

# BMBC LGA Corporate Peer Challenge 2019

## Action Plan (Version 1.6)



Ref	Improvement Area	Actions	Deadline	Lead Officer	Comment / Current position
1a	Communications	Review internal consultation process to address staff concerns about how they are consulted when change is being made, and about how that change is undertaken.	Sep-19	Janine Hollingsworth / Katie Rogers	We'll be doing an employee survey in 2019 with support from IIP. We'll follow this up with feedback to employees and an action plan.
1b		Communication and simplification of values, priorities and outcomes to ensure consistent understanding of the council's direction.	Mar-20	Michael Potter	Although this is really fed through internal and external channels, this will be a key part of the 2030 plan and the continued development of Town Spirit.
1c		Formally evaluate the use of social media as a primary means of communication and assess whether it is sufficiently inclusive.	Dec-19	Katie Rogers	Over the next 12 months, we will evaluate our communications channels, looking at how they perform on reach, engagement and accessibility. The launch of the new Customer Access strategy will inform the way we engage with our customers as a council and how they can access our services in the future. We will look to develop a communications channel for residents who are non-digital users and measure the effectiveness of that. We will ask channel preference as part of residents' survey. As part of our communications and marketing strategy, we will continue to introduce channels which reach different segments of our audience and that can provide real-time data on reach and engagement.

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1d	Communications	Undertake engagement with residents' within Town Spirit approach.	Dec-19	Malachi Rangecroft Katie Rogers / Phil Hollingsworth /	A key part of the Barnsley 2030 plan will be to engage with our residents and communities on the future of Barnsley. This will be a mix of different formats. A key part of the plan will be the feedback and inclusion of the data to our residents and communities.
1e		Review the current budget communications and consultation process.	Dec-19	Katie Rogers / Neil Copley	We have been reviewing options for improved communication. We are considering formal budget consultation with members of the public to run sometime in late October/November. In the meantime we have been gathering information from consultations that other LA's have in order to ensure best practice.
2a	Corporate Governance	Review and rationalise the number of strategies, plans and initiatives post 2020.	Mar-20	SMT / OI Board	A number of strategies end in 2020 and we will be reviewing this in line with the development of the Barnsley 2030 place based plan
2b		Revise strategic risk register to ensure that reflect the key strategic risks only.	Sep-19	SMT / Neil Copley	An external consultant has been appointed (via SOLACE) to review our processes and a scope agreed. Dates are being arranged for a visit in June with the aim of establishing meetings with key staff including 1:1 meetings with all SMT members.
2c		Review the corporate performance framework and reduce the numbers of performance indicators in line with the new place based plan from 2020.	Mar-20	SMT/ Malachi Rangecroft	To be addressed through the development of the Barnsley 2030 place based plan

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2d	Corporate Governance	Review the decision making process to identify areas for simplification and strengthen the delegated decision making function.	Sep-19	Martin McCarthy / Michael Potter	Work has already commenced on providing officers with greater clarity as to the process for delegated decision making and the means by which this is reported so as to maintain transparency and effective governance.
2e		Review and ensure that appropriate mechanisms are in place to monitor and track delegated decisions.	Sep-19	Martin McCarthy	The proforma (through Sharepoint) used is being revised to capture all elements of the process in one place to avoid confusion as to next steps/what is required of all parties in order to get to the point where decisions are reported/and captured for future reference if required.
2f		Introduce an annual report on scrutiny activity, to Full Council on an annual basis.	Mar-20	Anna Marshall / Malachi Rangepcroft	This will be reported to full council for activity taking place in the 2019/20 period.
3a	Finance	Respond to local government funding reforms, consultations and statements (e.g. fair funding, business rate retention and CSR) and ensure that any known impacts are reflected in the Council's MTFS.	Dec-19	Neil Copley	Specific finance staffing resources identified/ applied to assessing the implications of Government's reforms on BMBC as they develop. Update reports circulated to SMT/ BLT as necessary. Nb MTFS already based upon prudent assumptions from the reforms.
3b		Establish a reporting framework to regularly submit updates on the Council's financial resilience in order to ensure the Council applies appropriate focus to this key issue.	Sep-19	Neil Copley	Considerable attention and profile applied to the financial health of local authorities in the national media and therefore there is a need for regular reports to contextualise BMBC's position.

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3c	Finance	Develop a long term financial strategy (through to 2030) whilst ensuring a sufficient level of focus is maintained in delivering the medium term financial strategy (currently through to 2023)	Dec-19	Neil Copley	The latest MTFS has already been rolled forward to 2022/23 with a framework in place to address the deficit. A long term financial strategy is being developed.
3d		Establish oversight of the commissioning arrangements of the Area Council model to map potential gaps and to maximise commissioning outcomes. Develop methods of consistently sharing evaluation, best practice and learning that can be shared more widely.	Dec-19	Wendy Lowder/ Neil Copley	To understand if there is a procurement role that the Council can play to fill any gaps in service provision without undermining the objective of communities 'doing things for themselves'. We already; share the Stronger Report with Members, Area Chairs, Stronger Communities Partnership. Jointly work with procurement on commissioning best practice and social value.
3e		Develop longer term financial modelling to reflect options and recommendations emanating from the strategic review of SEN-D. Nb MTFS already based upon prudent assumptions from the reforms that the deficit/ financial pressures are managed as part of the review.	December 2019 (to tie in with SEN-D review)	Neil Copley	Finance staff to be directly involved in the SEN-D reviews. Section 151 officer to assess the SEN-D pressures and consider their impact on the Council's MTFS/ Reserves Strategy.
4a	Human Resources	Review the recruitment process and identify areas for improvement / streamlining.	Mar-20	Tracy Bell	This will be undertaken as part of the Success Factors project, and a wider review of the current recruitment strategy.
4b		Improve access to performance data in key HR delivery areas such as HR sanctions and casework.	Sep-19	Janine Hollingsworth	This is in development with IT

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4c	Human Resources	Develop a Manager's Toolkit which will act as a framework to ensure consistency of application of core policies and processes (e.g.1:1's, team meetings, cascading of information and the process to apply for or be selected for training)	Mar-20	Michael Potter / Amanda Glew	This is currently in development
4d		Explore opportunities to further align related services. (Organisational development and human resources; communications and the web team; and scrutiny and governance)	Mar 20	Michael potter/ Martin McCarthy / David Robinson	conversations have already taken place previously about the best fit for these services but these will be revisited in light of changes in management structures
5a	Area Working	Strengthen links with Area Councils to the Principal Towns investment fund and support the development of new ideas	Dec-19	Kate Faulkes / Paul Clifford	The Principal Towns programme operates predominantly at a ward level as local consultation and engagement is critical in terms of identifying the schemes relevant for the local area. . As the programme is now shifting into formally delivery, there is scope for providing updates to Area Councils on the progress of the projects within the respective areas

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5b		Targeted interventions to tackle issues and areas where volunteering activity has not yet reached	Mar-20	Kate Faulkes	Area Councils/Ward Alliances refresh priorities on an annual basis. There is some planned activity already in relation to this and the refreshed offer from BCVS has a part to play alongside the refreshment of the volunteering Strategy. We need to develop opportunity for impact volunteering. Gap analysis will be undertaken as part of our resident engagement through Town Spirit and for the 2030 plan.
5d	Area Working	Further develop connections between the place and communities' directorates to maximise the opportunities between the challenges of deprivation, poverty and economic inclusion, and increasing educational opportunity (linked to 7f)	Sep-19	Phil Hollingsworth / David Shepherd	The ongoing work in relation to inclusive economy, and linking this to the development of the 2030 plan will enable the action to be met
5e		Develop a guiding framework to outline the best practice principles of co-production in service redesign.	Sep-19	Sarah Sinclair / Jayne Hellowell	The interpretation is that we develop guiding principles for co-production. Accompanying this would be a paper for SMT to consider whether this is a mandatory ask for services or optional depending upon the scale and complexity of service redesign.
6a	Housing	Renew focus on private rented standards, doing more on a day to day basis to encourage or enforce higher standards on estates to tackle degraded properties and voids.	Dec-19	Richard Burnham/Paul Brannan	Currently working on a new model for landlord accreditation designed to provide advice and incentives (through a grading system) to encourage higher

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					standards in the private rented sector
6b		Develop a plan to explore the expansion of housing offer to include a wider range of dwellings, rather than social housing.	Dec-19	Richard Burnham	Providing a wide range of housing types is a key element of our 2014-33 Housing Strategy. Currently only 20% of new housing built is social housing. The Council is developing both market sale and social rent housing and plans to introduce market rent housing to future developments
7a	SEND	Develop and agree a refreshed SEND strategy which articulates the local area partnership vision and ambition for children and young people with SEND, and sets out the strategic priorities for achieving the shared vision.	Nov-19	SEND Oversight Board	The timeline takes account of the need for the strategy to be co-produced with young people; parents/carers and partner agencies – including schools. In June/July however an initial statement of vision will be issued, linked to the vision in the CYPP

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7b		Clarify lead responsibilities for implementation of the SEND reforms and development of local area arrangements across services and partners, and partnership expectations of agencies including, Education services and providers, CSC and ASC Public Health, CCG and Hospital Trust	Aug-19	SEND Oversight Board	
7c		Clarify and communicate governance arrangements whereby partners can hold each other to account.	Aug-19	SEND Oversight Board	
7e		Agree a strategy and plan for workforce development within the children and adults' services workforce, across all relevant partners.	Aug-19	Amanda Glew / Richard Lynch	
7f		Establish a framework for co-production and engagement with parents in the SEND arrangements across the partnership.	Sep-19	Melissa Mackell (KIDS)	See SEND Quality Improvement Plan (SEND QuIP)
7g		Develop and implement systems to monitor and evaluate the effectiveness of mandated health checks and screening in securing early identification of special needs, and appropriate interventions to meet.	Jul-19	Margaret Libreri (Nina Sleight)	See SEND QuIP
7e		SEND	Implement plans to build the capacity of mainstream settings and schools to identify and meet the needs of children and young people with SEND, through an appropriate graduated response.	Dec-19	Margaret Libreri (Nina Sleight)

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7f		Work with relevant partners to agree and develop shared understanding levels of need which should be met, and the level of provision which should reasonably be in place before escalation to statutory EHCP assessment (linked to 5d)	Sep-19	Margaret Libreri (Nina Sleight)	
7g		Agree and implement actions within the Barnsley Alliance Strategy and plans to reduce levels of fixed term exclusions in Barnsley schools, narrowing the gap between local and national performance.	Dec-19	Barnsley Alliance Executive	
8a	Digital First	Digital Transformation Strategy needs to articulate the benefits to customers and staff of different ways of working, so that these can be clearly understood, owned and measured, over and above IT improvements. It should also ensure that those without IT access are not excluded from services.	Crucial to IT service reconfig in 2021/22	David Robinson	The Digital First Programme has culture change at its heart, assisted by Communications and Change Management. Initiatives are implemented via Business Case and benefits tracked through the Digital Leadership Team. Additional Benefits Realisation training has just been delivered to key personnel. The in progress Digital and Customer Access Strategies seek to articulate these aspirations to the wider audience and will be consulted thoroughly as part of the 2030 piece.