



CORPORATE PLAN 2015-2018

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FOREWORD BY THE BY LEADER OF THE COUNCIL AND THE CHIEF EXECUTIVE

Welcome to the Corporate Plan which sets out what Barnsley Council aims to achieve over the next three years for our customers and the community. It explains what we want to do, how we are going to do it and how we will measure that we are on track to achieve it. The plan also highlights achievements made over the last three years as well as identifying what our challenges are.

Our organisation has changed significantly over the last three years as we have commenced our Future Council Strategy and programme. This has challenged us to change our culture or 'the way we do things around here' and deliver services in more innovative ways, whilst also delivering the planned savings and efficiencies.

We now have a new, inspiring and forward looking vision developed by our employees, 'working together for a brighter future, a better Barnsley'. We want to work more with our communities, support people to achieve their potential and we want our residents to think and feel we are making a real difference together. We have also developed a set of values, slightly revised our priorities and outcomes and identified what a future council will look like.

Like many other public sector bodies, we face many further challenges and changes over the next three years. We remain committed to responding to these positively as well as making a real difference to people's lives. Our Corporate Plan enables us to be clear about our priorities, how we are going to work, and what differences we are going to achieve with the reducing amount of resources available to us.

We continue to have a high level of ambition and aspiration and will do our very best to support Barnsley, its people, communities, partners and business to thrive and achieve. Residents, communities and customers of Barnsley continue to be our number one priority.



Cllr Sir Stephen Houghton
CBE



Diana Terris
Chief Executive

OUR CHALLENGES AND OPPORTUNITIES

The need for quality services does not go away as our funding reduces. That's why it's important for us to continuously benchmark, quality assure, performance manage and improve our services.

This plan covers a three year period but we need to look much further forward to plan our business more effectively. The financial pressures we face are well documented and there are timescales linked to the savings and efficiencies required. We must make sure we're making fully informed decisions around the reductions and remodelling of our services that are being planned.

We're facing a number of challenges and opportunities and we must consider the impact arising from them.

- **Service improvement** – the need for quality services does not go away as our funding reduces. That's why it's important for us to continuously benchmark, quality assure, performance manage and improve our services. Our service quality is also informed by inspections, assessments and peer reviews. In 2012, Ofsted judged the council to be inadequate for child protection services and adequate for looked-after children services. An improvement notice to address the failings identified by Ofsted was issued. In November 2014, the improvement notice was lifted after Ofsted judged the council's services for children who need help and protection as requires improvement. An improvement plan is still in place as we aim for a good judgement when the next inspection starts in 2017.
- **Rising customer expectations and demands** – as commercial organisations continue to improve their customer service; people expect the same from the public sector. Customer expectations are changing too, with demands for faster and easier contact with the council 24 hours a day, seven days a week. Customers want to use our website and social media to contact us, and expect flexible, more personalised services.
- **Economic challenges** – the economic outlook for Barnsley is still a key consideration for us. We've launched the jobs and business plan which will help us to create 17,500 new jobs by 2033. Pro-active work is also taking place to open up employment sites and make them ready for development. This means we can make sure that Barnsley's infrastructure is available for creating future jobs and encouraging business growth. Skill levels are still a concern, as are GCSE attainment levels, although this is improving year on year. Businesses who might want to invest and grow in Barnsley need a skilled and qualified pool of workers to recruit from.

- **Building partnerships and working collaboratively with others** – we need to encourage co-production and collaboration to make sure we're using the physical resources, skills and knowledge of our communities wisely. We also have to keep building, supporting and improving our partnerships to make sure Barnsley is getting added value. Technology and data sharing also have a significant part to play in these partnership relationships.
- **Devolution** – releasing more powers to increase influence on decision making will benefit local authorities, but will also challenge them to work together and join up more services. The Sheffield City Region has the fifth largest growth deal, worth £300.7m over six years. We have to make sure we're involved and engaged in shaping the development programmes linked to this funding so that Barnsley can get its share of the improvements and opportunities.
- **Financial pressures** – national budget reductions mean that we've already reduced our budget by £59 million since 2010. We are facing a likely further £28m reduction over 2015-2017, and £12m in 2017/18. There is also some uncertainty around funding gaps for future years. This is a substantial proportion of our resources. It will mean we have to keep reviewing what we spend our resources on and why.
- **Demographic and social changes** – there will be a huge increase in people living longer with increasing needs. This places greater demands on social care and health services. The Care Act 2014 has also given councils more responsibilities and duties, with no additional funding. Health inequality continues to be a challenge. This is influenced by quality of healthcare, lifestyle and a number of other wider factors such as crime and poverty. Smoking is the largest risk factor for people's health in Barnsley, contributing to 20% of all deaths. During the previous planning period, the prevalence of smoking amongst adults in Barnsley fell from 23.6% to 21.4%. This is still higher than the national average of 18.4%, but the gap has narrowed. The Public Health function transferred into the council in 2013 and has now been spread across the organisation. This will help us to embed a 'Public Health Council' culture.
- **Cultural change** – to support the ongoing transformational change there has to be a cultural change. Not only in the Council but also across Barnsley. We want to encourage people to innovate and take managed risks, use technology and customer insight and adopt a lean thinking approach to suggest improvements to our services. Changing people's behaviour and the way things are done doesn't happen overnight. It will take a lot of support and perseverance which is an ongoing challenge with reduced resources.

These challenges will help us to plan for future years.

Customer expectations are changing too, with demands for faster and easier contact with the council 24 hours a day, seven days a week.

OUR ACHIEVEMENTS

It is important for us to celebrate some of our achievements and good practice from the last three years.

Some of our key achievements are:

- **More people in work:** The gap between Barnsley and the rest of the region has narrowed in relation to worklessness. Our employment levels stood at 72.5% in December 2014, higher than the national average of 72.4% and the regional average of 70.5%. The proportion of our working age population claiming Job Seekers Allowance was 2.7% in March 2015, in line with the regional average of 2.7%.
- **Support for business:** Enterprising Barnsley continues to provide high quality support to local businesses, with 2,000 businesses supported to expand and just over 3,400 jobs created. Businesses are offered advice through workshops and open days, human resources, management, training and business development.
- **Town centre regeneration:** Our Better Barnsley programme has started and improvements in the town centre environment are already visible. We've relocated the open market, marking the start of our major redevelopment plans.
- **More visitors:** Our visitor attractions are becoming increasingly popular, with over 2.7 million visitors providing an estimated contribution to the Barnsley economy in excess of £60 million over the last three years. Experience Barnsley opened in June 2013, and received just short of a million visitors in its first year.
- **Bright futures for our young people:** Young people from Barnsley are more likely to be in education, employment or training than their peers in South Yorkshire. 5.3% of our 18 to 24 year olds were not in employment, education or training in March 2015, compared with 6.4% in Rotherham and 6.7% in Doncaster. We also continue to work with our partners to offer apprenticeships as a route into employment.
- **Improving schools:** Barnsley primary schools have improved considerably over the last three years of this corporate plan; 64% were rated by Ofsted as good or outstanding in 2012, compared to 81% in March 2015. This is above the regional and national average.
- **Good early years support:** Barnsley early years settings are also performing well and in January 2015 Ofsted rated 85% of them good or outstanding.
- **Support for families who need it most:** In 2011, the Government introduced the Troubled Families programme, which targets families known to have a high cost to the public sector as a result of issues such as worklessness, crime, anti-social behaviour and truancy. By the end of September 2014, the council has helped to turn around 526 families. Barnsley is amongst the best performing councils nationally and as a result has been chosen to be an early starter on the next phase of the programme.
- **Raising aspirations:** The I Know I Can programme has delivered a wide range of activities to help support young people to raise their aspirations, and help them achieve their goals in education, training and employment.
- **Helping adults access social care:** Significant progress has been made towards a new approach to adults' social care. At the end of March 2015, 29% of those using social care services received direct payments.
- **Helping people to be independent at home:** There are also increasing numbers of people using the services of the Home Assessment and Reablement Team (HART). 641 people benefited from the service between April 2014 and March 2015. Over the same period, 1305 people used assistive technology to help them live independent lives in their own homes.



FACE TO FACE CONTACTS

148,479

in 2012/13

58,917

in 2013/14

WEB HITS

1 million

in 2012/13

1.5 million

in 2015/16

- **Offering more services online:** There has been a radical shift in the way people access the information they need about council services. Face to face contacts fell from 148,479 in 2012/13 to 58,917 in 2013/14, and fell further to 31,875 by the end of 2014/15. People are now more likely to access information about our services online. Just over 1 million web page views were recorded in 2012/13. This has exceeded 1.7 million in 2014/15.
- **More people helping their local areas:** The Love Where You Live campaign was launched in June 2014 to encourage people to get involved in volunteering. So far, nearly 2400 people have been

involved in projects which include: the creation of community allotments, improving local parks, play areas and the Trans-Pennine Trail. The 12,453 hours of volunteer time equate to a cashable value of £138,000.

- **More local services:** The area governance arrangements have now been in place for over two years. The area councils have commissioned services based on community engagement and local need. The area councils and ward alliances have also helped to encourage more volunteering activities and social action which is supporting the communities to become more self reliant and sustainable.

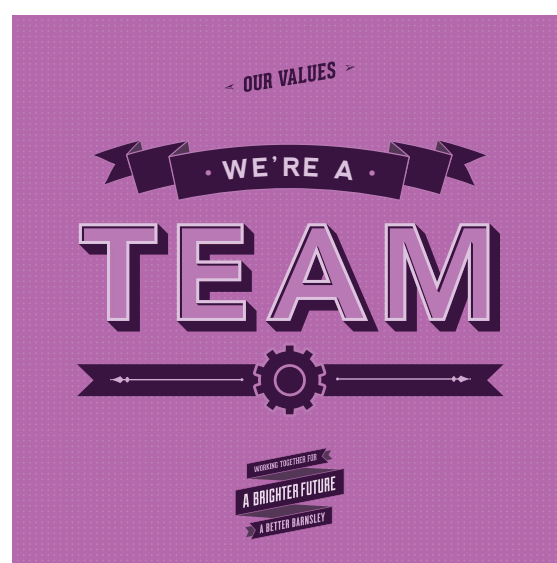
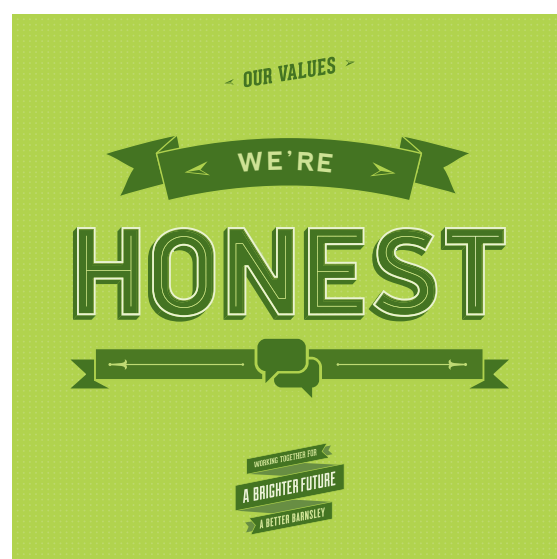
OUR NEW VISION AND VALUES

We have developed a new and inspiring vision for Barnsley, supported by values that will help us to drive change and improvement and to achieve our priorities and outcomes.

The vision is not only for the Council but also the borough and has been agreed with our partners within One Barnsley, which is our Local Strategic Partnership.



Our core values are the ‘way we do things around here’ and will help pull the organisation in the same direction towards achieving our vision and priorities.



OUR PRIORITIES

Our three main priorities have not changed significantly since the last plan was published. We still consider them to be the areas that warrant greater attention, emphasis and possibly resources, in order to influence other areas of activity and make the greatest impact overall. This is where we will focus our performance management and reporting arrangements to keep a closer eye on how well we are doing.

Our three priorities which will help us to achieve our vision are:

THRIVING AND VIBRANT ECONOMY PEOPLE ACHIEVING THEIR POTENTIAL STRONG AND RESILIENT COMMUNITIES

People are at the heart of helping us to improve and achieve our priorities. Whether this is through strong leadership, governance and accountability, skilling up and learning new things, displaying the values in everything we do, recognising and celebrating success or being supported to learn from things that don't go so well. This is cultural change and organisational health, which we have described as One Council.

Thriving and vibrant economy

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

We will achieve this through delivering the following outcomes:

- **Create more and better jobs and good business growth**
- **Increase skills to get more people working**
- **Develop a vibrant Town Centre**
- **Strengthen our visitor economy**
- **Create more and better housing**

People achieving their potential

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

We will achieve this through delivering the following outcomes:

- **Every child attends a good school**
- **Early, targeted support for those that need it**
- **Children and adults are safe from harm**
- **People are healthier, happier, independent and active**

Strong and resilient communities

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

We will achieve this through delivering the following outcomes:

- **People volunteering and contributing towards stronger communities**
- **Protecting the Borough for future generations**
- **Customers can contact us easily and use more services online**

We will drive change and improvements to achieve the following positive outcomes:

ONE COUNCIL

OUR PRIORITIES

THRIVING &
VIBRANT ECONOMY

PEOPLE ACHIEVING
THEIR
POTENTIAL

STRONG &
RESILIENT COMMUNITIES

ONE COUNCIL

- **Clear vision and values** – we will make sure our employees, partners, customers and the community are aware of our vision and values and what we are trying to achieve.
- **Customer focus** – we will understand all our customers and put them at the centre of everything we do.
- **Commercial and business acumen** – we will focus on outcomes and making every penny count.
- **Effective delivery of projects and programmes** – we will strengthen and standardise our approach to ensure integrity, accountability and value for money.
- **Innovative and managed risk taking** – we will remove barriers and bureaucracy and encourage, support and empower our employees to identify and implement suggestions and improvements.
- **Learning organisation** – we will invest in our people, recognise success and achievement and become stronger from our failures.
- **Leaders at every level** – we will have leaders at every level of the organisation who are highly skilled, motivated and empowered to respond effectively to local needs.
- **Flexible workforce** – we will ensure our workforce is healthy, agile, flexible and supportive of change with skills that can be deployed in different ways to meet our customers needs.
- **Working with our partners, communities and residents** – we will work together to identify and meet local needs through joint and informed planning and decision making.
- **Enabling organisation** – we will enable our partners, communities and residents to do more for themselves.



A man in a blue suit and striped tie is sitting at a desk, smiling and looking down at a laptop. He is holding a pen over an open notebook. The background shows a modern office with glass partitions and other desks.

**TO DELIVER OUR VISION,
PRIORITIES AND OUTCOMES
WE NEED TO CONTINUE TO
CHANGE AND IMPROVE OUR
ORGANISATION AND ITS
CULTURE. TO DO THIS, WE HAVE
IDENTIFIED TEN THINGS THAT
WE NEED TO CONTINUE TO
DEVELOP, IMPROVE AND EMBED
ACROSS THE ORGANISATION.**

OUR SOCIAL RESPONSIBILITY

We are committed to making the community stronger and more resilient and we will do this through:

- Supporting our employees to volunteer within local community organisations and charities. Through our Employer Supported Volunteering Scheme, we offer up to 4 days paid leave for employees. Since its launch, 122 employees have volunteered 138 days. We will continue to try and encourage more employees to volunteer and we will measure and report this on a quarterly basis.
- Prioritising the use of local suppliers through our procurement processes. Over 40% of our spending in 2014/15 was with companies based in Barnsley. We will continue to monitor this and aim to increase our local spending.
- Promoting the use of renewable sources for our energy needs. We aim to achieve the 2020 European Union Renewable Energy target of 15% by 2020. At the end of September 2014, 10% of our energy use came from renewables, and during January to March 2015, this reached 15%.
- Promoting and providing placements for young people within our own organisation. In March 2015, 69 young people were currently working as apprenticeships for the council, representing 2% of our total workforce. We aim to increase this over the next three years.

122
EMPLOYEES
have volunteered
138 DAYS

15% OF ENERGY
came from
RENEWABLES
Jan–March 2015

OVER 40%
of spending in 2014/15 was
with companies based in
BARNSELY

69
YOUNG PEOPLE
working in
APPRENTICESHIPS
with the council

HOW WILL YOU KNOW IF WE ARE IMPROVING?

We know that given the pressures we face, delivering our priorities and outcomes will be a challenge. However, we are determined to continue to improve, make a difference and ensure that our customers, community and partners know that we are making a difference.

We will do this in a number of ways:

- We will make sure that our plans, programmes and projects are appropriately resourced to maximise success and to deliver the priorities and outcomes.
- We will performance manage our progress, celebrate our success and achievements and identify and challenge where we need to improve.
- We will report progress on a quarterly basis through our Cabinet and make this available on our website.
- We will share case studies of examples of achievements, improvements and innovation.
- We will encourage our elected members to question and scrutinise our performance through the Overview and Scrutiny Committee.
- We will ask our customers, community and partners to provide feedback on our performance framework and reports.
- We will complete an annual evaluation and review of the performance framework to assess our direction of travel against the priorities and outcomes and write a short report which will detail the progress made throughout the year, compared with previous years.

Further information

More detailed plans for the delivery of our priorities can be found [here](#).

More information regarding the details of the Future Council Strategy can be found [here](#).

Links to the quarterly performance reports, describing progress against the priorities and outcomes, can be found [here](#).

CONTACT US

Nëse j'u nevojitet ndihmë për të kuptuar këtë dokument, j'u lutemi n'a kontaktoni.

若您需要幫助來理解本檔，請與我們聯繫。

यदि आप को इस दस्तावेज़ को समझने के लिए सहायता की आवश्यकता है तो कृपया हम से संपर्क करें

Jeżeli potrzebujesz pomocy w zrozumieniu tego dokumentu skontaktuj się z nami

ਜੇਕਰ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਸਮਝਣ ਲਈ ਤੁਹਾਨੂੰ ਮਦਦ ਦੀ ਲੋੜ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਸੰਪਰਕ

Обратитесь к нам, если для того, чтобы понять этот документ, вам нужна помощь

اگر آپ کو اس دستاویز کو سمجھنے کیلئے مدد کی ضرورت ہے تو براہ کرم ہم سے
رابطہ کریں

If you need help understanding this document:

Contact: Michael Potter MSc, FCIPD
Service: Organisation & Workforce Improvement
Email: michaelpotter@barnsley.gov.uk
Telephone: 01226 773555

Westgate Plaza One
Barnsley S70 2DR