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MEETING:	Overview and Scrutiny Committee - Sustainable Barnsley Workstream
DATE:	Tuesday 7 February 2023
TIME:	2.00 pm
VENUE:	Council Chamber, Barnsley Town Hall

AGENDA

Sustainable Barnsley Workstream

Councillors Bellamy, Eastwood, Ennis OBE, P Fielding, W Fielding, Hand-Davis, Hayward, Moyes, Newing, Osborne, Pickering, Richardson

Administrative and Governance Issues for the Committee

1 Apologies for Absence - Parent Governor Representatives

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

2 Declarations of Pecuniary and Non-Pecuniary Interest

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

3 Minutes of the Previous Meeting (Pages 3 - 8)

To note the minutes of the previous meeting of the Full Committee held on 10 January 2023 (Item 3 attached).

Overview and Scrutiny Issues for the Committee

4 Highways Peer Challenge - Outcomes & Actions Report (Pages 9 - 14)

To consider a report of the Executive Director Core Services and the Executive Director Growth & Sustainability.

Enquiries to Jane Murphy/Anna Marshall, Scrutiny Officers

Email scrutiny@barnsley.gov.uk

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

Councillors Ennis OBE (Chair), Bellamy, Bowler, Bowser, Cain, Clarke, Denton, Eastwood, Felton, P. Fielding, W. Fielding, Green, Hand-Davis, Hayward, Lodge, Lowe-Flello, Markham, McCarthy, Mitchell, Moyes, Newing, Osborne, Peace, Pickering, Richardson, Risebury, Shirt, Smith, Sumner, Webster, Williams, Wilson, Wraith MBE and Wray

Electronic Copies Circulated for Information

Sarah Norman, Chief Executive

Shokat Lal, Executive Director Core Services

Rob Winter, Head of Internal Audit and Risk Management

Michael Potter, Service Director, Business Improvement, HR and Communications

Sukdave Ghuman, Service Director, Law and Governance

Press

Witnesses

Item 4 (2pm)

Matt O'Neill – Executive Director Growth & Sustainability, Growth & Sustainability Directorate, BMBC

Paul Castle – Service Director, Environment & Transport, Growth & Sustainability Directorate, BMBC

Matt Bell – Head of Highway's & Engineering, Growth & Sustainability Directorate, BMBC

Ian Wilson – Service Manager, Highway Delivery, Growth & Sustainability Directorate, BMBC

Cllr James Higginbottom, Cabinet Spokesperson for Environment & Highways

MEETING:	Overview and Scrutiny Committee - Full Committee
DATE:	Tuesday 10 January 2023
TIME:	2.00 pm
VENUE:	Council Chamber, Barnsley Town Hall

MINUTES

Present

Councillors Clarke (Chair), Bellamy, Bowler, Bowser, Cain, Denton, Eastwood, P. Fielding, W. Fielding, Green, Hayward, Lodge, Lowe-Fiello, Markham, Osborne, Peace, Richardson, Smith, Sumner, Webster, Williams, Wilson and Wray

35 Apologies for Absence - Parent Governor Representatives

Due to the absence of Councillor Ennis, Councillor Clarke was proposed as Chair for the meeting.

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

36 Declarations of Pecuniary and Non-Pecuniary Interest

Councillor Wilson declared a non-pecuniary interest in relation to co-partners and virtual school governance.

Councillor Williams declared a non-pecuniary interest in relation to co-partners and virtual school governance.

Councillor Lodge declared a non-pecuniary interest in relation to virtual school governance.

Councillor Bowser declared a non-pecuniary interest in relation to virtual school governance.

Councillor Clarke declared a non-pecuniary interest as he was the newly elected Chair of the Kendray and Worsbrough Steering Group.

37 Minutes of the Previous Meeting

The minutes of the following meetings were received and approved by Members as a true and accurate record:-

Full Committee – 13 September 2022

Sustainable Barnsley Workstream – 11 October 2022

Growing Barnsley Workstream – 1 November 2022

38 Provisional Education Outcomes Across the Borough 2021-22

The following witnesses were welcomed to the meeting:-

Carly Speechley - Executive Director, Children's Services, BMBC

Nina Sleight - Service Director Education, Early Start & Prevention, Children's Services, BMBC

Anna Turner - Head of Service, Education & Partnerships, Children's Services, BMBC

Tom Oates, Virtual Headteacher, Looked After Children and Vulnerable Groups, Children's Services, BMBC

Jane Allen - Service Manager, Education Welfare and Inclusion, Children's Services, BMBC

Helen Collins - Senior Performance and Intelligence Officer, Core Services, BMBC

Angela Lomax – Group Leader – Raising Participation, Education Services, BMBC

Ken Merry (Barnsley College) - Co-Chair of Barnsley Schools' Alliance

Lee McClure (Springvale Primary) - Co-Chair of Barnsley Schools' Alliance

Councillor Trevor Cave, Cabinet Spokesperson, Children's Services

The Committee was provided with a report detailing the provisional education outcomes for children and young people in the borough across all Key Stages (KS), including those with Special Educational Needs/Disabilities (SEND), children who are looked after, and those who are home educated. Members' attention was drawn to the Barnsley Schools' Alliance Education Improvement Strategy 2022-25 plan, which outlined the overarching principles of the Alliance and the priorities for driving improvements in education over the coming years.

Due to the impact of Covid, all GCSE and A level examinations had been cancelled during 2020 and 2021, and the outcomes for all students nationally had been awarded based on teacher assessed grades. The results highlighted within the report showed a comparison between 2022 and 2019, which was the last year that students had achieved results that were based upon the outcome of examinations.

In the ensuing discussion and in response to detailed questioning and challenge, the following matters were highlighted:-

The witnesses clearly recognised the pressures and anxieties faced by young people surrounding examinations. Class attainment and progress was monitored to enable learners to feel as prepared for examinations as possible, whilst ensuring that support was easily accessible. This included pastoral support to deal with such anxieties and challenges, or to signpost to out of school agencies where deemed necessary.

All looked after children were supported under the remit of virtual school which would move to an electronic personal education plan system later in the year. In the event that a looked after child was struggling with exam pressures, liaison would be made with a designated teacher with a view to providing additional support through CAMS.

During the pandemic work had been undertaken with Sheffield Hallam University to deliver their growth programme which had provided holistic support for examinations and revision techniques for KS 4 and 5. Many secondary schools continued to adopt the approach post-pandemic.

Over the last 2 year period, a reception baseline assessment had been undertaken by all four year old children, which set the progress and plan for their school journeys. All Y6 children sat the formal SATs tests before progressing onto secondary school. Primary schools were utilising breakfast clubs to manage the anxiety and stress levels of children that were caused by examinations. A number of strategies were also used in schools which focused upon the children's mental health.

Extensive support was available in educational settings at secondary schools and Barnsley College to prepare young people for work and adult life. Such support included interview technique preparation at secondary schools, and Barnsley College assisted in the development of a variety of skills which included construction, hairdressing and becoming self-employed. Support was also provided to all students regarding how to gain apprenticeships from level 2 through to degree level.

All schools and colleges across the borough formed part of the South Yorkshire Careers Hub. Funding had been provided for two co-ordinators to look at the progress made against the 8 Gatsby benchmarks. A personal development toolkit would be launched in March 2023, which would assist young people to overcome certain barriers.

A mixed and balanced approach to work experience had been implemented to ensure that young people had an opportunity to meet with a variety of employers from different sectors and settings. Each year, the enterprise team at Barnsley College would locate work placements for the 5,000 students aged 16 to 18 years old. The feedback received from the employers was exceptional. Barnsley College had realistic in-house working environments for the students which included a kitchen, working on the front of house, a functioning hair and beauty salon, a gymnasium at the sports village, together with an adapted environment within the café area for learners with high needs to work and interact with customers.

As part of the inclusive offer, close working was undertaken with educational and training providers as an overarching piece of work which included the youth employment programme and project search working with the NHS in supported internships. Over the past year, a total of 388 children had been supported to participate in the inclusive offer. It was the intention to work with additional larger local companies to share the knowledge and expand upon the offer to provide further opportunities for the most vulnerable to gain associated skills and experience of working in the workplace, with a view to moving into employment.

It was noted that the pandemic had not afforded the opportunity for many children to benefit from the earlier developmental stage experiences. A meeting would shortly be held regarding how to provide support to those children within the school setting. It was envisaged that the effects of the pandemic would continue to be an issue in some settings for the next 4 – 5 years.

Barnsley Schools' Alliance was attended by all schools in the borough together with public health, which had met on a weekly basis for the last 2 year period since the first Covid lockdown period in March 2020, with focus made on Covid and risk management. The meetings had been invaluable to share best practice. It was considered that the correct measures had been implemented to ensure that children received the appropriate provision from nursery through to Y6. Through data analysis, it had been identified that academia for girls in the Early Years Foundation Stage (EYFS), KS 1 and 2 had declined greater than for boys. The reason for which could be attributable to higher deprivation amongst girls or greater special educational needs. However, the girls continued to outperform the boys overall. An intervention strategy group had been established to support the 12 schools which had struggled on the quality of education since the pandemic. Those schools would receive external governance support to ensure that they were sighted on the areas to make rapid improvements.

In relation to digital poverty, the borough had been fortunate to receive Department for Education support to provide learning equipment. Gaps had been identified across all schools, and devices had been purchased to ensure that no child was disadvantaged; the laptops remained within those settings. At Barnsley College there was a 3 year arrangement in place for students to be issued with computers. A total of 4,500 devices had currently been circulated to the college students.

The Board noted that 98% of EYFS settings within the borough were either good or outstanding. Work would be undertaken with the schools to address the drop in achievement levels since the pandemic, with a view to continuing to push beyond the national average.

In relation to the Progress 8 benchmark which measured the performance of learners at GCSE level, the borough had been behind the measures for a while. However, the figures were now increasing and becoming closer to reaching the national average. Measures had been implemented at the underperforming schools to ensure that they reached the required level as soon as practicable. Barnsley Schools' Alliance was building upon strengthening the practice across the borough to include art, sport and music.

The cost of living crisis and energy crisis continued to impact upon the schools across the borough. At Barnsley College, the forecast for gas and electricity for the year totalled £6m which would put pressure on other areas. Teachers at secondary schools and post 16 years settings were also feeling the impact of the cost of living crisis on their life styles, with some choosing to leave the sector. The issue remained high on the agenda at primary schools, with some schools now offering free breakfast clubs and recycle uniform shops.

Councillor Clarke expressed his thanks to the witnesses for the comprehensive responses to the questions raised.

RESOLVED that:-

- (i) Witnesses be thanked for their attendance and contribution.
- (ii) The report be noted.
- (iii) Witnesses to analyse girls' performance at EYFS, KS1 and KS2 to understand why performance levels have fallen.

39 Children's Social Care Performance Report October 2022 (Redacted) FOR INFORMATION ONLY

Members were invited to consider a cover report relating to Children's Social Care Performance October 2022. The redacted report was provided for information only.

RESOLVED that the report be noted.

40 Exclusion of the Public and Press

RESOLVED that the public and press 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.

41 Children's Social Care Performance Report - October 2022

Members were invited to consider a report relating to:-

- 7a – Children's Social Care Performance Cover Report October 2022.
- 7b – Children's Social Care Performance Report October 2022.
- 7c – Understanding and Challenging Children's Social Care Performance.

The Committee was provided with an overview of the Children's Social Care Performance Report for October 2022, which indicated a fairly significant increase in demand. There had been an increase in the number of looked after children for the fifth consecutive month, which had created a level of challenge to establish appropriate placements within the borough. The number of child protection numbers remained relatively stable.

The adoption performance for the borough has remained well above its neighbours, regional and national benchmarks statistically. However, the number of children leaving care via the adoption route has reduced significantly, which has reflected a national decline.

In addition to the monthly performance report, Members were provided with an outline of the Children's Services Development Plan, detailed information relating to the present and future challenges facing Children's Social Care, and the service's plans for a refreshed Performance Management Framework, including a new look data report which is planned to be presented to the Committee from October 2023.

RESOLVED that:-

- (i) Witnesses be thanked for their attendance and contribution.
- (ii) The report be noted.
- (iii) Witnesses to share up to date benchmarking information with the Committee.

Chair

**Report of the Executive Director Growth & Sustainability
and the Executive Director Core Services
to the Overview and Scrutiny Committee (OSC)
on 7th February 2023**

HIGHWAYS PEER CHALLENGE - OUTCOME AND ACTIONS

1.0 Introduction

1.1 The purpose of this report is to inform the Overview and Scrutiny Committee of the key findings arising from the Highways Peer Challenge and to provide an update on the progress of the action plan developed in response to the feedback received at the end of the review.

2.0 Background

2.1 The Council (BMBC) invited the Local Government Association (LGA) to undertake a peer review of specific elements of the authority's Highway's function in September 2022.

2.2 For clarity, the process is part of the LGA's support of sector led improvement and not an inspection. The peer challenge approach involves a team of experienced officers and members spending time with another council as 'peers' to provide challenge and share learning. Participating councils receive a comprehensive report and recommendations from the peer team and then identify their own action plan to respond. The peer challenge team consisted of:-

- Deputy Chief Executive and Executive Director Commercial at North Lincolnshire Council
- Cabinet Member for Inclusion, Youth, Schools & Transience at Blackpool Council
- Assistant Director, Highways, Transport & Planning at West Sussex Council
- Highways Project Manager at Kent County Council
- Local Government Support Team, Local Government Association

2.3 The peer team considered the following four thematic areas including a range of specific sub topics:-

- 1) Financial aspects, including value for money
- 2) Customer aspects, including engagement and interface with members and customers and the maturity of the service's strategic partnerships/collaborations
- 3) Process aspects, including alignment with the council's plan for regeneration and overall condition of the network
- 4) People aspects, including the culture of the service and effectiveness of the service's leadership and management practices

2.4 In advance of the on-site peer challenge the service prepared a position statement to provide the team with background information in relation to the four key areas outlined above. They also provided a number of key documents and strategies for background information.

2.5 The team spent three days in Barnsley, during which they:

- Spoke to more than 40 people including a range of Council staff together with Councillors and external partners and stakeholders.
- Gathered information and views from more than 25 meetings.
- Collectively spent more than 150 hours to determine their findings – the equivalent of one person spending more than six weeks in Barnsley.

2.6 Overall, the team found Barnsley has a huge ambition for the borough, clearly outlined and linked to the Barnsley 2030 Vision. Current Highway activity is integrated and aligned to council priorities and officers throughout the service are empowered to make and deliver change. There is a strong Medium

Term financial Plan underpinning the Highway investment strategy and strong Senior Management and Political support. The review concluded that although there is uncertainty and significant structural headwinds (i.e., the pressure on care services) on the horizon, the service has the capacity to evolve and anticipate change.

3.0 LGA Highway Peer Review - Key Recommendations

3.1 The peer team made a number of key recommendations, suggested in the context of a well-run, focussed Highway service. The key recommendations are outlined below followed by a summary of the work undertaken so far to address these:

- a. **Review the structural alignment of highway related services:** Through historic restructures and the subsequent re-location of traditional Highway related functions (i.e., Highway Development Control, Highway Design, Sustainable Transportation) it is clear that a re-alignment of these areas from Regeneration & Culture (Business Unit 4) to Environment & Transport (Business Unit 6) would realise strategic and operational benefits whilst also maximising the strategic input value of the Highway's and Engineering service.

Action: The Executive Director Growth & Sustainability has instigated a functional review of highway centric services across the Growth and Sustainability directorate which has recommended that the Sustainable Transport service be transferred from Regeneration & Culture (BU4) to Environment & Transport (BU6) by the end of the 2022/23 financial year. This target date has been met and the Sustainable Transport group are now a part of the Environment & Transport service portfolio.

- b. **Better utilisation of external benchmarking datasets:** Although internal performance monitoring and measurement was considered a strength by the Peer Review team, the use of external benchmarking metrics is not well developed.

Action: The Highway service takes part in the annual National Highways & Transport Network (NHT) Perception Survey. This year the survey was sent to 3,300 households across Barnsley with 707 responses received. This represents an overall response rate for Barnsley of 21.4% compared with the national average of 22.8%. The survey covers a range of aspects related to Highway's & Transport in local authority areas.

In August 2022, the highway service submitted a core dataset return to the Association for Public Service Excellence (APSE). The Highway service is reviewing the benchmarking results within our prescribed "family group", which gives an indication of our relative performance against other unitary local authorities.

This year's results from both surveys are under review and will be discussed as part of the wider Transformation Review, scheduled to take place in 2023/24.

- c. **Long term programming of capital investment:** Traditionally, the Highway's & Engineering service prepares an annual capital maintenance programme which is submitted to Cabinet. This annual look forward is a historic approach, partly driven by the lack of long-term visibility of maintenance funding from the Department for Transport (DFT) but mostly through the reality that programmes which look beyond a 12-month horizon are more susceptible to change due to the progressive deterioration of the Highway network.

Recently, through the amalgamation of DFT maintenance funding streams into the City Region Sustainable Transport Settlement (CRSTS), a five-year funding settlement has been agreed and accepted by the Council. The CRSTS consolidates funding from the previous allocations of the Highway Maintenance Block, Potholes Fund and the Integrated Transport Clock. (Cab. 2.11.2022/12).

Action: The surety of a five-year funding agreement enables the Highway & Engineering service to develop indicative maintenance programmes beyond the traditional twelve-month horizon. This will be explored further as part of the 2023/24 Highway's Capital Maintenance Report.

- d. Communication with front line:** The Peer Review Team highlighted an inconsistent approach with regard to how corporate and operational updates are directly communicated to front line operatives. It was recognised that this is a common issue across service areas with large operational workforces and that there is no single method to remedy this. The service has been asked to look at how this can be addressed for Highways and Engineering operatives with a view to developing tools and method which can be utilised across the wider Business Unit.

Action: Progress against this specific issue has been ongoing for around 18 months following the recommendations made by a cohort of officers undertaking the Future Leaders Programme. Following the initial data gathering with staff and site visits the following actions have been delivered:-

- Digital screens have been rolled across Smithies Depot including key areas where operational staff spend time;
- Regularly updated and refreshed messaging now also appears on these digital screens;
- All notice boards have been refreshed and updated to include key corporate messaging;
- “On-the-go” resources (i.e. leaflets and takeaway sheets) are more readily available and specific collection points have been created;
- A working group has been created to explore how electronic messaging can be cascaded to operational staff who do not have routine access to a lap-top or PC.

- e. Strengthening the relationship between the service and Elected Members:** The Peer review team highlighted that the complexity and variety of “highway” related services often leads to a degree of confusion and misinterpretation as to where certain responsibilities for highway related activities sit within the Growth and Sustainability directorate. This in turn leads to frustration, wasted effort and a degree of service inefficiency which should be addressed.

Action: Whilst the transfer of the Sustainable Transport Group to the Environment and Transport Service will bring all major “highway” related service areas into one area, it will not directly affect the transparency of where highway related service responsibilities rest. Both highway centric service areas (Strategic Transport and Highway’s & Engineering) will seek to develop “core offer” documents which will clearly set out their distinctive responsibilities.

Work is also ongoing to improve the overall response times and customer experience associated with requests which are received via the Members Enquiries Inbox. A cross party working group has already been established and has met twice to discuss issues and develop solutions.

The Environment and Transport Service Tracker update e-mail, which is issued weekly to all Elected Members, and recently extended to local MPs, has been improved and refined to include:-

- A weekly summary status of all Environment & Transport’s key service areas including, Winter Maintenance, Road Safety, Streetworks and Reactive Highway repairs;
- A weekly summary of all roadworks taking place across the Borough, by all parties including utilities and our own services; and
- A weekly update of the key elements of the annual Highway’s Capital Maintenance Programme.

4.0 LGA Highway Peer Review – Identified Service Strengths

4.1 The LGA Peer review not only identifies areas for consideration and potential improvement but also areas of strength and resilience. The Peer Review team were quick to note that preserving the latter was as important as addressing the former. The following summarises the key findings in this area;

- Barnsley has a huge and clear vision for the borough which is clearly outlined and linked to the 2030 Strategy;
- Barnsley has a clear borough identity which is being taken advantage of;
- There are good relationships, and a positively regarded delivery record, with the South Yorkshire Mayoral Combined Authority – “you do well and are well positioned to punch above your weight not only in the sub-region but nationally”;

- Senior Management are bought into and keen to deliver the overall vision for Barnsley;
- Highway's activity is integrated and aligned to Council priorities;
- Annual works programme for Highways delivery are clear and longer-term work programmes exist for related areas;
- Asset Management approaches are being utilised with industry software to support decision making;
- Clear evidence of internal KPIs in place and that these are being utilised;
- Leaders at every level – empowering staff to makes change. This is particularly strong at middle manager level;
- Recognition schemes are in place and used regularly – Thank you letters, Shout-Out's, etc;
- Career grade apprenticeships are working well at Smithies Depot;
- Training opportunities are well regarded by staff;
- Well-resourced communications team with a dedicated Highway's lead is in place;
- Staff exhibit high levels of commitment and loyalty to Barnsley;
- Depth of experience of front-line staff;
- Strong relationship between the Customer Service Team and the Highways Service;
- The service shows a pragmatic approach to “getting things done”;
- Work delivered by our front-line teams is of a good standard.

5.0 Peer Review Action Plan

5.1 In addition to the key recommendations, throughout the LGA Peer Review feedback summary, a number of additional areas for consideration were made. In order to address all of the points raised, a comprehensive action plan is being developed based on four improvement themes. The Executive Director: Growth & Sustainability and the Service Director Environment & Transport have made this a priority to take forward and it will be subject to regular challenge and review. The four thematic areas include:-

- 1) Context & Priority Setting
- 2) Planning & Performance
- 3) Enablers
- 4) Delivery

5.2 The following paragraphs provide a summary of the additional work undertaken under each key theme to address all the peer review suggestions:

5.3 Context & Priority Setting

- Develop core offer documents to better outline service responsibilities.
- Review the current financial model to ensure it is still fit for purpose.
- Focus and accelerate work which contributes to carbon reduction / net zero outcomes.

5.4 Planning & Performance

- Develop our approach to utilising external benchmarking indicators to drive service improvement.
- Develop maintenance plans beyond the current 12 months horizon.
- Review Key Performance Indicators and ensure they are still fit for purpose.

5.5 Enablers

- Review and develop plans for improving communication distribution to front line teams.
- Undertake skills reviews and develop training plans to address gaps.
- Horizon scan for industry leaders and best practice to drive continuous service improvement.

5.6 Delivery

- Work with supply chain partners to risk manage inflationary cost pressures.
- Develop manager tools for recognising and celebrating success.

- Review service structure identifying opportunities to strengthen succession planning and identify single point failures.

6.0 Future Plans & Challenges

- 6.1 A Peer Review Action Plan, which includes learning from the action planning carried out on December 14th, 2022, is being developed by the service. This will help shape the broader Transformation Plan for the Highway's and Engineering Service which is being developed in parallel.
- 6.2 With regards to delivering change across the service, leaders will need to ensure that we maintain momentum around staff engagement, ensuring that future organisational changes are planned well in advance and carefully communicated to staff in a way that meets the need of the change being undertaken.
- 6.3 The service has a finite resource to undertake the breadth of improvement actions that have been identified. Statutory and safety critical work demands will always take priority over available resources, and this may have a detrimental effect on the initial timescales being developed as part of the action planning work. Resourcing plans will be developed in parallel, but they are subject to the availability of additional financial support. It is envisaged that support from a range of internal service areas (Finance, Communications, Human Resources, Organisational Development, Procurement, etc) will be required to facilitate the level of change required.
- 6.4 There are still a large number of competing initiatives taking place across the Highway's and Engineering Service which will need to be prioritised to ensure progress against the Peer Review Action Plan is made. This will need to be an important feature of business planning going forward.

7.0 Invited Witnesses

- 7.1 The following witnesses have been invited to attend today's meeting to answer questions from the committee:
- Matt O'Neill – Executive Director Growth & Sustainability, Growth & Sustainability Directorate, BMBC
 - Paul Castle – Service Director, Environment & Transport, Growth & Sustainability Directorate, BMBC
 - Matt Bell – Head of Highway's & Engineering, Growth & Sustainability Directorate, BMBC
 - Ian Wilson – Service Manager, Highway Delivery, Growth & Sustainability Directorate, BMBC
 - Cllr James Higginbottom, Cabinet Spokesperson for Environment & Highways

8.0 Possible Areas for Investigation

- 8.1 Members may wish to ask questions around the following areas:
- Did the peer review highlight any unknown issues or were the findings in line with the organisation's self-assessment?
 - Which of the positive findings are you most proud of and why?
 - What are the main obstacles to improvement and how will you overcome them?
 - What does the next 5-10 years look like for the organisation?
 - What change management principles will you be using to ensure a smooth transition to 2030?
 - How are officers empowered to make and deliver change?
 - What are the main strategic risks that could affect the service over the next few years?
 - Is the action plan deliverable and affordable and do the benefits outweigh the cost?

- When do you expect all the actions to be embedded and what will governance look like?
- What strategic and operational benefits do you expect to realise as a result of realigning services?
- What do you consider to be your 'critical success factors'?
- What is benchmarking data telling you? How does the service compare to statistical and regional neighbours?
- How do you think the services is perceived by the public and what impact does that have on staff morale? How can perceptions be improved?
- What support is available to ensure the physical and mental wellbeing of employees given the ambitions being delivered by a significantly reduced workforce?
- How might residents be affected by the planned changes to the organisation?
- What can elected members do to understand and support the work of Highways?

9.0 Background Papers and Useful Links

City Region Sustainable Transport Settlement – Revenue Funding Report to Cabinet:-
<https://barnsleymbc.moderngov.co.uk/ieListDocuments.aspx?CId=135&MId=8488&Ver=4>

Barnsley 2030 Strategy:-
<https://www.barnsley.gov.uk/services/our-council/barnsley-2030/barnsley-2030-strategy/>

10.0 Glossary

APSE	Association for Public Service Excellence
BMBC	Barnsley Metropolitan Borough Council
CRSTS	City Region Sustainable Transport Settlement
DfT	Department for Transport
KPIs	Key Performance Indicators
LGA	Local Government Association
NHT	National Highways & Transport Network
OSC	Overview & Scrutiny Committee

11.0 Officer Contact

Jane Murphy/Anna Marshall, Scrutiny Officers
Scrutiny@barnsley.gov.uk

23 January 2023