

OUR FUTURE COUNCIL

1. Reason for Report

- 1.1 To outline the approach that will be taken to develop the organisation to a sustainable 'Future Council'.

2. Recommendations

- 2.1 That the Vision and supporting values underlying the development of a sustainable Future Council, as set out at section 5 of the report, be approved;
- 2.2. That the post of Executive Director Corporate Services is deleted with the strategic duties and responsibilities of the post undertaken by the remainder of the Senior Management Team as appropriate.
- 2.3 That the existing portfolios of the remaining three Executive Director posts and their statutory functions are reconfigured in line with the Future Council delivery model of People, Place and Communities and are designated accordingly.
- 2.4 That the three posts of Assistant Chief Executive, which previously reported to the Executive Director Corporate Services, report directly to the Chief Executive, and are redesignated as "Directors" of the respective core service.
- 2.5 That a review of the pay and grading of the Senior Management Team be undertaken. This will complete the review of pay and grading across all the Council's workforce, with a report submitted to Cabinet in due course.
- 2.6 That the development of front-line business units within the 3 Directorates of People, Place and Communities, as set out at section 7 of the report, be approved;
- 2.7 That the process for taking forward the required organisational change, as outlined at sections 8 and 9 of the report, be approved and further reports be submitted as necessary to achieve this within the required timescale.

3. Background

- 3.1 Cabinet on 17th July 2013 received a report setting out the framework of the new approach, leading to a fundamental change in the way we work as a Council whilst putting our customers at the heart of what we do.

3.2 That report sets out the work that had already been done, particularly regarding the new political arrangements and the steps that still needed to be taken.

3.3 This report builds on that work and outlines the approach that will deliver our Future Council.

4. Challenges and Opportunities

4.1 If we are to be sustainable there is a need to change our business model and recognise the risks associated with standing still. The Council must be efficient and effective and deliver improved key outcomes for local people.

4.2 We cannot underestimate the changes that will need to be made from the current ways of working and the impacts that this will inevitably have on staff and Members alike.

4.3 We also need to be mindful of a number of external 'influences' that we will need to ensure are taken into account whilst we are developing our Future Council, including

- Our Customers
- Sheffield City Region
- Demographics
- Rising standards
- Welfare reform
- Scale of change
- Health Inequalities
- Economic Growth

4.4 The emphasis in the future will need to be a shift in our focus away from thinking in silos, focused on services, towards the achievement of outcomes that reflect our 3 agreed corporate priorities. This will ensure that our Future Council works as one Council, with collective responsibility across these priorities.

4.5 The move to the Future Council will need to include significant challenge to ensure that going forward our resources – people and finances - are aligned to delivery of our priorities.

4.6 We also need to change the relationship with our communities from “doing to” to “doing with” and being able to demonstrate the positive impacts that this can deliver.

5. Our Vision and Values

5.1 Every successful organisation needs a clear 'Vision' that is easily understood and owned, particularly by the staff working towards that Vision

- 5.2 Significant staff engagement has taken place over the last twelve months to develop a shared understanding and ownership of the future direction through a variety of means including; the 'Talkabout' roadshows led by the Leader and Chief Executive, managers' conferences, staff focus groups and extended staff meetings. A Talkabout Challenge site was also developed on the Council's Intranet.
- 5.3 These events have produced real and active engagement from staff who have collectively developed a vision that they believe will inspire them to drive change and improvement and achieve great things. The Vision proposed and supporting statements are :

Working together for a brighter future, a better Barnsley

- **Working together** - with our communities
- **Brighter future** – people achieve their potential
- **Better Barnsley** – our residents think and feel that we are making a difference together

- 5.4 Staff were clear about the importance of having values to help us to achieve our vision and lead to an engaged and motivated workforce supported by the ethos behind our crest on the Coat of Arms.



“ Judge us by our actions”

5.5 Four key values have been identified that we need to own and demonstrate in all our work of the future, these being

Working Together	Honesty
<ul style="list-style-type: none">✓ We work as "One Council" to do the best that we can for our customers✓ We build partnerships and work with others to achieve the best for Barnsley✓ We are understanding and supportive of others, respecting and valuing differences	<ul style="list-style-type: none">✓ We are open and honest about what we are able to achieve, the decisions we make and how well we are doing✓ We are true to our word, reliable and fair✓ We are responsible and accountable for our actions
Excellence	Pride
<ul style="list-style-type: none">✓ We are committed to quality and value for money✓ We learn from our successes and mistakes✓ We are flexible, adaptable and respond positively to change	<ul style="list-style-type: none">✓ We are proud of the work we do and the services we deliver✓ We are proud to support our communities to make Barnsley a better place✓ We are proud of our achievements

6. The new Business Model

6.1 The new future business model will have two key components:

- 1) A strong and lean core
- 2) A number of front facing Business Units delivering efficient services

6.2 Work has taken place in relation to what this new business model will look like but it is clear that to deliver our sustainable Future Council, this will mean fundamental change for the organisation if we are to deliver our Vision.

6.3 To ensure focus on our priorities, our new model will include 3 new Executive Director roles to lead on each of the 3 corporate priorities covering: People; Place; and Communities, supported by the core services. The Director of Public Health will also work across Directorates to support the delivery of improved health outcomes for local people and communities.

- 6.4 Our Business Units will be developed as 'vehicles for change' that will provide a clarity of purpose aligned to political priorities. Work has already taken place on identifying our definition of a business unit that will need to be applied consistently across each one, as outlined in Appendix 1. The emphasis is on each Business Unit including a range of services that have a natural synergy together that will maximise outcomes, having common design principles and each supported with a strong business case that will include measurable outcomes and an improved customer focus.
- 6.5 It will also be expected that the new business units will be able to demonstrate, through appropriate data, the delivery of outcomes both effectively and efficiently whilst upholding our values.

7. Proposals for Business Units

- 7.1 A significant amount of work has already been undertaken on the identification of the potential new Business Units but there is still much more to be done at a detailed level. This work has been mindful of the challenges given to the senior management team to design a Future Council that would allow us to take a more strategic approach to future savings that we need to achieve.
- 7.2 As indicated earlier, the proposal is to establish three new Directorates all working together to deliver the key priorities of the Council. These will comprise:

Place	this will include Borough-wide services such as Economic Regeneration, Housing, Regulation, the Visitor Economy and Environment and Transport.
People	this will include services provided for individuals such as Education, Early Start, Adults and Children's Assessment and Care Management.
Communities	this will include locally influenced services such as Customer Access, Community Safety and Enforcement, Public Health and Community Engagement.

- 7.3 There will also be a strong lean corporate core which will include:

- Finance, Assets and Information Services
- Human Resources, Performance, Organisational Development and Communications
- Legal and Governance

- 7.4 It needs to be clear however that this is not merely moving existing services around but a fundamental redesign to deliver outcomes in different ways and improve services to our customers.

The new business units will need to remove duplication of effort and associated resources to maximise service synergies which will inevitably lead to reduction in middle managers and supervisors. The design principles referred to earlier will also be consistently applied across the organisation in relation to the layers of management and supervision each business unit will need and the appropriate spans of control that each member of staff has within them.

- 7.5 The creation of a Directorate with overall responsibility for People raises a question of the statutory positions of Director of Children's Services and Director of Adult Social Services and also the Lead Member for Children's Services.

In recent years the combining of these statutory responsibilities has become more prevalent within local authorities and there is nothing in the related statutory guidance which precludes such an approach. The guidance stipulates that:

"local authorities should undertake a local test of assurance so that the focus on outcomes for children and young people will not be weakened or diluted as a result of adding such other responsibilities to the Director of Children's Services and Lead Member for Children's Services roles [and that], local authorities should consider all aspects of any combined posts (e.g. the impact on both children and adults services where there is a joint DCS and Director of Adult Social Services post)."

Essentially therefore the issue of combining of statutory responsibilities is not one of principle. It can be addressed through the detailed organisational arrangements which are made for the management of the functions for which the statutory postholder is ultimately responsible; as contemplated by the guidance. These issues will be addressed in detail as part of design and implementation of the Business Units.

8. How we will achieve our future Business Units

- 8.1 Delivery of our new Business Units and therefore 'Future Council' will not happen overnight without ensuring that we manage the process and take account of the best practice that is available to ensure success.
- 8.2 As would be expected, we need to learn from best practice that is available to maximise our chance of ensuring successful delivery. Details of this process are set out in Appendix 2, showing the number of steps that will need to be taken when we design our new business units from April 2014.
- 8.3 We also need to be mindful of the key risks associated with a fundamental redesign of our organisation and ensure that these are monitored throughout the process. The three key risks identified are set out below and are already recognised within our Strategic Risk Register:
- Destabilisation of the organisation
 - Maintenance of current services

- Failure of the Future Council to achieve the desired savings

8.4 It is also very clear that we will not be able to achieve this fundamental change without a clear organisational development Improvement Strategy.

8.5 The report to Cabinet in July set out the key themes around which such a strategy needs to be developed in order to get us to where we all agree we need to be. Details of this are included in Appendix 3 for information.

8.6 This will also need to be supported by a workforce development strategy and action plan that will address the concerns of staff raised through the engagement process and will also ensure a consistent approach to training and development for appropriate officers, leaders and managers. This training will reflect the Vision and Values outlined earlier in the report and focus on our shared understanding of behaviours, attitudes and beliefs of our Future Council.

9. Framework for Delivery

9.1 As indicated earlier in the report, our Future Council needs to be delivered within the constraints of the financial position facing us. Whilst reports elsewhere on the Cabinet agenda identify that plans are in place to deliver a balance budget for 2014/15, this approach needs to deliver the estimated £26m savings over the subsequent 2 years.

9.2 What has become apparent from the staff engagement events and the work with Future Council is that staff prefer the changes required to be brought in sooner rather than later. Staff are also eager to put the changes into place and to move to the delivery phase. It is therefore proposed that the framework for delivery will be to deliver all the required changes / savings by April 2015.

9.3 Work is already underway on identification of potential savings within that timeframe, particularly around the core services and a number of cross cutting reviews to release resources through more efficient / alternative ways of working. Full details of these will be brought back to Members as the work progresses.

9.4 There is however much more work to be done to ensure that we are able to agree indicative budgets for the new business units that reflect our ongoing financial position. This will need to ensure that the principles referred to earlier are adopted to ensure:

- Removal of duplication / maximisation of synergies
- Removal of layers of management / rationalisation of spans of control
- Alternatives to current delivery models
- Areas of disinvestment where the priorities are not supported
- Consideration of investment to support priorities

9.5 During 2014 the individual business cases will be established within the financial envelopes available with the intention to implement our Future Council from April 2015.

10. Conclusion

10.1 The proposed re-alignment of our functions into business units within 3 Directorates focused on the 3 corporate priorities is seen as fundamental to maintaining our sustainable Future Council that will deliver these priorities and meet the future budget challenges. At the heart of this will be an improved customer offer with new business units focused on our corporate priorities. Approval of this report will allow progress to be made to achieving these objectives.

11. Background Papers

11.1 Report to Cabinet on 17th July 2013 – Future Council and Financial Planning 2014/15 to 2016/17 (Cab.17.7.2013/6.1)

11.2 Outcome of work on developing the Council's vision and values

11.3 Available for inspection in the Chief Executive's Unit, Barnsley MBC, Westgate, Barnsley – telephone (01226) 773301 for further information.

Officer Contact: Diana Terris, Chief Executive

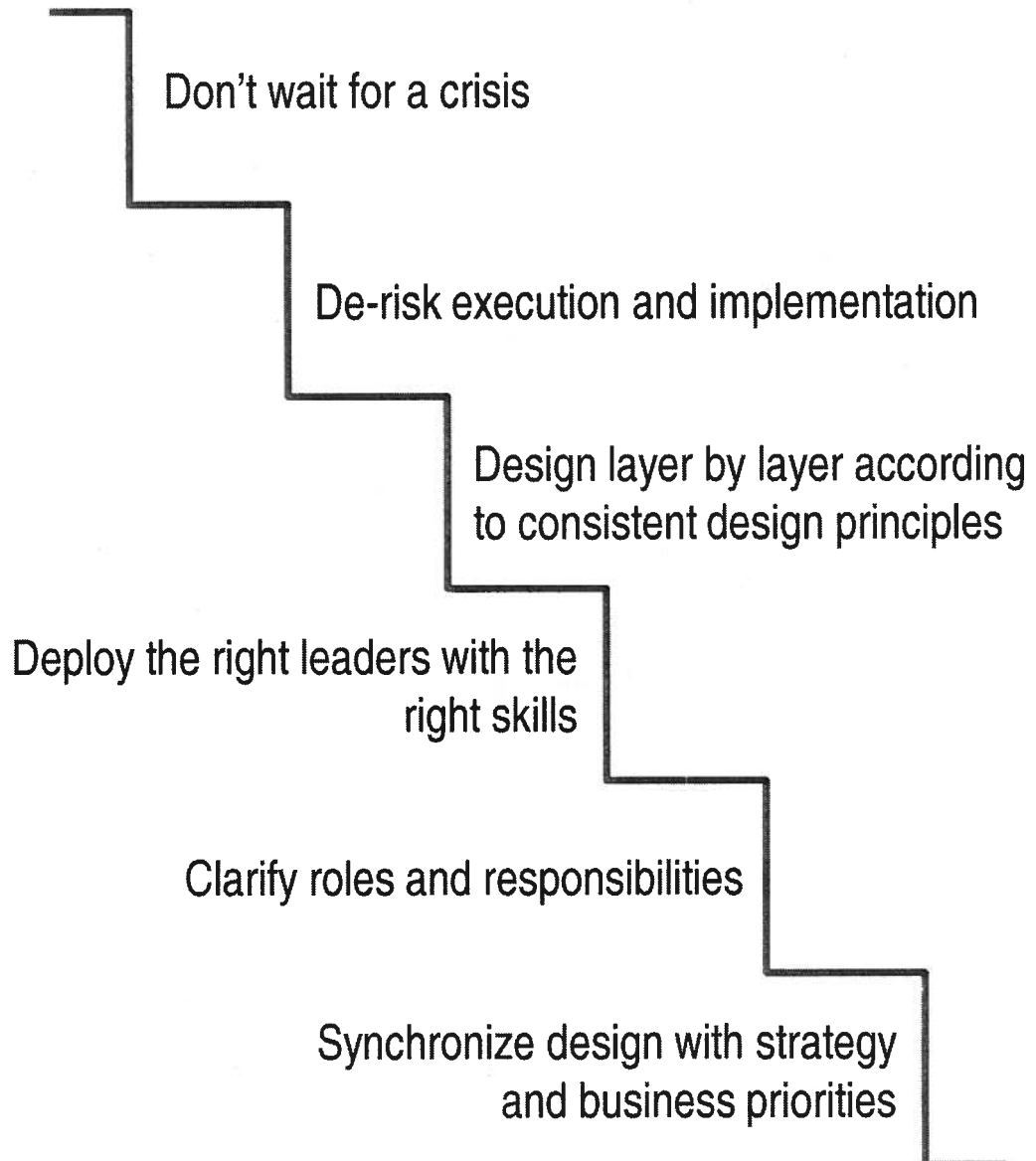
Telephone: 01226 773301

Date: 5th December 2013

Definition of a Business Unit

- Customer focused
- Responsible for delivery of services
- Strategic core or front line
- Cluster of complementary services – functions
- Tasked to delivering outcomes / driving value, including social value / profit
- Clear statement of purpose supported by business case
- Incentives for better performance
- Transparency on cost and VFM
- Commercial and business minded
- Evidence based decision making / evaluation

HOW TO ACHIEVE OUR BUSINESS UNITS



ORGANISATION DEVELOPMENT IMPROVEMENT PLAN

