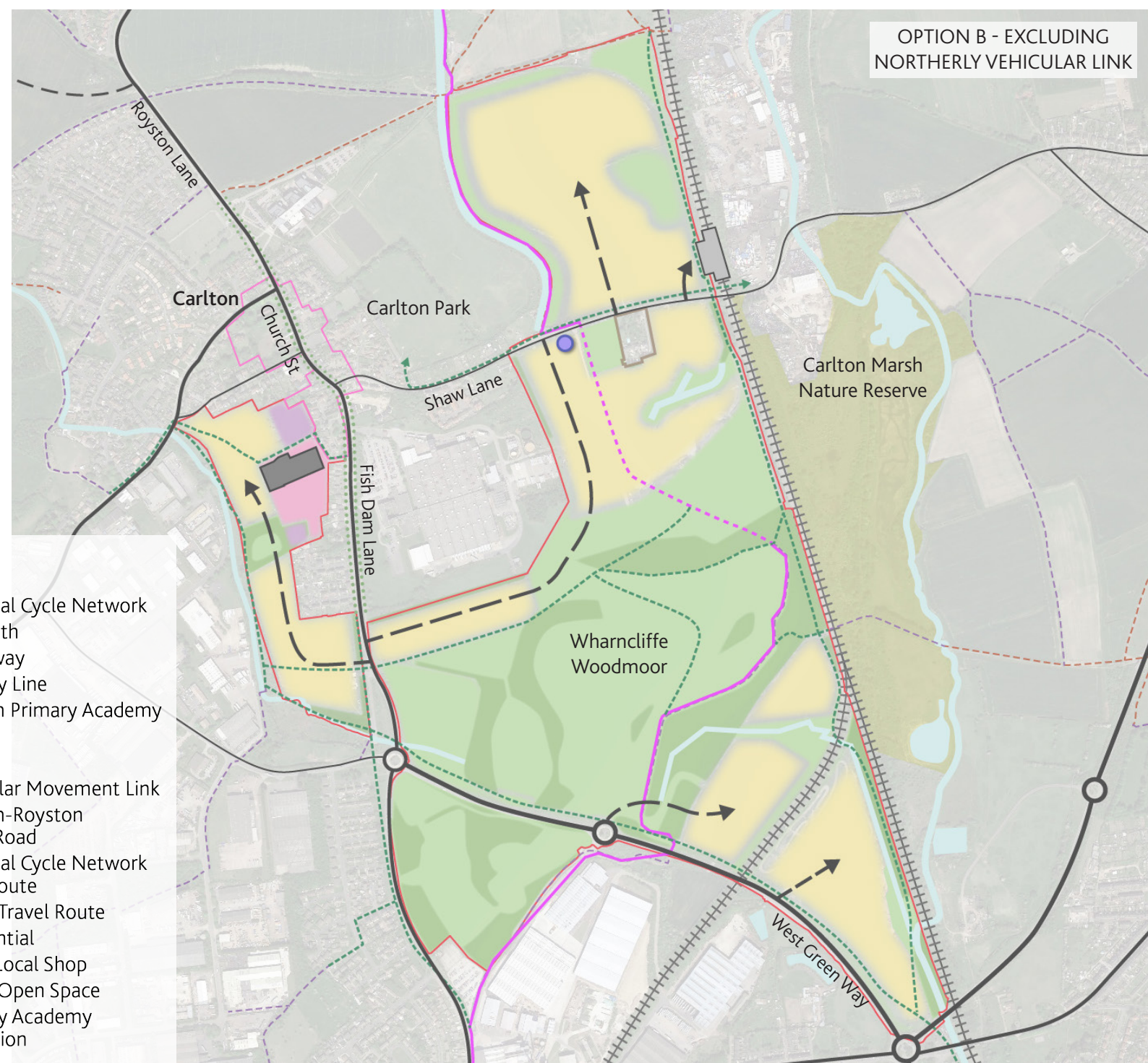
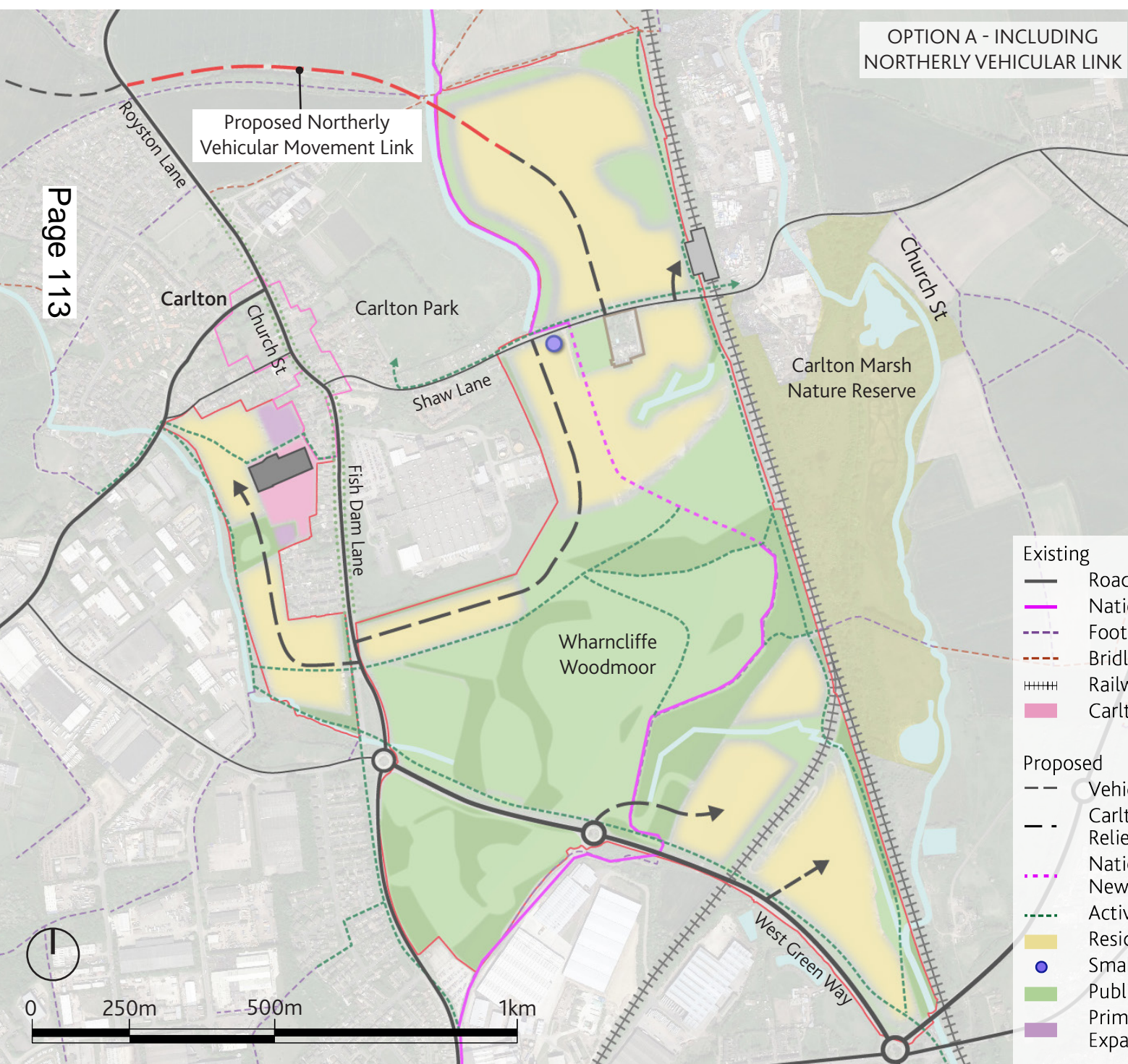
Movement - Highways

We are consulting on two movement framework options within this consultation. Both options include new highway connections to provide access to the development. This is based on the understanding that the existing access via Shaw Lane has insufficient capacity to accommodate the additional trips - further modelling is being undertaken to confirm this requirement. Option A includes an additional connection from the B6132 Royston Lane north of Carlton to the north west of the MU3 allocation site. This would tie into Barnsley's wider strategic transport ambitions for a relief road from Lee Lane, Royston, via Carlton towards the A628.

Primary vehicular access is provided to the individual residential parcels within the site from West Green Way, Fish Dam Lane and Shaw Lane, as shown in the following images. Secondary and Tertiary routes providing movement within the sites and access to homes will also be provided.

It is noted that the Local Plan requires access via the West Green Way / Far Field Lane roundabout, however to minimise development on Wharncliffe Woodmoor, this access has been limited to just one parcel and instead an additional access is proposed from Fish Dam Lane. This then avoids vehicular access through Wharncliffe Woodmoor.

Option B is the same as Option A without the northern connection from B6132 Royston Lane.



Landscape & Biodiversity

We are proposing to retain and enhance the majority of Wharncliffe Woodmoor and other high biodiversity-value vegetation within the site. The proposals retain and enhance existing vegetation, create new green links, recreational trails, equipped play areas, community gardens and a neighbourhood Greenspace. These strategies will promote a sense of place, health and well being and enhance the biodiversity of the area.

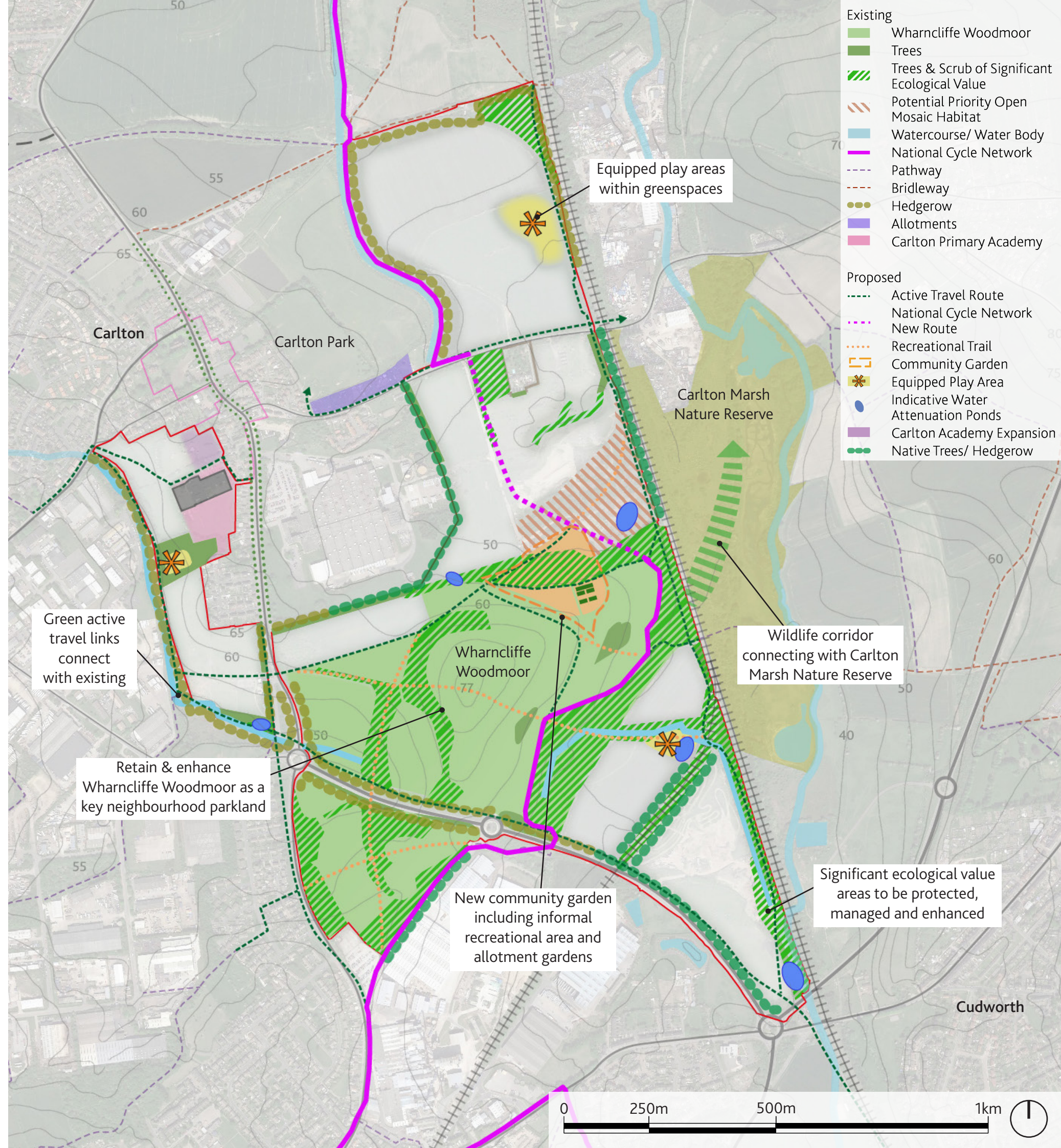
Biodiversity

To protect and enhance ecology and biodiversity we are proposing to:

- Where ponds are created to reduce the risk of flooding, native planting will be used where practicable to provide new habitats to increase biodiversity.
- Protect, enhance and manage existing areas of Significant Ecological Value, species rich hedgerows and Wharncliffe Woodmoor so that they continue to provide habitats for local wildlife
- Create an accessible landscape and ecology buffer between the development and surrounding Green Belt to protect sensitive landscape and ecology, including Carlton Marsh Nature Reserve.
- Use native species rich seed mixes for open areas of grassland, new hedgerows, green corridors and woodland.
- Enhance areas of woodland with the creation of habitat mosaics to support terrestrial invertebrates.
- Provide mitigation for any unavoidable development on Wharncliffe Woodmoor by providing habitat of equivalent value or better.
- Developers will be required to achieve a minimum 10 percent Biodiversity Net Gain, leaving the biodiversity of the site in a better state than before. This is in line with the forthcoming Environment Bill.

Blue Infrastructure

The new development will adopt a holistic approach to planning and design with integrated blue infrastructure - including the provision of natural features and sustainable urban drainage systems. As well as helping to minimise flood risk, it will provide amenity value to people and the designs will enhance biodiversity, including native aquatic and marginal planting.

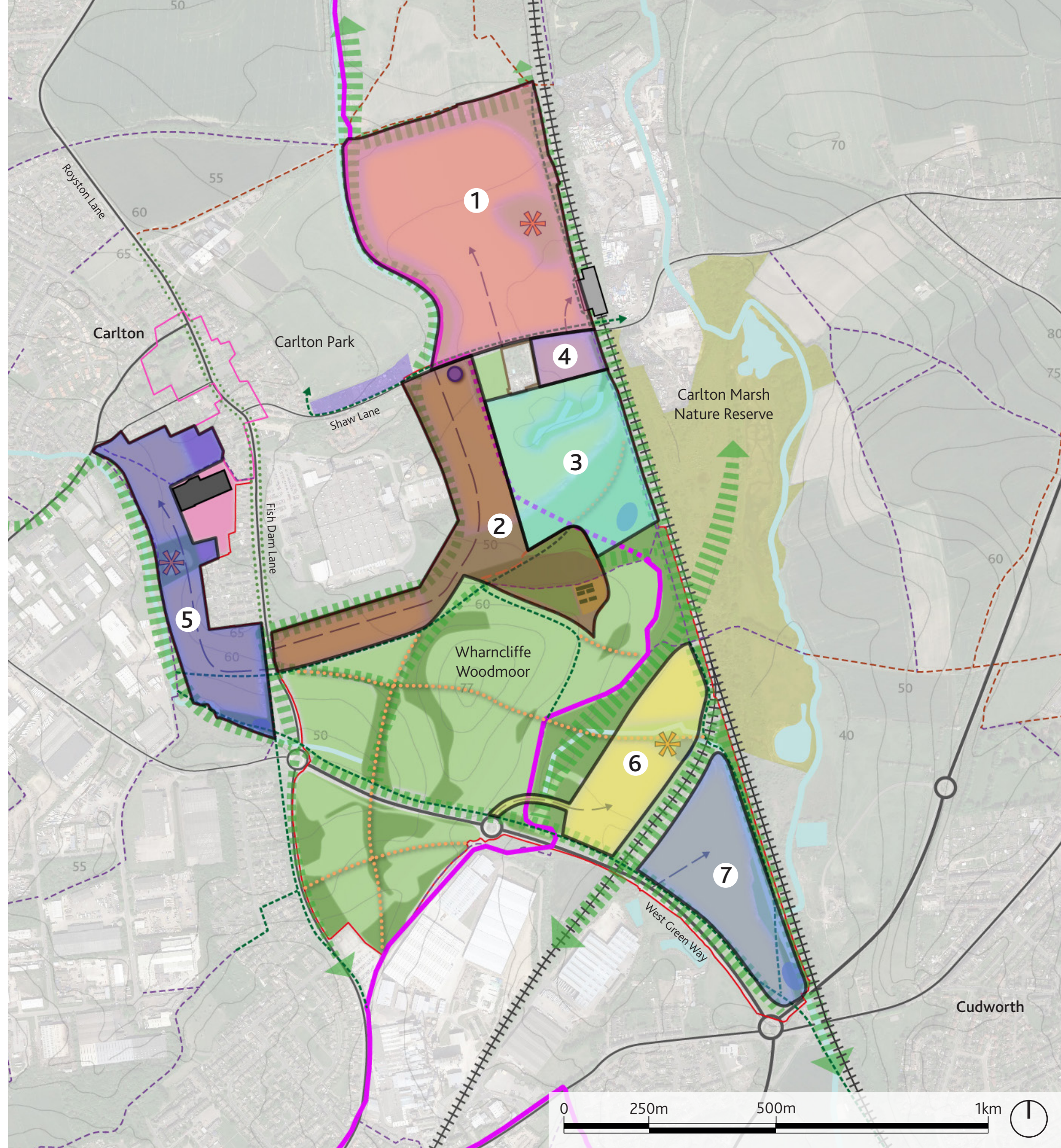


Delivery & Phasing

It is expected that development of the site will come forward in a series of phases. Illustrative phasing for the development is depicted in the diagram on the right. The phasing will be dependent on the final movement framework, which will inform the final Masterplanning Framework.

It is noted that phases will not necessarily be delivered sequentially, however the delivery of certain phases will be dependent upon the availability of infrastructure networks (e.g. highways, drainage, utilities, etc) to serve the respective parts of the site.

Early phases will seek to make use of existing infrastructure and transport connections, and reflect the degree of complexity of different land ownerships in the area.



Conclusion & Next Steps

Thank you for taking the time to read this document. Your views are really important to us in shaping the Masterplan Framework for Carlton.

Feedback

To share your feedback, please complete the questionnaire in Virtual Engage room ([ARUP TO PROVIDE LINK TO THE ROOM](#)). To hear more about the proposed Masterplan Framework, please read the Frequently Asked Questions (found in the Virtual Engage room), or join one of our engagement sessions:

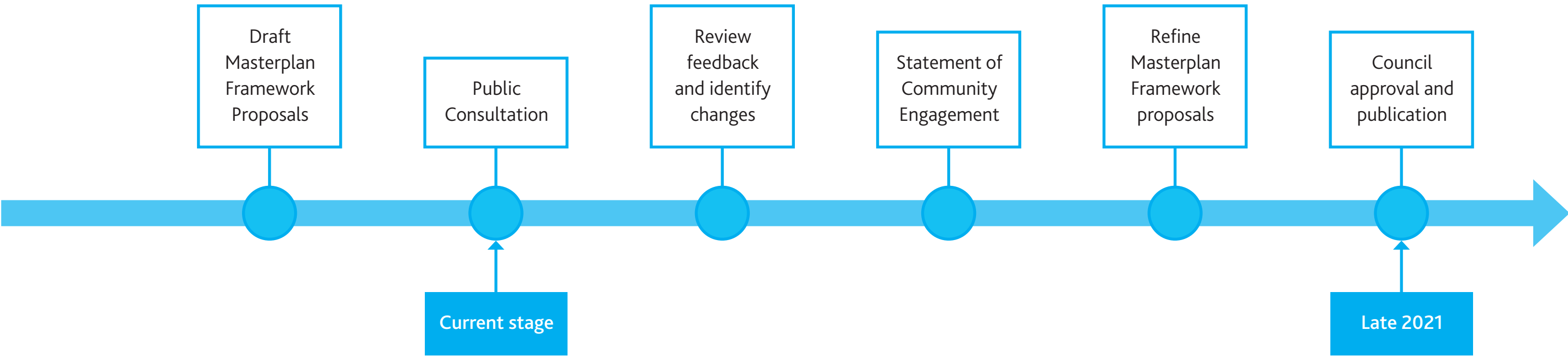
- A live webinar, where members of the project team will share further information and hold a question and answer session.
- Discussion groups with members of the project team.

Next steps

Once the consultation closes at 5pm on Wednesday 28 July, all the feedback received will be reviewed and used to inform the final Masterplan Framework for Carlton.

We will set out the key themes from this consultation, and actions taken from the feedback received, in a Statement of Community Engagement. Following council approval, this will be published alongside the Masterplan Framework in late 2021.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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